





## TRANSFERABILITY STUDY

### Civic eState

*Pooling the Urban Commons as civic patrimony*

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# 1. THE GOOD PRACTICE OF THE CITY OF NAPLES: CIVIC ESTATE

## 1.1. Introduction

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The network proposes to transfer through adaptation the URBACT Good Practice of the City of Naples, *Lost&Found* (hereinafter “the Civic eState Transfer Network” or “the Civic eState TN”). The transfer network aims at guaranteeing the collective enjoyment as well as collective management of urban essential facilities conceived as urban commons. This public-community governance approach will secure fair and open access, participatory decision-making, sustainability and preservation for the benefit of future generations.

## 1.2. The Good Practice within the EU policy context

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This section positions the City of Naples’ Good Practice (civic and collective urban use of city assets) within the EU policy context. The policy landscape relevant for the Civic eState Good Practice includes:

- The Aarhus Convention
- The EU Thematic Objectives
- Common provisions regulations for the European Structural and investment funds, in particular the Integrated Territorial Investment and the Community Led Local Development approach.
- The Urban Partnerships of the Urban Agenda for the EU (Sustainable land use; Circular economy; Urban poverty; Inclusion of migrants and refugees’ communities, public procurement)
- The UN Habitat Sustainable Development Goals (SDGs)
- Participatory governance of cultural heritage
- Motion or Resolutions on the role of cities in the institutional framework of the Union

The approval of the **Aarhus Convention** by the City of Naples, which later became a key part of the City Council Regulation, is one of the key point of the policy path that led the City towards the generation of the Civic eState Good Practice. The **Aarhus Convention**, signed on 25 June 1998 in Denmark and then ratified by the European Union in 2013, grants the public rights regarding access to information, public participation and access to justice, in governmental decision-making processes on matters concerning the local, national and trans-boundary environment. In particular, the convention condemns any form of abstract urban prediction/planning that is not based on the direct participation and the democratic right of the use of resources and public space. The centrality of the administrative action, therefore, must not be not founded on the notion of “financial income”, a concept which has historically characterized the assignment of public assets, but rather on the idea that “social income” is part of the “economic income”, as an essential element of the community social welfare.

When it comes to the urban commons’ administrative framework, many European cities, city inhabitants, organizations have been debating on how to introduce appropriate public policies and EU regulations which can then be implemented in the individual Member States: a concrete example of advocacy from the civic sector is the **“European Commons assembly” (ECA)** created with the goal of building a platform for

the Commons in the EU. The ECA's meetings are attended by activists, researchers, city policy makers, social innovators and people willing to share their experiences and to explore ways to upscale the debate beyond the local level. Moreover, a "Commons Intergroup" was established as a subgroup of the European Parliamentary intergroup on "Common Goods and Public Services", whose main challenge is to advance "commons agenda" to the political stage of the European Parliament.

The Civic eState good practice also reflects several **European Union urban policy priorities**, mirrored within the URBACT Program objectives, and in particular the following Thematic Objectives (TOs) of the EU Cohesion Policy 2014-2020:

- TO 1 Strengthening research, technological development and innovation;
- TO 4 Supporting the shift towards a low-carbon economy in all sectors;
- TO 6 Preserving and protecting the environment and promoting resource efficiency;
- TO 8 Promoting sustainable and quality employment and supporting labor mobility;
- TO 9 Promoting social inclusion, combating poverty and any discrimination;
- TO11 Enhancing institutional capacity of public authorities and stakeholders and efficient public administration.

This model, in fact, fosters participatory democracy and a form of Public-Community Partnership that aims not only at preserving the city heritage, including natural/cultural resources, through innovative management and circular economy schemes but also empowers the community involved to experiment, design and deliver new forms of cultural/social services and initiatives. This also actively engaging students, domestic workers, unemployed and precarious city inhabitants in the research of mutualistic systems able to address the most dramatic effects of the flaws of the public and privatized welfare.. This strongly integrated urban strategy requires an equally integrated approach when it comes to funding the activities to be implemented and ,under this point of view, this proposal reflects the Common Provisions Regulation for the European Structural and Investment Funds (Regulation EU - 1303/2013) that introduced two territorial tools – Integrated Territorial Investment (ITI) and Community Led Local Development (CLLD) – which aim to provide tailor-made solutions to the territorial challenges of specific territories by engaging local partners in their design and implementation.

The good practice is also highly engaging for the activities of several Working Partnerships established within the framework of the **Urban Agenda for the EU** and tasked with examining ways to improve the efficiency of European funds in urban areas. A close link exists with the groups working on: Sustainable land use; Circular economy; Urban poverty and Inclusion of migrants and refugees communities; Public procurement. Particularly relevant from the point of view of the Urban Agenda for the EU is the fact that Naples' good practice can represent an important example of how to implement the Agenda where it establishes that "In order to address the increasingly complex challenges in Urban Areas, it is important that Urban Authorities collaborate with local communities, civil society, small enterprises and cooperatives, knowledge institutions. Together they are the main drivers in shaping sustainable development with the aim of enhancing the environmental, economic, social and cultural progress of Urban Areas. EU, national, regional and local policies should set the necessary framework in which citizens, NGOs, businesses and Urban Authorities, with the contribution of knowledge institutions, can tackle their most pressing challenges". More specifically, point 31 of the Urban Agenda calls upon Urban Authorities "to continue to work together with Regional Authorities, the private sector, local communities, knowledge institutions and civil society in bringing forward the Urban Agenda for the EU.

