



URBinclusion

*Combating poverty
in deprived urban areas*

**COLLECTION OF
URBINCLUSION SOLUTION STORIES**



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BARCELONA SOLUTION STORY

INTEGRATED DEVELOPMENT PRACTICE: A PARTICIPATORY PROCESS FOR HOUSING UPGRADING

JANUARY 2019

Subject	Accompanying programme for rehousing the residents from low price social housing (“cases barates”) of the neighbourhood of “El Bon Pastor”.
Network	URBinclusion, Implementation Network
Author	Anamaria Vrabie, Lead Expert



Row of “cases barates” In Bon Pastor (Barcelona). © Massimiliano Rumignani.

The narrow streets and single-storey houses above are a landmark of the Bon Pastor neighbourhood, in the North-East side of the city of Barcelona. Known as the “cases barates”, these 784 low price social houses made up a “horizontal city” of low-rise housing for the past seven decades. Since 2013, La Fàbrica social initiative cooperative, with supervision and financial support from Barcelona Municipality, has been actively supporting the residents to prepare for their transition to the “vertical city”. The “cases barates” have outlived their time, as the constructions are now deemed dangerous for human health. The objective of the initiative is to accompany the rehousing of residents from the neighborhood in apartments within the high-rise buildings that are replacing the rows of houses, while restoring trust and creating capabilities for self-organization, autonomy, co-responsibility and inclusion.

Context

For the URBACT URBinclusion Implementation Network, the City of Barcelona selected the neighbourhood of Bon Pastor, one of the 10 neighbourhoods of the Besòs Area, and part of the district of Sant Andreu. Located in the North-East side of the city proper, these neighbourhoods experience high socio-economic disparities compared to the rest of the Catalan capital, partially due to their territorial isolation in comparison with the rest of the city and their recent industrial past.

Bon Pastor is largely an industrial estate with a population of 12 758 inhabitants, still dominated by factories and brownfield landscape and by its “cheap houses” complex, locally known as “cases barates”. The “cases barates” of Bon Pastor are low cost social housing units, built by the city under the Primo de Rivera dictatorship on the 1929 Barcelona International Exposition. Over time, because of the low quality of these constructions and the turmoil caused by the economic restructuring of the factories that were important employers locally, Bon Pastor became one of Barcelona’s most stigmatized neighbourhoods. As a result, in 2002 the city approved a large-scale demolition plan of the “cases barates” named the Bon Pastor Redevelopment Plan.

The Redevelopment Plan was met with strong resistance from part of the neighbourhood residents and was under strong scrutiny from social scientists and community activists, who were accusing the city of using the negative myths about the area to legitimize a forceful urban transformation. Consequently, it was only in 2007 that the demolition began and, since then, the process has undergone several noteworthy transformations to reconsider community voices and actions. The initial Bon Pastor Redevelopment Plan was further developed to include strategic actions and political commitments on social inclusion and cooperation for reducing socio-economical and territorial disparities. Key strategic frameworks that are now guiding the vision for development for the area are the sustainable and integrated urban development strategy of Barcelona (2016-2020), the Neighbourhoods’ Plan (2016-2020) and the Social Inclusion Strategy in the Besòs

Area.

Currently, there are four specific objectives of the city's integrated action plan:

1. Strengthen the educational network in the neighbourhoods;
2. Recover and promote economic activity in the neighbourhoods;
3. Establish actions to improve the living conditions of the population;
4. Address urban deficits, the low quality of housing and the lack of facilities.

URBinclusion first phase was dedicated to assessing which actions were being implemented in the area of Bon Pastor and how each one was connected to the overarching strategic objectives for the regeneration of the neighbourhood. This process revealed a good mix of measures targeting poverty reduction, both addressing improvements to the built environment and neighbourhood vitality. The core hard infrastructure investment remains the demolition process of the “cheap houses” complex, while in the same time constructing new social housing in high-rise buildings.

The neighborhood renovation (the substitution of “cases barates” for 18 new buildings) is taking place in five phases. In 2018, the buildings of the fourth phase are under construction. In addition, several other projects target social and economic inclusion. Among these, there is *Play Time*, a weekend project for kids that facilitates their access to sports, leisure, healthy food and education on healthy habits and self-responsibility; *Push Yourself*, an annual project for 16-25 youth revolving around sports, health and leisure to empower healthy and civic lifestyle; *Endavant!*, a series of workshops for families for healthy cooking and supporting local food banks for people at risk of exclusion; *Trans-form Yourself*, a mix of trainings, community taskforces and tailor-made collaborations with social services for tackling vulnerable cases and promoting cultural diversity coexistence with the active role of Roma community and *B-MINCOME*, a pilot intervention currently testing the Guaranteed Minimum Income as a measure for combating poverty, with funding from the EU funded Urban Innovative Actions.



Rows of “cases barates” in front of the new social housing residential buildings. © Massimiliano Rumignani.

Thus, in a neighbourhood that is currently undergoing major urban transformations, the challenge identified by the City of Barcelona is to reconcile its past top-down approach on the demolition process of the “cases barates” with a bottom-up one. This means a commitment to the redevelopment of the neighborhood in an integrated and sustainable way and providing the tools and context for individual residents, neighbors associations, local NGOs, economic actors and local administration to work together. The solution to tackle such a challenge revolves around a mechanism capable of restoring and sustaining trust and for Bon Pastor this has taken the shape of the *Accompanying programme for rehousing the residents from the “cases barates”*.

Guided process for housing upgrading

La Fàbrica, a local development cooperative established in 2013 in Barcelona, has designed the programme that is now known as the *Accompanying programme for rehousing the residents from the “cases barates”*. It supports the rehousing of residents from the 784 old and damaged single ground floor family houses to the new social housing in apartments within a high-rise residential building.

The programme enables the resident’s active participation in activities linked to needs of individuals, close group of neighbors and the neighborhood at large, to address the changes in lifestyle from moving from “horizontal” to “vertical” housing.

Since 2013 the programme is financially supported by Barcelona Municipality and implemented by the cooperative. Some of La Fàbrica’s members have been active in Bon Pastor before the development of the cooperative, working since 2011 in several social projects. This gave them a good understanding of the grassroots dynamics and challenges and laid the foundation for the design of the program. Thanks to their long-time presence and commitment for social equity in the area, as well as their established relationships with many key actors such as District of Sant Andreu, Social Services Centre, Primary Health Care Centre Bon Pastor, the neighbor associations, La Fàbrica was able to successfully navigate the complexity associated with any progress on carrying out the urban regeneration of the area.

The accompanying programme is an information-providing and stakeholder engagement process, and not a conflict mediation one. Empowerment and inclusion are its foundation stones and the overarching goal is for the residents of Bon Pastor to be capable of self-organization and self-decision making. This happens not only through a series of workshop and group meetings, but especially by breaking the dynamic of “us VS. them”. For example, one of the key elements of the programme is its dissemination tactic: every Wednesday from 11 am to 1 pm and from 4 pm to 5pm (to 6 pm during spring-summer time), members of La Fàbrica stand in the old square of the “cases barates” to inform any walker-by or interested person about the status of implementation for the Redevelopment Plan for the Bon Pastor. First-hand information is encouraged, rather through other levels of representation such as pre-existing neighbour associations.



Example of an “Internal Agreement” for the good coexistence and use of common facilities and spaces in a Bon Pastor social housing high-rise building. © Barcelona Municipality.

Another example includes managing expectations about coexistence. Instead of approaching any tentative disagreement as a potential conflict, the programme provides meetings, facilitators and a physical space for get-togethers for future neighbours (owners and tenants, Roma and non-Roma, members and non-members of a neighbours’ association) to reach a consensus. The purpose of these meetings is not for a group to be right, but rather to reach an acceptable solution for all the involved actors. Some of the conclusions of these meetings are afterwards drafted in the “Internal Agreements” for the good coexistence and use of common facilities and spaces in a Bon Pastor social housing high-rise building.

Other actions include dissemination of informative documents (ex. flyers), workshops covering selective waste collection, how to manage adequately electricity, gas and water in the new apartments, how to look after pets in an apartment and facilitation of psychosocial support activities (especially with women).

Learning from Cases Barates

As Bon Pastor is changing from a low-rise horizontal neighbourhood, to a vertical one, so is the City of Barcelona changing its previous top-down approaches on neighbourhood transformation. City practitioners have constantly tried to solve the conundrum of bottom-up approaches with top-down ones. The first might be legitimate and popular in the short term, but largely overlook the mid-term consequences, while the latter rarely capture the individuality of a situation.

It appears that the accompanying measures for rehousing the residents of “Cases Barates” has managed to do just that. A successful transition from a the “building approach” to the “people-based approach”, and from “infrastructure” to an “integrated and participatory-based approach”.

While the history of the urban regeneration of Bon Pastor neighbourhood is marked with conflicts, resistance and criticism, it laid the foundation for local capacities to develop, and as a result local people are now taking part in its redevelopment. The URBACT ULG meetings revealed, it is crucial to have stakeholders which have gained the trust of more involved actors and good communication flows. This requires going beyond the established relationships of public institution- service provider, towards a more agile way of communication and actions (such as a task force). Moreover, it remains to be seen how such a project could continue or be replicated without relying solely on public funding.

In addition, the MUHBA (The Museum of the History of Barcelona) is currently working (with the complicity of the neighbours, social agents and the municipality) in the preservation of a block of 8 “cases barates” to turn them into a permanent exhibit at the museum. The exhibit will show the evolution of housing through different historical periods and will explain, by means of the workers housing, the history of the city of Barcelona.

Our “solution story” is yet to be finished. Come 2020, all the new social housing in high-rise residential building will be completed, and the “cases barates” will be only a past landmark. But the memories and stories of generations that have made this place a home will be a constant reminder how precious our coexistence can be, once we master the art of being a neighbour.



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COPENHAGEN SOLUTION STORY

NEW GOVERNANCE FRAMEWORK: THE LIVING LAB “SOCIAL INCLUSION & BUSINESS DEVELOPMENT” (SIBD) FOR THE DISTRICT OF SOUTH HARBOUR IN COPENGAHEN

JUNE 2019

Subject	The living lab “Social Inclusion & Business Development” (SIBD) for the district of South Harbour in Copenhagen.
Network	URBinclusion, Implementation Network
Author	Anamaria Vrabie, Lead Expert



Living Lab members gathering in South Harbour to discuss next steps.
© Copenhagen Municipality

“Our goal is to use civil society as a whole, to develop sustainable models, without being dependent on funding from the public authorities.” - Jens K. Jensen, living lab member from Opzoomerne NGO.

Context

Copenhagen is known internationally as a city championing sustainability, successfully transforming itself in a green capital. But as in any major metropolis, it is also experiencing socio-economic disparities between its neighbourhoods. One such segregated neighbourhood is the area of the South Harbour (Sydhavn), home for 8000 residents. It is largely composed by social housing stock (40% compared with the average of other neighbourhoods in Copenhagen of 20%) and about 8 % of residents are unemployed in circumstances that make future employment unlikely. These include various kinds of abuse and mental health issues, that call for a combined effort of assistance to medical services and socio-economic integration initiatives.