The methodological approach can be now useful to Transfer cities as a tool to design urban justice and democracy and thereby to measure the implementation of some of the **New Urban Agenda** goals, such as those 13 and 91. The **article 13** states that the New Urban Agenda envisions cities that

“Are participatory, promote civic engagement, engender a sense of belonging and ownership among all their inhabitants, prioritize safe, inclusive, accessible, green and quality public spaces that are friendly for families, enhance social and intergenerational interactions, cultural expressions and political participation, as appropriate, and foster social cohesion, inclusion and safety in peaceful and pluralistic societies, where the needs of all inhabitants are met, recognizing the specific needs of those in vulnerable situations”.

While the **article 91** states that “we will support local governments in determining their own administrative and management structures, in line with national legislation and policies, as appropriate, in order to adapt to local needs. We will encourage appropriate regulatory frameworks and *support to local governments in partnering with communities, civil society and the private sector to develop and manage basic services and infrastructure, ensuring that the public interest is preserved*, and concise goals, responsibilities and accountability mechanisms are clearly needed.”

The methodological approach embodied by the Good Practice, with adjustments and improvements, might also be able to support the measurement of the implementation of **Sustainable development goals** (hereinafter, SGDs) in particular the **SDG 16: Promote just, peaceful and inclusive societies**, in particular the sub-Goal 16.7 “Ensure responsive, inclusive, participatory and representative decision-making at all levels”. Goal 16 of the Sustainable Development Goals is dedicated to the promotion of peaceful and inclusive societies for sustainable development, the provision of access to justice for all, and building effective, accountable institutions at all levels. This is also an expected impact of the Good Practice since it is strongly rooted in the principles of participatory and inclusive decision – making and proposes an evolution of those principles. This leads to the strengthening of the relationship between those actors and the potential formation of public-civic or public-commons partnerships. The methodological approach adopted by the Good Practice could thus be useful to implement **SDG 17, Revitalize the global partnership for sustainable development** in particular the sub-goals 17.17 “Encourage and promote effective public, public-private and civil society partnerships, building on the experience and resourcing strategies of partnerships”. The SDG 17 states that a successful sustainable development agenda requires partnerships between governments, the private sector and civil society. These inclusive partnerships, which are needed at the global, regional, national and local level, when implemented with the methodological approach embodied by the Good Practice Civic eState could unleash the potential of the City to wake up sleeping resources in the hand of public, private, social actors in the transfer cities as well as facilitating similar processes in those cities.

The Good Practice involves city or state owned buildings of an historical and cultural value (many of them are subject to subject to cultural heritage protective restrictions) and the approach followed by the City which enabling the collective action and shared responsibilities with city inhabitants on the goods appears to be coherent with **Participatory governance of cultural heritage<sup>1</sup>(hereinafter, PGCH)** as designed by various documents and resolutions of the European Union, among which the Conclusions of the Council of the European Union on Cultural Heritage as a Strategic Resource for a Sustainable Europe, the report Towards an integrated approach to cultural heritage in Europe, and the Council Conclusions on Participatory Governance of Cultural Heritage<sup>2</sup>. The concept of involvement of the public in the protection

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<sup>1</sup> C. IAIONE ET AL., *Prototipazione di una piattaforma istituzionale e digitale per la creazione di uno smart collaborative district*, annual report of the research project Sviluppo di un modello integrato di smart district urbano, in the context of the triennial research program on the electric system funded by the Italian National Agency for research on renewable energies and new technologies (ENEA) and the Italian Ministry of Economic Development (MISE). The report is in press and will be available at: [http://www.enea.it/it/Ricerca\\_sviluppo/energia/ricerca-di-sistema-elettrico/accordo-di-programma-MiSE-ENEA-2015-2017/efficienza-energetica-negli-usi-finali/smart-city-smart-community](http://www.enea.it/it/Ricerca_sviluppo/energia/ricerca-di-sistema-elettrico/accordo-di-programma-MiSE-ENEA-2015-2017/efficienza-energetica-negli-usi-finali/smart-city-smart-community).