The reality of South Harbour is not an outlier. Following the fall of industries centrally located in many urban areas and changing preferences for living, both in terms of space and location, many inner-city areas experienced decay. This is why, in 1997, the Danish Government initiated a large-scale national attempt to improve deprived urban areas through public participation and public-private partnerships. Known as the Integrated Urban Renewal Initiative (URI), this program is organized locally with a secretariat, a locally elected steering committee and associated working groups. Its main projects are upgrading of urban infrastructures such as streets, schools and medical centres. In addition to this ongoing work, URI has been entrusted by the Municipality of Copenhagen to achieve until 2025 objectives related of co-creation and public participation, which include:

1. A living city – how to make voices of residents heard, even though they do not traditionally participate in public consultations around urban redevelopment projects.
2. A city on the edge- how to support the uniqueness of each neighborhood, celebrate the city's diversity and ensure that Copenhagen is a place where many can afford to leave.
3. A responsible city- how to support environment-friendly urban practices.

The red line connecting these three objectives is the consciousness that unless there will a sustainable mechanism for engagement of citizens, authorities and other key actors, the complexity of urban challenges are going to always outrun the resources available to tackle them.

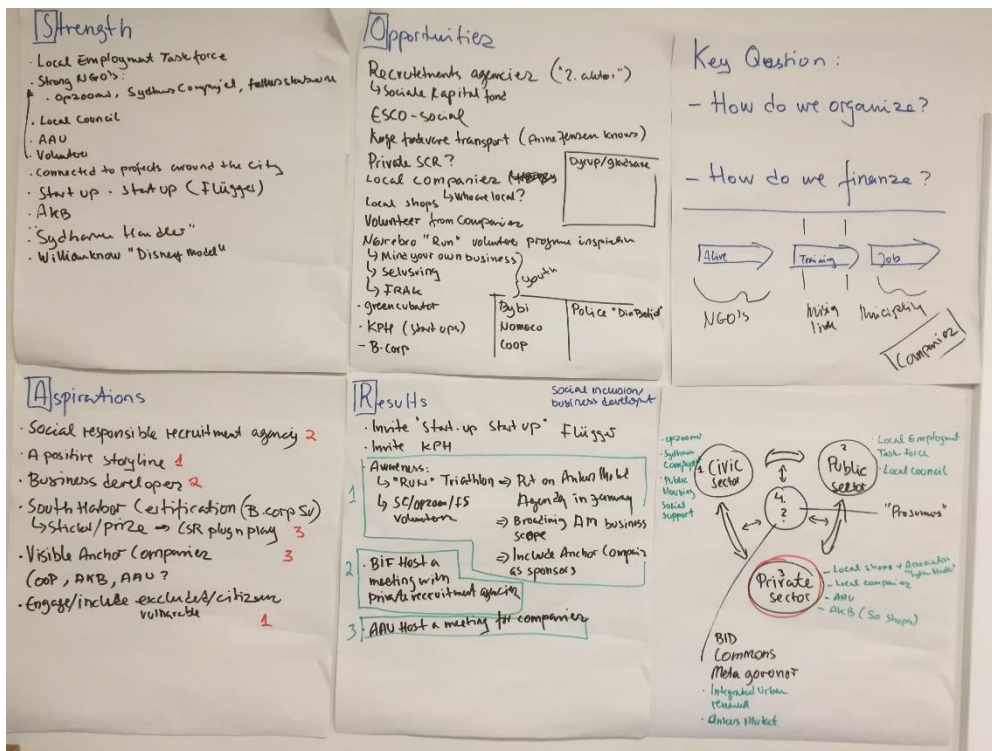
The project

In 2017, the Urban Renewal Initiative (URI) in South Harbour within the Technical and Environmental department of the City of Copenhagen began to work on a co-production framework for identifying key initiatives that could contribute to the social inclusion and business development for the district of South Harbour. For this, URBIInclusion provided the perfect context to explore overarching questions and practices related to co-creating solutions for tackling urban poverty.

The first step taken by the URI was to form a working group of key stakeholders in the area. While in the URBACT context this step is generally related to the consolidation of the URBACT Local Group (ULG), in the case of Copenhagen, given the significant academic background of URI staff, this was the stepping stone for developing the living lab on “Social Inclusion & Business Development” (SIBD). A living lab is a research concept, hinting towards a public-private collaboration towards changes that are user-centric and open for contribution from a wide array of actors. It made its way into urban practice, especially as a social innovation mechanism and has been widely used in the Strategic Research and Innovation Agenda of the European Commission. The key actors that accepted to actively contribute to the development of SIBD were: NGOs active in the areas such as the social housing association (AKB), Opzoomerne and Sydhavns Compagniet, a few local businesses, the Integration and Employment department of the City of Copenhagen, as well as Aalborg University.

The second step was to dive into a user-centric approach. URI proposed a mapping of challenges that struggling residents of South Harbour area face, using an innovative framing. Instead of focusing on weaknesses and threats, the living lab focused on identifying aspirations and expected results. Thus, the traditional SWOT (Strengths- Weaknesses- Opportunities- Threats) model was replaced with SOAR (Strengths- Opportunities- Aspirations- Results). This new theoretical framework managed to speed up SIBD's decision-making capacity, even though its members had never collaborated before. Successfully avoiding the risk of working meetings turning into a complaints choir, two main aspiration areas were identified:

1. Provide skills and resources to vulnerable citizens in order to access employment.
2. Consolidate a governance model that could allow the implementation of an integrated approach toward offering opportunities to vulnerable citizens.



Working group conclusions using the SOAR approach. © Copenhagen Municipality

The next meetings focused on a collective decision-making process of pilot projects worthwhile to be tested by SIBD. Between October 2018-April 2019, two pilot initiatives were agreed upon and implemented:

1. Organizing the first Christmas market in a central square in South Harbour (Anker Jørgensens Plads). This project actively involved local organisations and shops, especially as vendors. As any event-related business, it provided the opportunity for temporary and flexible jobs, with no requirement of previous experience and qualifications. The living lab approach facilitated on the one hand the access of these temporary jobs for the vulnerable citizens of South Harbour, while also convincing shop owners to consider investing in the neighbourhood, rather than relocation elsewhere or participating in a Christmas market in another part of the city.
2. Training social workers to better respond to the needs of vulnerable citizens in the neighbourhood. Social workers were instructed to reach out to local businesses, in order to better understand their needs and requirements. Afterwards, they were tasked to adapt the assistance they offered towards vulnerable citizens, most also experiencing substance addictions, in order to accommodate both parties. This included offering treatment for substance abuse, as well as training and coaching for navigating the job market. While this is still an ongoing initiative, the interviews and site visits with the potential employers have proven insightful and drew attention on the need of developing a constant communication loop between potential employers and employees.

Among the elements that ensured that the living lab members can draw real-time lessons from the implementation of pilot initiatives and actively think about next steps, URI made use of:

1. A capacity building event. Taking place between 22-23 November 2018 in the Aalborg University campus situated in the South Harbour, the conference on community-based living labs for the South Harbour area meant to offer a panoramic view of all efforts taken by the municipality to adopt co-creation practices. The [report](#) of the event was published in May 2019.
2. Transnational meetings of URBinclusion. Apart from the core URBinclusion team from Copenhagen Municipality, URI always ensured that at least a member of the living lab had the chance to join the meetings that took place in Glasgow, Turin, Trikala and Barcelona. This approach proved to be very effective for an informal benchmarking of similar processes in other cultural and socio-economical contexts and increasing the trust level in the changes that can happen in South Harbour area.
3. Adequate time for reflection, evaluation and planning next steps beyond the URBinclusion project. The final phase of URBinclusion, where each partner city had to draft an Operational Implementation Plan (OIF), was used by URI to engage the SIBD for imagining next steps and co-writing the OIF.

Learnings and transferability

Echoing the name of the Anker Jørgensens square, where the Christmas market pilot project took place, the experience of SIBD is about “anchoring” a new way of practice for integrated urban development. To be able to integrate services that tackle unemployment, degradation of the build environment and community feeling and access to medical assistance, is easier said than done.

This is why, the SIBD was both pragmatic and strategic in setting up its objectives. As the long-term plan was to ensure the existence of a living lab that can grow in terms of projects and impact, it was important to ensure that enough commitment and momentum is created around the idea. The capacity building events, as well as the decision of the small scale pilot projects that can be done with a limited budget, were key ingredients for creating a strong ecosystem and partnership between the key actors.

Conclusions

Through its two-year incubation, the SIBD living lab managed to show how a partnership between public administration, academia, businesses and NGOs can work together in designing integrated measures for tackling the urban vulnerability of the South Harbour area. This is why, in May 2019 SIBD became a [self-governed partnership](#), acquiring an official status as the formal mechanism for implementing measures from now on in the area and securing funding for administrative costs for 2019. Fulfilling one of its original goals- to consolidate a new governance framework – the living lab is now beginning its exciting journey into more impact-driven activities for the residents it serves.



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GLASGOW SOLUTION STORY

GOWANHILL – CHANGE THROUGH EDUCATION

JULY 2019

Subject	Annette street Primary School integration of Roma children
Network	URBinclusion, Implementation Network
Author	Lorenzo Tripodi, Lead Expert

Govanhill is among the “Thriving Places” of Glasgow identified because of their consistent levels of inequality compared to other parts of the city, based on child poverty, health indicators and levels of unemployment. These are areas targeted with specific policies defined through a neighbourhood-based approach. Govanhill is also home of a significant Roma population and our solution story will showcase an innovative, participative approach to educating integrating Roma children while engaging parents and families.

Context

Govanhill is Scotland’s most ethnically diverse locality, and also Glasgow’s most densely populated area. Historically it has been the first point of settlement when people first arrive in Glasgow or in Scotland. The Govanhill population is about 15,000 but the official figures are accepted as lower than the actual. Govanhill is made up of approximately 40% of people from an ethnic minority background including an estimated 3,500 – 5,000 Roma people from Slovakia, Romania and Bulgaria. The Scottish population are a mix of working class Scots who have lived in the area for many years and a growing number of artists, students and social entrepreneurs who are attracted by cheap rental possibilities and close proximity and easy access to the city centre. Family poverty is evident but not fully quantified by available data. Statistics show that 3,525 of Govanhill’s citizens are living in poverty and that child poverty rates are 30%, 2% above the Glasgow figure. Govanhill has a much higher number of children and young people than the rest of the city. Almost 18% of the population are under 16 years old.

Govanhill was one of the few inner-city areas to survive the policy of demolition and replacement with new buildings during the 1960s. A different approach included the establishment of a community-based Housing Association – Govanhill Housing Association – in 1974, run by residents. As an alternative to mass demolition, there was a steady programme of refurbishment of traditional tenement properties complemented by new build developments. The refurbishment of Govanhill’s tenement housing was not fully completed and the area is now the subject of an ongoing public and third sector-led housing purchase and improvement programme.

The area has a thriving, and growing, creative arts community and a vibrant voluntary and faith-based sector where over 50 organisations are actively providing support services related to the environment, youth and inter-generational, promoting integration, tackling addictions, and a range of arts, education and leisure opportunities.

URBinclusion implementation Plan

In 2015 the Community Empowerment (Scotland) Act changed community planning in Scotland. It introduced a two-level framework for all Scottish local authorities. The Act required a **Local Outcome Improvement Plan (now known as Glasgow’s Community Plan)** and identification of specific areas requiring targeted support – where improved service delivery can be guided by a Locality Plan. In response, the new Scotland-wide framework for community planning a ‘Locality Plan’ was published by the Govanhill Regeneration Group, titled - A Better Govanhill - offering a 10-year vision and Community Plan for the Govanhill area. Glasgow produced the URBinclusion Implementation Plan for the delivery of the Govanhill Locality Plan. The purpose of the Implementation Plan was to overcome some of the mandatory challenges and to transform the Locality Plan into a cohesive plan with actions, indicators and a methodology to involve local stakeholders in delivery and measurement of progress. Among the actions for implementation, “Change through Education” in the Annette street Primary School.

Change through education

The Solution story proposed regards an innovative, participative approach to educating integrating and engaging Roma children as they join the community. Annette’ Street Primary school has a very high intake of Roma children, with a fluid school population between 190 - 220 pupils. Developing English language

ability is a key priority to enable children to move on at their pace to other academic achievement. Putting aside traditional measures and approach to primary teaching, the school has developed a bespoke induction process for each child. Children are able to move between classes to suit firstly their ability in English language and then to focus on the core subjects of literacy and numeracy.

The school sought and was awarded additional resource to supplement the language education programme. This approach is shared across all primary schools and Annette street is part of a wider Govanhill Education Strategy Group which includes all senior head teachers, senior education representatives and the police. A core factor of success has been that the school – the staff team has built-up trust with the families and the wider community and have created understanding amongst the parents and children about what education can offer. Working across the community, Romanes speakers were used to help reach out the families and build trust.

Tackling attendance was key and so a “walking bus” was introduced - meeting children at home and walking with them to school. A great deal of focus is including parents who have little trust in “the system”. The educators regularly meet parents, stressing the need to keep children in school and to report absences. It was not always the case, but now most parents are fully engaged and understand the need to attend regularly and join the range of activities available. This helps them become successful learners, and more confident individuals and, eventually, responsible citizens.

Results and learning.

From a very challenging starting point (90% of children new to English language) children move at their own pace, able to move quickly through the 4 reception classes if ability permits. This flexible approach allows to constantly monitor children and provide extra support where needed. There are almost no behavioural issues in the school. The school uses a restorative justice approach and children are mentored in “sorting it out”. There are no child protection issues and no exclusions.

As a result, attendance has improved and parents now regularly report sick absences. Trust has been built with parents and children benefit from extra-curricular activities such as an outdoor centre where children stayed overnight. Parents are made aware of health issues - such as reducing eating sweets to improve dental health. Having Roma children and parents actively engaging with education helps to build trust and offer employment opportunities for the population which would otherwise be lost. It builds inclusivity and allows for a more integrated and vibrant community, and reduces the need for other social services intervention, keeping scarce resources where they are most needed.



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KRAKOW SOLUTION STORY

AZORY ESTATE

JUNE 2019

Subject	Azory Estate, Krakow
Network	URBinclusion, Implementation Network
Author	Lorenzo Tripodi, Lead Expert



“I remember how a few years ago Azory would be considered a dodgy neighbourhood, a no go place and yet, within a couple of years, this has changed completely”.

The Azory estate is a typical dormitory neighbourhood in a post-socialist urban context. The story we tell here may not show extremely innovative aspects, but reflects a very concrete set of challenges faced by cities – not only in the context of Eastern Member States – when there is a need to break consolidated urban policy patterns of sectoral subdivision and to animate a local society not used to reclaim a role in delivering local policy. In these contexts the participation to URBACT brings an essential contribution to innovating local capacity, providing inspiration and competences needed to innovate local planning culture.

Context

As a residential urban area, the Azory estate is a heritage of urban policies of the socialist time, with its big standardised units and homogenous functions, that is, mostly housing. The Azory housing estate is located in the IV Prądnik Biały district. It is one of the biggest residential housing estates built in Krakow after 1945 and it has been identified as one of the most disadvantaged areas comparing to other large housing estates. Built on the former suburbs of Krakow, Azory estate is located near the strict city centre, about 4 kilometres from the Main Market Square. After the construction of 72 blocks of flats in the years 1962-1977 using the large-panel method, the area became dominated by multi-family housing. Azory is currently inhabited by 14.000 residents, which represents 1.8 % of Krakow's population. The available social indicators show that the housing estate requires support for activities addressed to seniors, to improve vocational activity of the residents and safety. There is a relatively large percentage of residents that are recipients of social welfare assistance and it is necessary to strengthen the provision of services to the population.

Azory housing estate was in 2013-2015 the object of a project developed within URBACT II USER network-“Changes and conflicts in using urban spaces”. The USER project became the precursor of current interventions, complementing the rehabilitation program of the housing estate in the city of Krakow. The result of 2,5 year works with the Urban Local Support Group constituted of local stakeholders was the production of a Local Action Plan. The subject of the USER project was principally regarding spatial planning

issues, but need assessments and ULSG meetings made clear that the social dimension was an essential part of the problem and it took a relevant place in the Local Action Plan.

The Local Action Plan for Azory housing estate is an integrated urban strategy that needs to be operationalized at the local level. The objectives of the LAP represent a spectrum of activities that are mostly included in the current city budget. The essence of revitalization concept is to apply integrated, rather than selective and random interventions in the most disadvantaged parts of the city such as Azory. This requires unprecedented level of coordination and interdisciplinary cooperation and an effective management system. The idea is to prioritize certain activities and extract appropriate sources, allocating them to the needs of integrated interventions in delimited areas of regeneration. A goal of this Local Action Plan is to find ways to ensure that the available policies and associated funds support the implementation of developed projects, and to assure to be in line with strategic programs and projects already implemented in the City of Krakow. The participation of the City of Krakow in the URB-INCLUSION project in the frame of URBACT III Programme was an opportunity to implement the actions identified during the elaboration of LAP in the USER project.

Engaging local society

A very important issue is to assure the engagement of the local civil society, involving the inhabitants in the public activities for local development and in improving the quality of life in their neighborhood. The objective of the LAP is to bring together the different local players to find a way to act together creating a vibrant and successful mixed-use district, and ensuring that the users are able to access existing and new opportunities arising as a result of the LAP implementation.

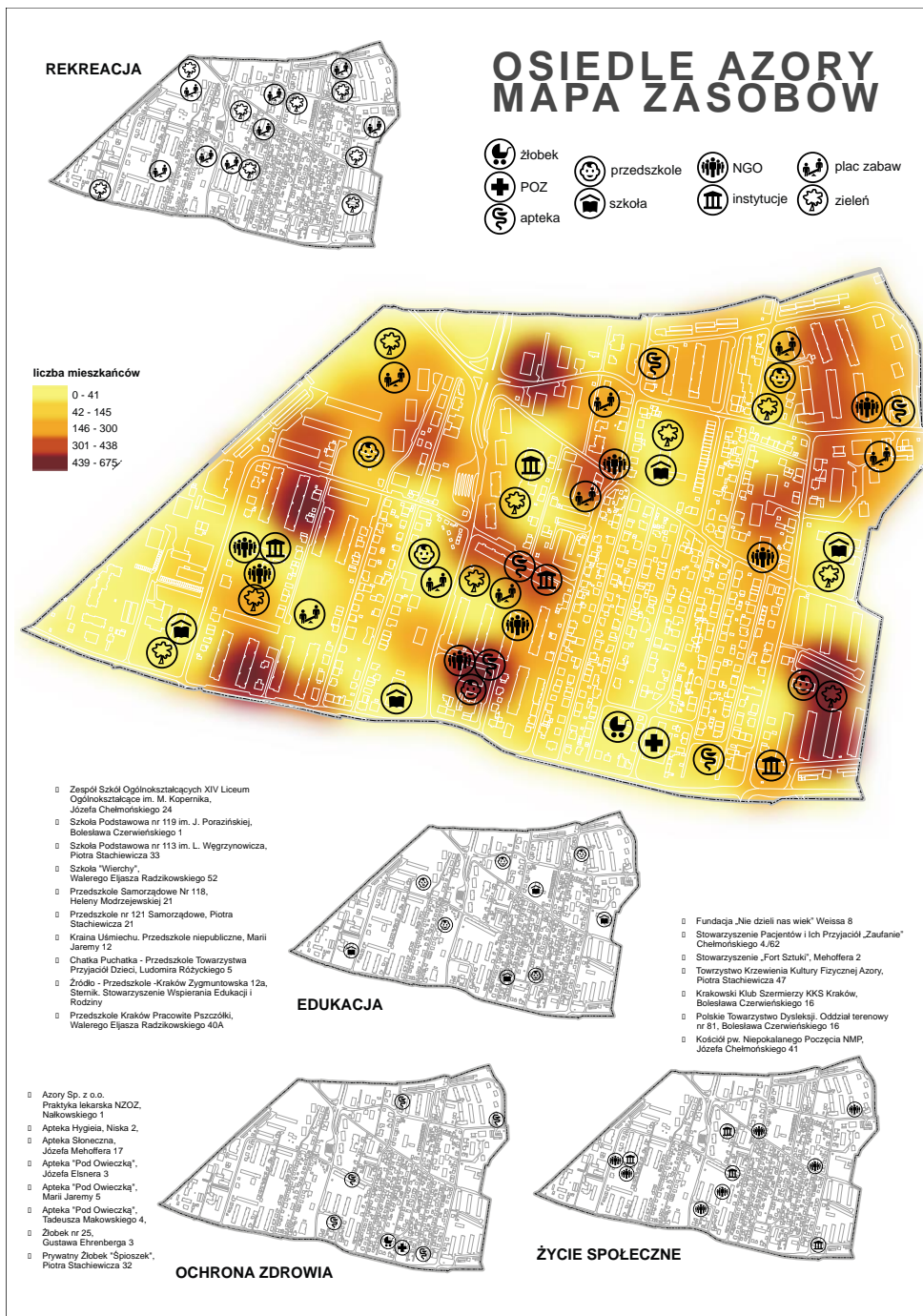


Among the main actions planned:

- To create a platform for the cooperation of institutions working in the Azory estate. The actions realized within the Local Support Group allowed the identification of basic problems faced by the institutions working in the estate; they make possible to create a communication platform to coordinate the activities realized in the estate. The identified institutions will be able to undertake common activities within a planned Local Activity Centre.

- Local Activity Centre. The need to create a Local Activity Centre emerged during the meetings taking place in the area of the estate during the realization of USER project. The need was confirmed during the first meetings of the Local Support Group organized as part of the URBIInclusion project. The Local Activity Centre is foreseen as a centre for versatile social integration combining institutional activities with self-organized activities managed by the community, implementing the idea of "co-space" ("local community space"). The Centre will be run in cooperation by the Municipal Social Welfare Centre (within the Local Activity Programme which is being implemented in Krakow) and the Psychological Crisis Intervention Centre, including also local NGOs, housing associations, private entities, residents' representatives, etc.
- Pocket Park. Another need identified is that for an outdoor meeting place in the area of the estate – a place to organise events and local festivals. A meeting place located in public space is considered a key component to enhance the integration of the residents of the estate. This issued is addressed by the planned pocket park, created by the Board of Green City Spaces.
- Finally, a set of actions in the public space will be realized within the social garden created in the estate by the Municipal Social Welfare Centre (in the frame of the Local Activity Programme). This includes the creation of a portable book-exchange boot to be realized with the participation of the residents. Actions realized within the social garden are meant to allow the integration of the local community, with a particular attention to socially excluded groups. This will be also pursued through educational activities addressed to children in kindergartens and primary schools, aimed at strengthening local identity.
- The activation of the local community should be also realized through the "Handy neighbor" initiative – a program of proximity assistance at neighborhood level. This action aims at coordinating the exchange process and providing information on the possibilities and types of assistance available in the neighborhood.





Implementation

In concrete terms, the ideas and visions emerged during URBinclusion timeline found limited opportunities to be realized, although the process has been effective in creating synergies among the local stakeholders and increasing the capacity to deliver integrated actions. In the following are reported some of the actions included in the LAP reporting some of the issues they encountered:

1. Integrating actions taken at Azory housing estate

At the beginning of the project a general weakness of the local associations and the lack of local leaders in Azory neighborhood was assessed. In order to change the housing estate from the mono-functional district into a vibrant multi-functional district was identified the need to better integrate the actions that take place in the area. One of the possible ways to create this is to map

local stakeholders and local assets. There is also a need to create new coalitions between the municipality and the neighbours, which has been attempted during the ULG meetings and family festivals. As an outcome of the discussion of the ULG meetings was started a strategy to integrate actions related with creating common public space. A project was submitted to the participatory budget with the Senior Association. Even though the participatory budget project has not been granted financing in 2018, it is considered as a first step to integrate actions with different stakeholders (Senior Center, municipal workers, residents).

2. Social Centre

During the 1st ULG meeting different stakeholders highlighted the need to create Social Center in Azory. Even though there is a real possibility of gaining suitable place and to adapt the space to meet the needs of the Centre in concrete getting a place to settle the centre demonstrated a difficult challenge. One of the main obstacles is lack of the political will in creating such a center. One of the possible solutions to create the political pressure is organizing the meeting with the decision makers and institutions that are operating in Azory. During the local ULG meetings was given a chance to the stakeholders and the local groups to design and to imagine the centre in order to find a way of managing and financing it in the upcoming years. The Centre could be linked to a social economy project, including employability objectives, and become a bid for a European funding. An inspiration in operating the center was found in institutions operating in Turin and Copenhagen. Currently, the issue of managing and financing the day-to-day running of the Social Centre in the upcoming years is still open. A pending question is if this platform should be somehow formalized in the future or rather remain a non-formal cooperation based basically on "friendly" relations.

3. Social Economy Project

During the program was identified is a need to create a local restaurant or café in Azory, and this might be combined with the goal of combating poverty by creating the social economy enterprise. A meeting was organized within the MOWES program: "MOWES - Malopolska Social Economy Support Center – Krakow Metropolitan Area" but the interest in creating social economy enterprise was low. The idea of creating a social economy project in this context resulted as it was discussed during the conference in Krakow with local stakeholders and international guests.

Conclusions and learnings

It is not always an easy task to report success in implementation stories regarding integrated development. It is difficult to evaluate the capacity to achieve results in concrete terms within short periods. The innovative aspect of actions may appear limited confronted with celebrated best practices and groundbreaking experiments in regions that have a longer record of application of integrated policies. Nevertheless, the implementation of actions must be evaluated in relation to the particular context, and sometimes even minimal progress represent huge steps ahead in making possible new mindsets to settle in policy practice. The main obstacles faced by the URBACT Local Support Group in Azory resides in the resistance of the administrative and political representatives to collaborate on an integrated process, together with the lack of knowledge and trust in the civic participative approach by the population. This determined ultimately a different timing for the implementation of strategies respect to those foreseen by the URBinclusion project. Nevertheless, the experience of Azory may not have achieved all the actions planned in the LAP, but it produced a new perception of the inhabitants about the possibilities of changing their environment and settled the conditions for a more integrated development practice in the future.



LYON SOLUTION STORY

REIMAGINING SOCIAL WORK - COMMUNITY ACTIONS TRAINING PROGRAMME FOR SOCIAL HOUSING PROFESSIONALS

MAY 2019

Subject	Training social housing professionals to facilitate community actions for improving the residents' quality of life in social housing estates located in Lyon Metropolis
Network	URBinclusion, Implementation Network
Author	Anamaria Vrabie, Lead Expert



Residents of social housing in Saint-Fons municipality (Lyon Metropolis) bringing materials for building their future community garden. © Lyon Métropole Habitat

“Beyond learning new concepts and new working forms, the training helped me change my working habits”.

Participant in the community action training, 2018

To foster co-creation practices, a significant change needs to happen on how social work is conducted on a daily basis. By specifically focusing on professionals working with the social housing portfolio, the training programme tested by Lyon Metropolis allowed social workers to experiment how open they really were to engaging with their peers and beneficiaries in a new way.

Context

Since its creation in 2015 as a local authority, [Lyon Metropolis](#) (Métropole de Lyon) has inherited both a vibrant socio-economical ecosystem, as well as growing disparities. Formed as an association between the City of Lyon and the 58 surrounding municipalities, Lyon Metropolis performs rather well economically with strong services (especially technology and health) and industrial sectors, and a dynamic cultural and student life. The unemployment rate is lower than the national rate, with 9,3% against 10,3%. The area is however subject to important disparities, especially between the West and East municipalities where unemployment is sometimes 10 percentages above the Metropolis average and the number of solidarity income (social benefits) beneficiaries is three times higher.

In this context, in November 2017, the [Metropolitan Solidarity Project](#) (Projet Métropolitain des solidarités, PMS) was approved to follow a comprehensive integrated development approach for social policies during 2017-2022. PMS encompasses 80 strategic actions that cover a broad range of responsibilities, such as: early childhood, child protection, disabled and elderly people, health prevention, social development. In order to better focus on implementation challenges related to co-creation practices for tackling urban poverty, for the URBIInclusion implementation network, the URBACT Local Group (ULG) selected 6 actions out of this total of 80 and 2 main focus areas- the municipalities of Saint-Fons and Vénissieux.

Saint-Fons, a municipality of 17 463 inhabitants, is highly exposed to precariousness and poverty. 30 % of the inhabitants were below the poverty line in 2014, unemployment rate was at 20% and more than half of the population live in social housing (53%). Other indicators complement a worrisome picture: high level of individuals with no diploma and low rate of tax income collected. Similarly, the municipality of Vénissieux scores an unemployment rate of 22%, 30% of the inhabitants below the poverty line in 2014 and more than

half of the population live in social housing, a figure that rises to 77% in the most disadvantaged neighbourhoods, also known as priority districts.

Thus, the 6 key actions selected by URBIInclusion ULG feature practices that may become game-changers for involving local communities in being part of the solution:

1. Implementing an action-research to reflect on social work and adapt it to society and family changes;
2. Training social workers to adapt to new society characteristics;
3. School drop-out prevention;
4. Preventing energy poverty in housing;
5. Developing social clauses in public procurement;
6. Fostering social innovation for solidarity.

One such practice saw over the course of implementation of URBIInclusion significant development and promising results. As social housing is the prevalent way of living in Saint-Fons and Vénissieux, there are growing challenges related to segregation and prospects for wellbeing for the residents. A survey conducted in 2015 by [Lyon Métropole Habitat](#), the public social landlord and the main provider of social housing locally, revealed that the inhabitants felt abandoned by the institutions. The landlord has thus decided to give a more dynamic perspective to social housing, focusing on people's needs. This is why, it has set up a new kind of training in its agencies for its employees.

Project

In 2016, Lyon Métropole Habitat and the [Collège Coopératif Auvergne Rhône-Alpes – CCAURA](#), a private entity focused on public sector training, began to develop the training programme focused on community actions in social housing estates. The methodology of the programme was largely based on the [Canadian model of "community organisation"](#) currently used in Quebec province for tenants and group of tenants' initiatives. What resulted was a [10 days training](#) dedicated to public servants and professional working in various social housing agencies in Lyon Metropolis, covering 3 core modules: (1) collective action theory and practice, (2) collective action methodology and (3) social innovation practices in collective action, focusing on citizen participation. Amounting to 70 hours of training, these 3 modules were delivered over the course of 4 months and were complemented by fieldwork and community projects.

The pilot phase included delivering the training program between March-June 2017 and organising community projects for two local teams of 10 people each, working in the Bron and Neuville sur Saône areas. Positive feedback from both the trained professionals, as well as social housing tenants and managers who took part in the community projects, prompted the program to be extended in 2018 to train 4 more local teams from Vénissieux, Saint-Fons, Givors and Pierre-Bénite areas and taking into account further expansion of the programme in 2019.

The programme came to be known as the "community actions" training and essentially it was designed to bring back a bit of soul and critical thinking into social services that have been overly standardized. For this, the first module takes participants into a journey of reassessing the core function of housing. How can housing provide a safe environment for individuals to pursue higher aspirations? How can it foster wellbeing and trust-based relationships? How can it lead to common actions than benefit other? In a nutshell, how can housing create community. These series of insights are accompanied by reflections on the mission of Lyon Métropole Habitat as an agency and key role that it should play in providing social ties, not only square meters for living at a subsidized rate.



Social workers and residents of social housing in Saint-Fons municipality (Lyon Metropolis) building their future community garden. © Lyon Métropole Habitat

The second module concentrates on developing a diagnosis of individual actions and how to deliver an action plan around a collective action. For this, the participants also need to go back to their clients (tenants, housing managers) and colleagues and begin a facilitation process of what would be a desired common action to improve the daily experience of living in the area. In the final module this action is actually implemented with a mix of funding from the housing agency and metropolitan funds for priority districts. The budgets have ranged from 500 euros to 10 000 euros. For example, in the area of Saint-Fons, the inhabitants decided to invest in making a community garden and upgrading the shared spaces around the estates, while in the area of Vénissieux they organized outdoor social activities.

Among the elements that Lyon Métropole Habitat quickly discovered in this process was the rapid improvement of dynamics between social workers and tenants. Even though the programme is not yet designed in a fully participatory manner, as the training is not opened to tenants and residents of social housing, it successfully managed to tackle the feeling of powerlessness and resignation prevalent in many housing estates. And although the programme is rather small, with 20 professionals trained in 2017, 40 in 2018 and an expected 40 in 2019, it leaves generous room for trained professionals to share the approach with their peers.

Learnings and transferability

Like any education project and process, time will tell the results. It is rather early to evaluate the “community actions” training’s impact on the quality of life in the most vulnerable and economically depressed neighbourhoods of Lyon Metropolis. But the experience of Quebec province, which inspired the transfer of this practice in Lyon Metropolis, has recorded improvements for the following indicators: reduction of complaints to the social landlord; reduction of complaints to the police; reduction of vandalism in common areas; increase of sense of security; increase of the intervention efficiency; increase of the involvement of the tenant’s council and, most importantly, increase of the sense of belonging.

The immediate results, however, already show promising steps. The anonymous assessment given by professionals after going through the training programme and community projects highlights:

“The training brings a common motivation within local teams”. The unfortunate side of growing bureaucracies and separation of tasks over departments, is that it leads to decrease of trust not only between institutions and citizens, but also inside institutions. By forming teams of 10 professionals from various entities working in a specific area, from head of social housing agency and social workers in each district to building managers and superintendent, the training managed to offer a context of collaboration and coalition-building across structures.

“The training places the tenants at the centre of our tasks”. By providing both a people-based approach and a place-based approach, the programme empowered both professionals and residents to act for improving community daily life. The capacity to act is crucial for creating a long-term condition for participation.

With a rather fixed structure of costs (10 000 euros for 1 training session of 10 professionals), the programme has expanded each year since its inception. Also, in order to ensure a complete knowledge transfer, in 2018, the Collège Coopératif Auvergne Rhône-Alpes – CCAURA organized a Training of Trainers where the specialists from Quebec University who had delivered the training in 2017 and 2018 editions, prepared new local experts. At the moment, CCAURA, is looking to transfer this practice beyond Lyon Metropolis and to offer the programme to other public entities interested in changing their work approaches towards community actions.

Conclusions

Our story follows a collective protagonist- how a community actions training programme can influence co-creation practices to address urban poverty. And, as in any social change processes, it is difficult to attribute the exact action or actor that triggered the change for the better. Without the yearly exchanges between the sister cities Lyon and Montreal, the team from CCAURA would not have found out about the community organisation model used by Quebec province. Without proactivity, the team from CCAURA wouldn't have thought it was worthwhile to transfer the practice in France. Without a long-term strategy on solidarity, Lyon Metropolis and Lyon Metropole Habitat would not have had the incentives to consider to pay for the pilot training programme offered by CCAURA. Without commitment of good trainers and trainees, the programme wouldn't have been so successful. Without URBIInclusion, it would have been difficult to assess in real time if such a practice is relevant for other European cities.

We just know that the programme successfully tackled the feeling of disempowerment that was prevalent both for tenants and social housing managers and agencies. As the anonymized feedback of one participant in the programme said - *“It gave sense to our tasks”*.



NAPLES SOLUTION STORY

RE-DESIGN YOUR NEIGHBOURHOOD: A PARTICIPATORY PROCESS FOR MULTICULTURAL REGENERATION

JANUARY 2019

Subject	Napoli Porta Capuana district
Network	URBinclusion, Implementation Network
Author	Lorenzo Tripodi, Lead Expert



Migrantour Napoli. Mondi lontani abitano qui

Per fare il giro del mondo a volte non occorrono 80 giorni, ma solo qualche ora. Succede con *Migrantour Napoli*, passeggiate interculturali condotte da cittadini di origine straniera, attraverso vicoli e strade, storie e vissuti, sapori e tradizioni delle comunità di migranti che vivono qui. Promossa dalla Cooperativa CASBA, cooperativa di mediatori linguistico-culturali, *Migrantour Napoli* fa parte del network europeo *Migrantour Intercultural Urban Routes* di cui fanno già parte Torino, Genova, Milano, Roma, Firenze, Lione, Parigi, Lisbona, Valencia.

“To make the tour of the world sometimes 80 days are not needed, but only few hours”

Among the set of actions developed within the URBinclusion frame, “Migrantour” is a program training youth with migrant background to co-design and lead guided tours of the neighbourhood. The challenge of the “informal agency for local development” Aste & Nodi is to enhance the participatory process for the regeneration of Porta Capuana in Napoli. This is a territory that presents a huge potential in terms of history, creativity and tolerance despite concentrating issues of deprivation and physical degradation. The objective of the initiative is to valorise the multicultural identity of the area while enforcing the sense of belonging of the new inhabitants of the district. It aims at creating synergies between the migrant communities settled in recent years and the new initiatives and enterprises dedicated to art and culture flourishing in the neighbourhood.

Context

For the URBACT Implementation Network, the city of Napoli has selected the area of Porta Capuana, around the ancient East-Side gateway to the city. The door and the defensive walls were built starting from 1484 under the Aragonese domination. At that time Porta Capuana was the most important access to the city facing the route to Capua and Rome. Developing around the remains of the Aragonese walls, this dense and highly populated neighbourhood concentrates today several categories of disadvantaged population, among which a significant number with migration background. Foreign residents accounts officially for 8,5% of the population, but their actual presence the area is likely to be much higher, as well as is their public perception. In 1995, that is also when the whole historical Centre of Naples was declared UNESCO heritage, the main Law Court of the city was moved out from the monumental Castel Capuano to a new peripheral location, triggering the economic downturn of the surrounding area. Porta Capuana today is affected by issues of unemployment, congestion, degradation of buildings and public space, and is interested by number of physical regeneration projects complicating local life with cumbersome construction sites. But this area is also very close to the most touristic sites of Via Tribunali, Via San Biagio dei Librai and is the natural access to the ancient Greek-Roman foundation town. It includes buildings and monuments of great cultural value like Castel Capuano, Madre Museum, SS. Apostoli and Donna Regina. It has a highly accessible position, sitting next to the railway central station and to main metro hubs. Altogether this means a huge set of problems constituting the challenge for the city administration and the URBACT Local Group, but as well a great

potential for the implementation of an effective integrated urban development vision.

In 2013-2015 Napoli developed a Local Action Plan through the participation to the USEAct URBACT II network. The plan focused on three deprived urban neighbourhoods of the historical centre, "Porta Medina", "Porta Capuana" and "Porta del Mercato". The strategy addresses challenges of social inclusion and combating poverty in three territories considered among the most degraded areas of the city according to major urban, social, environmental and economic indicators. The reuse and re-functionalization of decommissioned buildings and the regeneration of public spaces is considered a key strategy to achieve different but interrelated objectives:

- reinforcing social interaction and stimulating social initiatives to solve community challenges;
- enhancing social entrepreneurship and the employability of youths and long term unemployed;
- promoting sustainable urban growth and innovative land-(re)use management models by reducing land consumption.

The actions proposed by the plan should be implemented in a 7 years period (2014- 2020) within the local urban strategy of European Regional Development Fund, where the city of Naples has been identified as an article 7. Most of the USEAct foreseen actions are funded by an urban axis in the Campania Regional Operative Program. Such dedicated funding strategy for the City of Naples includes the possibility to integrate Regional and National funding instruments (like the NOP for metropolitan areas), and gives the opportunity to go beyond traditional administrative boundaries improving co-ordination between different government tiers.

The general strategic objective of the city's action plan in relation to "Porta Capuana" area is the regeneration through creativity, innovation and "smart" solutions, energy efficiency and reuse of declassified and abandoned properties. The three specific local objectives of the city's integrated action plan are:

- 1) Promoting social and economic development;
- 2) Improving context conditions for urban renaissance;
- 3) Re-qualifying public/private building heritage and infrastructures.

The physical regeneration and social interventions planned at city level are integrated by bottom-up actions proposed by local stakeholders. The focus is on sustainable urban development interventions creating new or improved settlement opportunities for people, social activities and businesses in existing locations without further consumption of land. The actions are based on a shared reflection on urban identity, intended as the historical vocation of the target area and on the deep understanding of context conditions. The regeneration of buildings and public spaces is strictly linked to poverty reduction, creativity and the development of new economic activities.

The stress on urban identity does not reflect a conservative approach, rather to acknowledge pre-existing conditions to build innovative strategies to transform the neighbourhood into a more inclusive place.

URBinclusion first phase was dedicated to assess which projects and actions included in the USEACT-Local Action Plan were being implemented in the area of Porta Capuana and what other relevant initiatives had been activated meanwhile. This scoping revealed a variety of different actions, mostly sectoral, only addressing one specific aspect related to poverty reduction. Among the most significant we count the physical renovation of public spaces within the UNESCO Project for the Historical Centre of Naples, financed by the Operative Regional Program ERDF Campania. This includes the re-functionalisation of Castel Capuano (€ 5.000.000), the recovery of the *Aragonese* walls in Porta Capuana (€ 1.497.540), restoration and redevelopment of open public spaces (€ 600.000). These physical interventions are complemented by a series of social projects, the most relevant of which include a public dormitory where Naples city council offers an emergency recovery service to 110 homeless people; a Social Laundry which supports the integration of homeless through a cooperative; a set of services included in the national system for the protection of asylum

seekers and refugees (SPRAR); socio educational centres offering support to minors; a set of territorial educational workshops; anti-violence centres carrying out prevention and fight against sexual and gender based violence against women. These publicly funded actions are carried in parallel with of a range of private bottom-up led initiatives settling in and regenerating several buildings in the area. Furthermore, this happens in the background of a general experimentation towards innovative forms of governance related to the public-community management of common goods and civic uses. The city of Naples is recognizing officially the "Urban Civic Use Regulations" of the common goods in the city through "ad hoc" administrative acts, a policy which is also part of the URBACT Civic eState.

Accordingly, the challenge identified by the City of Napoli is to reconnect the number of publicly funded interventions in a truly integrated vision, fostering the engagement of local stakeholders and in particular citizens affected by social disadvantage and at risk of exclusion. The URBACT Local Group has taken the form of the *Porta Capuana Coordination Table*, whose main task is to interconnect the different sectors of the municipality with the local actors, in order to promote an open, inclusive and effective decision-making process. The focus is on developing new procedures that facilitate co-creation, co-production and co-responsibility with third sector organizations and social economy, that, at the moment, represent the most interesting innovation in addressing social exclusion and poverty challenges in the city. The Porta Capuana coordination table in fact draws on the pre-existing experience of "I love Porta Capuana", an autonomous bottom-up initiative aiming at the participated regeneration of the area, involving a set of profit and non-profit organisations active on the territory. The physical core of the process resides in the Lanificio 25, an ancient textile factory that hosts an impressive array of social and cultural enterprises settled during the last decade. It is within this cultural ferment that takes shape the "solution story" we are telling here.



Multicultural regeneration

Aste e Nodi is an "informal agency for local development" that started its activities in 2010. Among its projects, in 2011 developed "*Nomi- Cose- Città*", a program of urban walks led by artists where the participants had to fill a *moleskine* notebook and contribute to the production of a collective narrative. During one of these itineraries they explored the complex of Santa Caterina in Forniello. This is a 15th century convent right behind Porta Capuana that in the Borbonic age was transformed in a textile industrial compound. After IIWW it went through a progressive abandon and was adapted to low quality housing and commercial functions. The relocation of the law court at the end of the 1990s accelerated the decline of the neighbourhood until a series of local private initiatives, attracted by its potential and facilitated by favourable real estate value, started to regenerate the complex. Aste e Nodi got in contact with the Lanificio 25, a cultural venue created by Franco Rendano (a doctor and entrepreneur) who was one of the first to identify the potential for cultural development of this degraded area. Other

enterprises and artists were starting to follow the example buying and regenerating properties inside the complex, like the American artists Jimmie Durham, the choreographer Valeria Apicella and the architectural firm Keller, which later designed the redevelopment of the cloister that today is the *Made in Cloister* art gallery. This last ambitious project, managed by an art foundation represents a turning point establishing Porta Capuana as a reference point in the Neapolitan cultural landscape.



The Made in Cloister gallery with the sculptural installation created by Chinese artist Liu Janhua portraying migrant citizens of the neighbourhood.

But this area also was and still is significantly residential, housing disadvantaged families and people with migrant background. Aste e Nodi positioned itself in this process with the intention of facilitating the coexistence and integration of these two worlds and the specific aim of contrasting the typical gentrification dynamics that can emerge in similar a situation. This happens not only through cultural initiatives - as for instance the collection and publication of a cookbook deriving from a series of culinary walks and social dinners in the neighbourhood - but especially with animating a coordination table of local stakeholders for the cultural regeneration of the territory. Aste e Nodi promoted in 2014 the establishment of a non-profit cultural association named “I love Porta Capuana” which includes the Rendano Association, Ulderico Carraturo and PSYCOM association, representing the main private and non-profit stakeholders active on the territory. The formal establishment of the association is the other side of a constant work of face-to-face mediation and informal facilitation carried on the field. This initiative promoted a study led by the Community psychology lab of the University Federico II of Naples, with the involvement of a great number of students in a survey on the local situation and a social promotion campaign¹. The *I love Porta Capuana* initiative has successfully steered the coordination and dialogue among the multiplicity of subjects that in the course of the years went on settling in this neighbourhood and participating to its cultural regeneration.

¹ the initiative is documented as a different case example “I love Porta Capuana”



This Must Be The Place at Museo Madre

This experience provided a solid background to set the action foreseen within the URBinclusion project, which has been named “Redesign your Neighbourhood: a participatory process for multicultural regeneration”. It is a program directed at valorising the multicultural identity of the neighbourhood and the sense of belonging of the new inhabitants. It involves a partnership of different actors, which is led by Aste & Nodi and includes ActionAid Italia, the Social cooperatives Dedalus and Casba, the Madre Museum, the department of Social Sciences of Federico II University, the Goethe Institut Neapel. The first step has been to cross the life path of migrant youth in a second-line reception stage with their coetaneous students of the Federico II University with the project “This Must Be The Place”, promoted by ActonAid talia. A set of three laboratories produced an installation presented at the Madre contemporary art museum: *Terzo Tempo* (Third Time) was a collection of personal objects representing the everyday of the participants, an attempt in weaving a collective narration out of personal stories. The second step of the project is in course of development. Realised with the collaboration of the Cooperativa Dedalus, a social enterprise which seats in the area, and Cooperativa Casba, which provides a 200 hours training module for migrant citizens to become tour guides, the Migrantour is a workshop aimed at co-designing an itinerary of Porta Capuana guided by the new inhabitants of the area. The project has the double goal of enhancing the sense of belonging to the place in the youth with migrant background while developing a contemporary narrative on a district of the city that has historically a multicultural and inclusive identity. During the URBACT transnational meeting in Napoli in December 2018 the trainees had the opportunity to test their first guide in a short version for the participants to the meeting.



Migrantour during the URBACT Transnational Meeting in December 2018

The next step will concern the organization of guided tours by the migrant trainees to the staff of the Madre Museum. The aim of this phase is to improve the connection of museum to the surrounding context, showing the richness of cultures that this territory has to offer, often unknown even to cultural operators involved in it. Another foreseen stage is the exploration of good practices, proposed by experts from other contexts, on the interaction between citizens and museum; the program realised with the support of the Goethe Institut Neapel, includes workshops for operators and organizations in the area. Final step will be to start, with the collaboration of the educational department of the Madre Museum, a training program for the local inhabitants with migrant background for the role of cultural mediators in the museum aimed at their communities of origin, disclosing this cultural facility also to social groups that are generally excluded. The ultimate goal of this strategy – using the words of its designers - is “to activate an experimentation of a threshold dimension between the territory and the museum, redefining the contemporary art institution as a space for observation, dialogue and participation for the social and cultural innovation of the territory”.

Learning from Porta Capuana

A relevant aspect of this solution story is in the attempt made by the City of Napoli to capture existing currents of social innovation and trust their networking and innovation capacity. It is quite impressive here the capacity of the local society to apply in practice an “integrated approach from below”, anticipating the need for a dialogue among different forces and social groups; and so is their ability to reclaim an inclusive local identity historically rooted in multi-culture and migration. The URBACT ULG therefore benefited from a process that both at city and at neighbourhood level was popularising the integrated and participated approach within the practice of stakeholders rooted in local society. Yet moving from the wishful narrative

of strategic visioning to the concrete reality of implementation this story still reveals gaps and hindrances. According to the perception of several interviewed stakeholders, the evocation of an integrated approach in the policy discourse not always corresponds to a real disruption of consolidated paths in the local administration's management of sectoral projects. This is reflected for instance in the failed communication to the public of the massive physical interventions financed by the UNESCO project, radically affecting the life of the neighbours, that could have benefitted from the channels opened by the local coordination table to be explained and discussed with the population; or in the missed opportunity to use the social laundry and the emergency services supplied to the most disadvantaged citizens to provide also actions directed at the social inclusion of the most segregated subjects.

So far the integration of actions resulted mostly in a fruitful short-circuit between talented and dynamic youths with migrant background and the educated and innovative professionals of the social and creative enterprises; but the impression is that still there is a bulk of the local society that needs to be reached and activated to benefit from such policies and actions. Nevertheless, despite the evident difficulties connected with the critical financial situation of the city and the resistance of departments of the administration to give up consolidated patterns in the implementation of actions, Napoli has found its original way to an integrated and inclusive approach to urban policy naturally rooted in the socially mixed and open character of the city.



TIMISOARA SOLUTION STORY

INTEGRATED DEVELOPMENT PRACTICE: HOW TO CONNECT THE DOTS BETWEEN SERVICES OFFERED FOR SCHOOL DROPOUT PREVENTION

MAY 2019

Subject	Co-creation of a new local governance framework for preventing school drop-out in Kuncz neighbourhood, Timișoara.
Network	URBinclusion, Implementation Network
Author	Anamaria Vrabie, Lead Expert



Beauty is in the eye of the beholder.

Proverb

This simple statement is a reminder that different people have different ideas about what is beautiful. Similarly, in urban policy, notions about equity, fairness and justice can vary greatly, depending on the beholder. Timișoara Municipality tested out how to make the definition of risk of school drop-out mean the same thing for more beholders and how an effective integrated approach can look like.

Context

The last decade has been kind to Timișoara, Romania's third largest metropolis. Local economy has boomed, with industry and services moving back to the city. In a region dominated by shrinking cities and significant labour migration to Western countries, Timișoara was able to achieve the opposite: attract new residents and develop its local economic base. The city's [current urban development strategy](#) is thus focused on competitiveness and innovation, while also fostering an integrative multicultural ecosystem with good quality of life.

This change of fortunes opened the way for tackling in a more integrated approach the "poverty pockets" that had become part of the urban reality of Timișoara. One such pocket is Kuncz neighbourhood, in the Eastern part of the city. Home for 2000 residents, mostly Roma, the neighbourhood is a mix of formal and informal settlements and employment. As Timișoara Municipality began to work on a local strategy for marginalized urban areas in 2017, URBIInclusion provided the perfect context for accompanying its development and implementation phase.

Thus, the five key action selected by the URBIInclusion URBACT Local Group (ULG) for tackling the socio-economic and spatial disparities of Kuncz neighborhood are:

1. Development and implementation of a methodology for collecting data regarding the poverty level in the target area, deploying two researchers on the ground and writing one study report. Using primary research and in the ground local census;
2. Building and fitting a multifunctional community centre;
3. Designing interventions in order to increase children's participation in education;
4. Designing interventions in order to increase young people and adults participation in the job market;
5. Setting up a green area (1000 square meters), a sport and open air fitness terrain and modernization of one of the main access roads of the neighbourhood.

As implementation began, the initial studies and collected data on the situation of Kuncz neighbourhood, shed a worrisome picture on the different facets of poverty that the neighbourhood is struggling with: 50% of the residents are unemployed, 46% of youth between 15- 24 years are NEET (not in education, employment or training) and 6% live with 10 other members of the family. The study also revealed that the residents would rather ask for support from public institutions (social services, police, municipality), rather than NGOs and schools. This is why, the ULG has decided to pay particular attention to the governance context, analysing how the work and interventions of various urban actors were fitting together to serve the needs of Kuncz residents.

Project

[The Social Assistance Department of Timișoara Municipality](#) (DAS TM), the public body responsible at local level for managing social inclusion programmes, has been the catalyst of the URBACT Local Group (ULG)

within URBIInclusion. The ULG provided in an unexpected way the context for DAS TM to get answers for some puzzling indicators they were observing for some time in their records. In 2018, from the total of 101 children (6-18 years old) in Kuncz neighbourhood, only 50% appeared to be enrolled in educational program (kindergarten, primary and elementary school, and high school), while the dropout rate seemed to be modest.

By inviting as members of the ULG all the stakeholders that could draw a vivid portrait of what was happening in the Kuncz neighbourhood, from local residents, to local school teachers and researchers, DAS TM identified why so little cases of children at risk of school dropout were reported to their institution. There were several layers of misinformation between school managers, NGO providing social support and DAS TM, caused by a national legislative void. The Romanian national legislation referring to organization rules of educational programmes defines a dropout situation only if the child in cause has not attended school for a period of over 2 years. It is only in that moment that the school, through various local and regional bodies, is expected to report the case to DAS TM. On the other hand, the school managers and professionals from NGOs providing social services, are not aware that DAS TM has the capacity to act sooner than the 2 years mandated by law, as its mission is to also prevent cases of dropout rather than managing them after they occurred.



URBACT Local Group meeting for identifying the different definitions of school drop-out used by each stakeholder. © Timisoara Municipality's Social Assistance Department

By piecing this information together, Timișoara ULG Group decided to co-create and test out a new local governance framework for preventing school dropout. The main stages for doing so included:

1. **Refining the working group.** Which actor not included so far in the ULG should be part in the process? How to reach out to them? Which ULG members want to be in the working group? These were the three main questions of the ULG meeting in April 2018. As a result, from the initial members of the ULG, 6 decided to join the working group – Timisoara Municipality through DAS TM, United Way Foundation, Timisoara's Archiepiscopacy – Saint George Parish (Kuncz neighbourhood), Chosen Humanitarian Foundation, Society for Children and Parents Association (SCOP) and the Electrotimiș College. In addition, 4 more members accepted the invitation to join – the Timișoara County

- Inspectorate for Education (ISJ TM , No 1 and No 3 elementary schools and the vocational Transport-Auto highschool from Timișoara.
2. **Redefining what school dropout is.** The working group developed a list of situations that would identify if a child is at risk of school dropout: (1) she/he has more than 20 unaccounted for absences, (2) her/his absences are accounted for, but the tutor/teacher has suspicions about documents brought to justify them; (3) the tutor/teacher cannot contact any parent/legal guardian (no response to text messages, phone calls, letters); (4) the parents do not collaborate with the tutors/ teachers; (5) the tutor/teacher has contacted the parent, has talked to her/him for several times (maximum 3 times), but there is no improvement in the situation of the pupil ; (6) the pupil does not have legal papers ; (7) other extraordinary situations.
 3. **Drafting a methodology for school drop-out prevention.** The working group mapped available services and interventions that could be offered to children at risk of school drop-out, especially through DAS TM and the case management for child and family department.
 4. **Identifying pilot schools that would test out the new methodology.** All 4 educational institutions part of the working group agreed to test the methodology for a pilot year of 1 year starting September 2018.
 5. **Establishing the new governance framework.** In January 2019 a collaboration agreement has been formally signed by the 10 entities composing the working group. The agreement outlines the steps that DAS TM and ISJ TM will take to support cases of youth at risk of school drop-out once they are reported by the partners, the fact that the 4 schools are going to monitor their pupils using the new developed methodology and that the NGOs will offer professional and financial support to youth and their families. The framework sets out a test period of 1 year for the pilot phase, which can be renewed.

The main indicators that will be monitored will be the number of children enrolled in school dropout prevention programmes and number of interventions/programmes to prevent school drop-out. First results are expected early 2020, as the pilot year for the local governance framework for preventing school drop-out is still ongoing.

Learnings and conclusion

Why not sooner? This was the question that many ULG and working group members have asked recurrently in the last two years. While the sense of achievement for being able to connect dots, institution and practices was obvious, there was still an uneasy feeling why this type of collaboration did not happen in the past. Context matters, and in this case it was apparently given by the “mandatory” elements of the URBACT method: to foster a participatory approach and to form an ULG with diverse members from public institutions, academia, NGO, businesses and citizens. The *modus operandi* of Timișoara Municipality does not yet fully integrate this practice and this is why URBIInclusion provided an unexpected testbed for the dynamic team of DAS TM to try a new approach.

The response of the stakeholders was prompt and positive. 4 schools signed up to test the new methodology, 10 institutions managed to formally sign an agreement, the working group drafted methodologies and annexes to facilitate communication, NGOs and charities committed to offer their services for the identified cases. Prior to this, DAS TM had no records of risk of school-drop out cases, and in a short time it was managing 30 new cases for the pilot school year (September 2018- June 2019). Early observations show that 20 of these cases were successful, with youth managing to resume studies and stay in school.

This entire set-up is actually fuelled by the hope that if this pilot phase can be documented as a success, it can be transferred as a practice city-wide. The stakes are high, as there are modest chances of a paradigm

shift of national level policies addressing school drop-out rates among vulnerable population. The change relied on the local level. The downside however, was that this process of formally agreeing on a document and methodology with all stakeholders was time-consuming and it slowed down the potential interventions and energy of the working group. Yet, it managed to achieve something crucial: a shared idea and project.





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TRIKALA SOLUTION STORY

BUILDING AN UNDERSTANDING OF CO-CREATION PRACTICES FOR TACKLING URBAN POVERTY IN TRIKALA

JUNE 2019

Subject	Building an understanding of co-creation practices for tackling urban poverty in Trikala
Network	URBinclusion, Implementation Network
Author	Anamaria Vrabie, Lead Expert





Community Center gathering in Kipaki area in Trikala - © Trikala Municipality

Context

Chances are the UNESCO Meteora complex and the hills depicted on the Olympus yoghurt label ring more bells than the city of Trikala. They are in fact situated just next to this quaint medium-sized Greek city, which is home to 62 154 residents. The city has a relatively stable local economy, especially of agriculture and services sectors, but with low employment opportunities or prospects for growth. Many young people go for jobs and opportunities to larger cities located only two hours away such as Athens or Thessaloniki, leaving Trikala with few options to diversify its local revenue base. In this context, the municipality of Trikala decided to build its strategic development vision around the concept of the Open City, a city that is accessible to everybody. In order to achieve this, Trikala is actively pursuing tackling the quality of life disparities that exist between various neighbourhoods in the city.

The project

There are three areas in Trikala which stand out for their impoverished situation: Pyrgos, Kipaki and Roggia. Functioning more as urban islands, they concentrate a population of 2 200 people, mostly Roma. While they are connected to the city centre by public transportation, the areas lack amenities as schools, hospitals, shops and socio-cultural venues. Basic utilities such as roads, electricity and water are available largely alongside the main road, leaving parts of the areas unserved. This situation is partially explained by the informal character of many of the houses, that are built illegally and do not feature in any public record.

Thus, since 2003, the municipality of Trikala has actively pursued public funding opportunities that could finance improvements of its most troubled areas. As a medium-sized city with a stable, but staggering economy and hence limited budget, Trikala realized that it needs to invest in its internal capacity of absorbing EU funds. Following the opportunities available at national level, through European ESF and ERDF funds, two large scale programs have been set up for tackling urban poverty in Pyrgos, Kipaki and Roggia:

1. A community centre located in Kipaki area that provides a range of socio-medical services for Trikala inhabitants. Designed as an extension of the social services department located in Trikala's downtown,

the centre aims to make access to general services more convenient. The increase of municipal services by the inhabitants increased significantly, as well as the variety of activities offered. The centre also successfully manage to liaise the residents to services, structures and programs that currently exist and aim for social support for their empowerment and integration (National Labour Force Employment Organisation (OAED), National Health System (NHS), Home Help, Mental Health Centers and others.

2. A place-based action plan, using the community-led local development approach, which was formally approved in 2018 and currently under implementation. Managed by the municipality in partnership with local NGOs and social services providers, the action plans contain measures that (1) entail new construction of roads and houses aimed to improve the citizens' daily life, especially for the children, (2) increase access to education, knowledge and employment, (3) increase access to a range of medical services such as vaccination of children and psychological support, (4) support for navigating public sector bureaucracy and increase access to socio-cultural services.

While these two large scale programs have brought significant resources to the impoverished communities, their design was largely influenced by the guidance of the European and national funds. This resulted in a relatively top-down approach on tackling urban poverty, with priority given to improvements and expansion to mobility and socio-medical infrastructure, rather than supporting development of capabilities and social cohesion. In this context, Trikala Municipality decided to explore opportunities that could expose public servants and local experts to different practices on working in deprived urban areas. In this context, the URBACT URBIInclusion implementation network was a perfect match, as it provided a much needed learning and sharing space of different practise of co-creation practices for tackling urban poverty.

Learnings and transferability

URBIInclusion acted as a spontaneous peer-review process for the two large scale programmes currently under implementation by the Municipality of Trikala. It revealed aspects and point of views that hadn't been previous considered, many of which have been summarized in the URBIInclusion Manifesto and examples. Some core considerations that were discussed on the basis of the case study offered by Trikala were:

1. Integrated approach. When urban poverty is highly concentrated in certain areas of the city, focusing on upgrading and improvements of current living conditions reinforces urban segregation. Currently, there is no social pretext of residents from other neighbourhoods of Trikala to make a trip to Pyrgos, Kipaki and Roggia.
2. Involving local stakeholders. There are few civil society actors and (social) entrepreneurs in Trikala. With a limited pool of talent, Trikala has few options in trying different approaches. Even though the city is quite active in exchanges and inviting knowledge from NGOs and entrepreneurs in Athens and Thessaloniki, the absence of strong local (or regional) actors that can have a long-term commitment in their work locally is still a major challenge.
3. Financial innovation. Relying on public funds has a high risk of discontinuing valuable programs and trust relationships build with significant effort during the years. Thus, it is advisable to try small add-on to existing practices that are based on a business plan and can support building the sustainability of initiatives and flexibility for designing innovative practices.

Conclusions

This is not a typical solution story. It is a story of the learning journey of Trikala, that saw an opportunity in European cooperation programs such as URBACT to reflect on their current state of affairs. Co-creation practices are now celebrated and recommended worldwide, but there is little documented experience on the challenges of building a momentum at local level around the urgency that such practices are necessary and they should not be treated in a tokenistic way. Trikala has a warm and hospitable heart and team, so it might be just a matter of time until a critical mass is reached. Stay tuned!



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TURIN SOLUTION STORY

ABITO: HOUSING INCLUSION FOR MIGRANT WORKERS

MARCH 2019

Subject	AbiTO – Housing inclusion for migrant workers
Network	URBinclusion, Implementation Network
Author	Lorenzo Tripodi, Lead Expert





Ayub is a young migrant from Morocco. As many fellows from Maghreb and Sub-Saharan Africa, he has a troubled story of migration through desperate journeys, smugglers, abuses, with awfully high personal costs both in economic and emotional terms. But he finally got out of this odyssey. He succeeded in settling in Italy, in regularising his position, entering the job market and finding a relative stability. Still Ayub faces a big obstacle to his complete integration: access to regular housing. Paradoxically he finds himself in a grey spot, not enough disadvantaged to benefit from policies and personal support directed to less fortunate people but not recognised and guaranteed enough to access the housing market. As in many other sectors of his everyday life, he has access to a vast provision of submerged resources, mostly related to black market economies, supplying solutions to his needs often at a higher cost than the regular market. Ayub pays. He pays a lot for a place to stay, as well as for other services that are precluded to him in the legality. Because Ayub works, earns money that he could invest in a decent room to live and other needs. His poverty is not strictly economic, it is rather a poverty of trust, recognition, welfare. The solution story we are going to present here is about how in Torino Arteria, a small association of social workers, decided to tackle this challenge with the AbiTO project to find a solution for granting access to housing to subjects at risk of exclusion.

Context

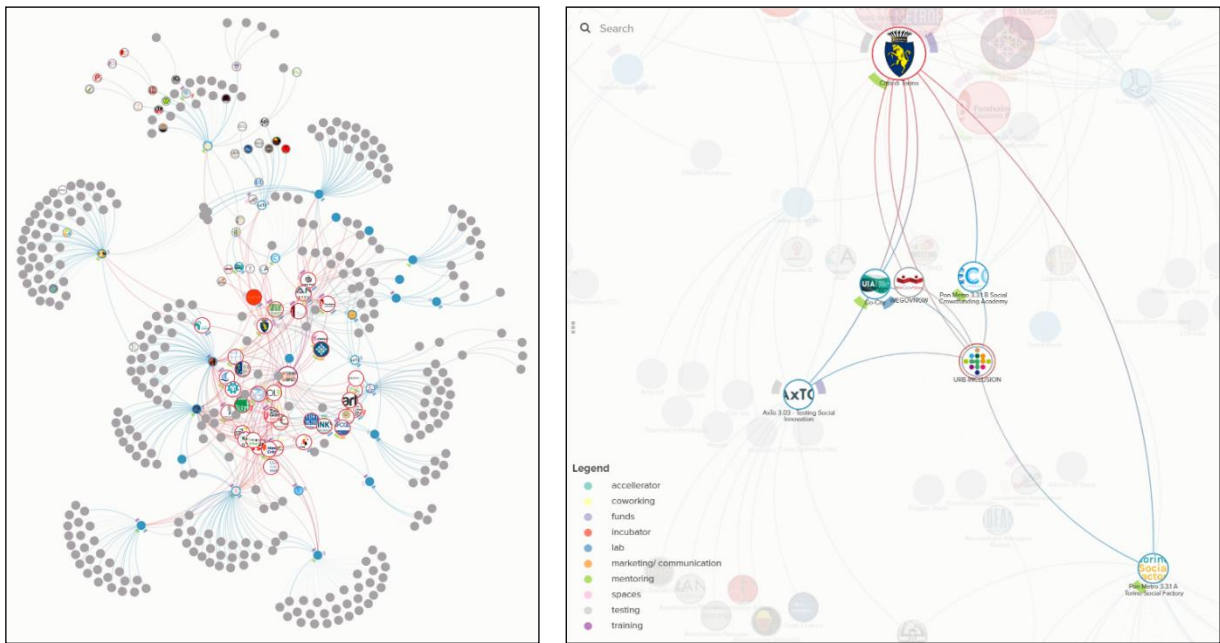
Since the mid 1990s Turin tackles important issues of urban regeneration deriving from the crisis of the Fordist model that had shaped the metropolitan identity of the city all along the 20th century. The post-industrial turn left Turin with a heritage of over 6 million square metres of disused industrial areas. The general Master Plan of 1995 and the successive strategic plan had a fundamental role in the physical transformation of the city while feeding the seeds of a change of mentality in the local society. But together with the industrial crisis, in many of the former worker neighbourhoods hotbeds of social conflict emerged: a new wave of international migrants bringing new issues and discontent doubled the historical waves from southern Italy that made the story of the city. In these years the first urban regeneration processes are initiated accompanied by integrated projects aimed at empower the social fabric in semi-peripheral areas like San Salvario and Porta Palazzo or the housing tenements in the periphery. In 1997 the *Progetto Speciale Periferie* started, applying “extraordinary” regeneration interventions through regional, national and EU funds. From 2000 on through EU programs like URBAN 2 there is a growing attention in combining physical regeneration and social actions in a fully integrated approach. In this context in 2007 opens the first Casa del Quartiere, “Cascina Roccafranca”. This prototype of urban intervention will be successively repeated through a series of different experiences characterised by a similar scheme: spaces recuperated for the common use thanks to the collaboration between public institutions, bank foundations, social enterprises associations and citizens, and made available to citizens’ initiatives, acting as catalysers for social inclusion and innovation practices. As of today there are nine *Casa del Quartiere* all over the city. They provide a great variety of services, often steaming from self-organisation and citizen-led initiative and managed by social enterprises.

These structures supply space for integration, empowerment, self-expression and leisure activities promoting social bonds. They were born as a set of independent initiatives, responding to specific situations and issues of the neighbourhoods. In the course of the time they developed their logic of integration and constituted into a network that promote coordination between the different *Case del Quartiere* and supports common funding strategies and applications for grants.



The case del Quartiere and the Urban regeneration intervention areas in Torino.

In the context of a persistent crisis of the job market, these initiatives provide essential presence on the territory to reach most disadvantaged subjects. Their role is inscribed in a general strategy that the City has developed in recent years to combat urban poverty through social innovation. This is the key chosen to combine social and economic inclusion with urban regeneration, supporting innovative solutions able to determine new welfare policies based on the engagement of active citizenship. The city of Torino has been among the first to shift its role from pure provider of resources to the promoter of a fertile environment able to welcome proposals of social innovation. For this purpose Torino managed between 2012 and 2016 the Torino Social Innovation program to sustain new enterprises able to respond to the emerging social needs in different fields, including education, employment, mobility, quality of life and social inclusion. In this framework was activated FaciliTo, an instrument accompanying innovative start-ups, mostly in the digital sector, with initial funding, mentoring, support to testing, and to access additional funding. The steady improvement of an innovative ecosystem for social and digital economies is further set forth with the [Memorandum of Understanding Torino Social Impact](#) signed in 2017 by the main actors on the territory, which ratifies an alliance between public and private actors in sustaining entrepreneurship and investment with social impact. Among Torino Social Impact products, an [online map](#) providing an essential visualisation of the city's social innovation network of actors as a dynamic ecosystem.



URBinclusion represented as one node in the Torino Social Impact map.

This representation is quite effective in accounting for the complex set of relations established among public, private and non-profit actors in the metropolitan territory. Here are represented governmental agencies, research labs, foundations, incubators, co-working spaces, NGOs and social enterprise of every scale and field. A central role is that is that played by [Compagnia di San Paolo](#), foundation of the main bank institute of the city. Among the main investor in the Social Impact program, Compagnia di San Paolo finances and supports with structures and know-how a wide range of social initiatives in Turin including – how we will see later – the AbiTO project.

Currently there is a set of initiatives that are included in the PON Metro Torino (National Operational Plan of EU Structural Funds for the metropolitan areas) and feed the strategy selected for implementation by URBinclusion.

- [Torino Social Factory](#) is a program aimed at supporting bottom-up initiatives promoted by third sector organizations that can produce positive impacts in terms of social inclusion and job creation in targeted areas of Turin with problems of socio-economic exclusion, according to an approach of self-sustainability. At a first stage, Turin Municipality selected through a public call 25 projects of social innovation in the targeted areas, that were able to produce positive impacts on urban poverty, social vulnerabilities, unemployment, cultural integration and social cohesion. The proposals had to be experimental, to develop innovative approaches of proximity and community welfare for social needs that had not been successfully treated by traditional models of public intervention yet. After completing the period of incubation, the teams were asked to develop a more advanced version of their initial proposals and submit the revised versions of the projects for the final assessment. At the end of the assessment procedure, 12 projects were approved and received a grant up to 140,000 Euro.
- [Civic Crowdfunding](#) is an experimental program to support the third sector to mobilise crowdfunding campaigns on social innovation projects in targeted areas.
- [CO-City](#) is a project supported by Urban Innovative Action aimed to reduce urban poverty through the transformation of abandoned structures and vacant land in hubs of residents participation in order to foster the community spirit as well as the creation of social enterprises. The implementation

of a “Regulation on the urban commons” will be driven in Turin by the implementation of pacts of collaboration between residents or associations and local authority based in most of the cases on the reuse of publicly owned abandoned urban spaces and structures.

- [AxTO](#) project was selected by the call for the regeneration and safety of urban peripheries launched by the Italian Presidency of the Council of Ministers. The project foresees a series of public and private investments, with 44 material and immaterial actions implemented through 235 interventions in the peripheries. Among the measures, AxTO Testing sustains social innovation: a call for grant offer a financial support (max 20.000 Euro) to initiatives experimenting innovative solutions to social needs and processes of inclusion. It is indeed AxTO that supported the AbiTO project, the implementation story we are presenting here.

Project

Arteria is an association active in the multi-ethnic suburbs of Porta Palazzo, Aurora, Barriera di Milano, in the northern area of Turin. It deals with the integration and strengthening of young people, in particular migrants, through street education. Arteria since 2015 has been proposing itself as a reference point for the aggregative activities of young people in Porta Palazzo, in the framework of the Youth Empowerment Partnership Programme, (YEPP) a European network that in Italy is financed by Compagnia San Paolo. Their work uses to happen on the field, in public space, to reach youth in informal aggregation spaces, and providing them orientation and support to get access to services, health, culture and leisure. An important base for their activities is the [Casa dl Quartiere Cecchi Point](#), acting as a multipurpose social center in the neighbourhood as well as a networking hub at city level. Although the association Arteria has no specific focus or skills on housing, in the course of their field activities trying to help young migrants the operators of Arteria realised that this issue was a substantial obstacle to their social inclusion. Many young migrants with no family-ties in the territory are substantially integrated in the work sector, although in precarious conditions and within a framework of multiple fragilities, but is impossible for them to access a home with regular contract. This in turn results in a set of consequences reinforcing their precarious condition, as access to other rights and the regularisation of their status is often depending from having an official residence. In short, a typical catch 22 situation...

Arteria started to investigate how could support Ayub and other young precarious workers in solving their problem. Adventuring in a new territory they conceived the AbiTO project, with the aim to support access to regular housing to under 35 workers through mediation, supplying guarantees that they could not provide to landlords and a service of social accompanying in the process. The idea was to provide a trusted counterpart to the landlords through the association and to design a parallel program to build trust between the landlord and the migrants for the consolidation of the future relation. The opportunity to start up the project came in 2018 with the AxTO grant of the Municipality of Turin that awarded the possibility to test the solution. AbiTO started in September 2018 with a first group of three young workers coming from squatted houses accessing one apartment rented in the regular housing market.



The key elements of the AbiTO project are:

- the search on the housing market for house owners available to take part of the experiment
- a transitory period in which the house is contracted by the organisation running the project and paid by funds provided by the program;
- to establish shared set of rules with all the involved stakeholders, including an agreement signed by the beneficiaries;
- to work on building trust between the final beneficiaries and the landlords, with the aim to shift to contracting directly the beneficiaries after the granted probation period;
- to establish a revolving fund that through the reimbursement of the initial cost by the beneficiaries could support the continuation of the experiment with other subjects;
- to develop the project in strict connection with local social territorial networks.

Among the tasks that Arteria had unexpectedly to develop in the progress of the action was the need to accompany not only the beneficiaries into their new social context – a middle class apartment building - but as well the home owner into introducing and defending her new tenants within the community of neighbours. However, all the participants have been aware of the value of the project as a pilot experimentation in a crucial moment. Arteria provides a constant monitoring of all critical aspect that could arise in any moment, and the constant collaboration with other organisations and competences allows to connect the specific action in the housing sector within the larger scope of providing integrated innovative welfare to young workers in similar conditions of vulnerability.

Learnings and transferability

The advantage of the model is to be indeed very simple. It has been in fact already replicated in Turin by another association adopting the same model. Furthermore, the prosecution of the experimentation on a larger scale is going to be supported by Compagnia di Sanpaolo. The [Programma Housing](#) of the bank

foundation has the specific aims of developing innovative pilots on housing issues. Since 12 years and with an investment of more than 30 m/euro this program has supported a range of formulas of social innovative housing which include the [Condominio Solidale “a casa di Zia Jessy”](#), the program for the insertion of students in social housing units [Coabitazione Giovanile Solidale](#) where they obtain a reduced rent in exchange of hours of social work, etc. After the testing phase supported by AxTO, Programma Housing is supporting for the years 2019-2021 “AbiTO Giusto”, extending the model to more beneficiaries and apartments. Arteria will be entrusted by another association with extensive experience in social housing (SynergiCa) and a guarantee fund is set up to activate every year 3 lodgings for young workers + 3 lodgings for very young adults from the community.

Although the model project has been experimented so far on a small scale, its potential is huge. The number of subjects that could benefit from the application of the model is substantial, both in terms of subjects currently excluded by regular rent and of properties that could be rented: Turin has in fact a vast amount of empty apartments, especially in the central and semi-peripheral areas, and building a system of mutual trust between potential tenants and landlords regulated by public agencies may result in a win-win solution.

Providing solutions to implementation needs

The model experimented by Torino is based on its agile social innovation ecosystem proves itself effective and reliable. It sets tools and procedures available for the resolution of specific implementation needs facilitating the collaboration among stakeholders in delivering integrated solutions. Summarising the elements of this solution story:

- the network of *Case del Quartiere* provides physical infrastructure and social networking to reach most vulnerable components of local society
- through these centres, small organisations like Arteria develop their social work rooted in disadvantaged neighbourhood with a deep knowledge of the local issues and a relative autonomy
- their work is supported by programs and foundations (YEPP, Compagnia San Paolo) that provide financial support and knowledge transfer channels
- focused calls for projects like AxTO provide the resources to develop prototypes responding to specific issues coming from the territories, like in this case housing inclusion of migrants
- the prototype is tested and evaluated in the framework of general strategies for social inclusion and reduction of poverty (Torino Social Impact, PON Metro Torino, URBinclusion)
- The city social innovation ecosystem provides resources to multiply the experimentation (Programma Housing, Compagnia San Paolo)
- framed in the metropolitan social innovation ecosystem through the Social Impact platform and EU programs like URBACT, the specific implemented action is given visibility and disseminated in wider context and valorised as part of a general strategy.

The case of AbiTO shows how a simple and effective solution responding to a specific challenge captured on the field by a small organisation can find support, collaboration and mentoring from public and private sector to be realised in a relatively short time, and channels to be replicated and disseminated in a wider context of application.

Conclusions

Differently from other cities participating to URBinclusion, Torino does not present a strategy focalised on one or more disadvantaged areas. Rather than a local approach concentrating interventions on neighbourhoods in distress, the city has chosen a more granular approach, supporting the creation of a network of active spaces of regeneration and social innovation and facilitating the networking of initiatives active in the territory with institutions, foundations and enterprises able to support the creative social

ferment. This model appears particularly effective in not only letting emerge innovative pilots and punctual actions responding to specific challenges, but in improving the networking and transfer of competence necessary to constitute a solid social innovation ecosystem spread all over the city.

Ayub today does not live anymore in the house. He moved out of Turin, in Prato, to follow work opportunities, and unfortunately fell again in a situation of uncertainty in informal housing. The workers of Arteria tried to help him, looking for local contacts and organisations that could assist him but it was not possible to find similar instruments or solutions in the new context. This implementation story from Turin tells us that this kind of actions is extremely needed and crucial to promote socially inclusive cities but we are very far from finding sustainable answers to the needs of our territories beyond the logic of episodic exemplar case.