<sup>2</sup> In an interview for LabGov realized by Maria Elena Santagati to Maria Rosaria Mencarelli, Italian representative of the Ministry of Cultural Heritage, she reflects that in Europe and in Italy “there is a large gap between reality and models/politics/policies, so that

of cultural heritage has long been considered relevant at the international level. Already in the seventies, with policies such as the UNESCO Convention Concerning the Protection of the World Cultural and Natural Heritage (1976) and the UNESCO Convention for the Safeguarding of the Intangible Cultural Heritage (2003), recognizing relevance of the communities. In 2005, both UNESCO and the Council of Europe recognized the importance of local community involvement in decisions on cultural heritage with the UNESCO Convention of the Protection and Promotion of the Diversity of Cultural Expressions. A European policy that puts the involvement of communities and other actors in the governance of cultural heritage at its core<sup>1</sup> is the Council of Europe Framework Convention on the Value of Cultural Heritage for Society (Faro Convention, 2005). The Civic eState Transfer Network, enriched by the recommendations included in the transfer assessment, could contribute to apply the Faro Convention approach on the potential social economic/business models for participatory governance of cultural heritage and governance as pursuant to the art. 11 and 12 of the Faro Convention foreseeing that in the management of cultural heritage the organizations involved should promote an integrated and informed dialogue from public institutions in all sectors and that they develop a legal, financial, professional framework that allow the joint action of public authorities, experts, owners, investors, small and social enterprises, businesses, NGOs and civil society and that they encourage NGOs interested in the conversation of heritage to act in the public interest. All of these actions shall be also oriented towards an idea of valorization of cultural heritage primarily centered around the needs of the community living the neighborhood, enjoying the historical patrimony or choosing that space as a place where to experiment forms of collective fruition and management.

#### **Article 11 – The organization of public responsibilities for cultural heritage**

In the management of the cultural heritage, the Parties undertake to:

- a) promote an integrated and well-informed approach by public authorities in all sectors and at all levels;
- b) develop the legal, financial and professional frameworks which make possible joint action by public authorities, experts, owners, investors, businesses, non-governmental organizations and civil society;
- c) develop innovative ways for public authorities to co-operate with other actors;
- d) respect and encourage voluntary initiatives which complement the roles of public authorities;
- e) encourage non-governmental organizations concerned with heritage conservation to act in the public interest.

#### **Article 12 – Access to cultural heritage and democratic participation**

The Parties undertake to:

- a) encourage everyone to participate in:
- b) the process of identification, study, interpretation, protection, conservation and presentation of the cultural heritage;

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the processes of participatory governance are still in the hands of the good will of individuals, and in many cases the territory with its practices seems to be ahead of policy-makers. For instance, in Italy there are many good practices scattered across the country, but we cannot say we have been able to become really inclusive yet. I don't believe that much in a general coordination, but more in a State creating a framework to stimulate the activation of participatory processes for the governance of cultural heritage. This could be done especially by providing the necessary know-how and the tools needed for its implementation. This is true also at the normative level, where there seems to be a void, faced to a cultural heritage that should be considered more and more as a common good rather than as a public good". Read the complete interview here: <http://www.labgov.it/2017/05/26/towards-european-recommendations-for-the-participatory-governance-of-cultural-heritage/>.

<sup>1</sup> WORKING GROUP OF MEMBER STATES' EXPERTS, *Participatory Governance of Cultural Heritage*, REPORT OF THE OMC (OPEN METHOD OF COORDINATION) Luxembourg: Publications Office of the European Union, 2018.



- c) public reflection and debate on the opportunities and challenges which the cultural heritage represents;
- d) take into consideration the value attached by each heritage community to the cultural heritage with which it identifies;
- e) recognize the role of voluntary organizations both as partners in activities and as constructive critics of cultural heritage policies;
- f) take steps to improve access to the heritage, especially among young people and the disadvantaged, in order to raise awareness about its value, the need to maintain and preserve it, and the benefits which may be derived from it.

The Good Practice Motion or Resolutions on the role of cities in the institutional framework of the Union. A strong academic and policy<sup>1</sup> debate is ongoing on the lack of a formal role of cities in the institutional framework of the European Union. This debate highlighted that the EU long fails to promote recognition and participation of Cities in the policy-making arena<sup>2</sup> and this is changing with the Pact of Amsterdam and the Urban Agenda, that gave cities a formal position in the EU decision making process in particular through the 12 partnerships to “make EU policies urban proof”<sup>3</sup>. In a report analyzing the role of cities in the institutional framework of the European Union, it was highlighted that cities are crucial actors not of EU policy making because they are a key actor when it comes to implementing and applying EU legislation, first of all because it must be translated in to the domestic systems and actors of campaigns and lobbying such as cities are key, and secondly because they exercise a role of monitoring agencies for the Commission of the implementation of EU legislations by Member states. Also, the effectiveness of EU policies can be improved by the cities’ expertise and the legitimacy itself of the policies is strengthened by cities’ involvement<sup>4</sup>. The methodological approach inspired by the Good Practice Civic eState has the capacity to provide robust roots to the role of cities in the EU. The urban co-governance approach (*i.e.* civic/collective use, management, ownership) embodied by the Good Practice, inspired by the principle of horizontal subsidiarity, civic collaboration and urban commoning is able to reinforce the position of the cities involved by bringing concrete solutions to some of the policy challenges addressed by EU policies relevant for cities (such as challenges like the quality of public goods and services, the quality of urban public space, protection of cultural heritage, fight against urban poverty and urban blight). The capacity of the Good Practice to create a new form of public-public partnership between the public and the civic/collective actors<sup>5</sup> reinforces the relationship between city inhabitants and the city administration and

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<sup>1</sup> On February 19, 2018, the Committee of Constitutional Affairs of the European Parliament drafted a motion for a European Parliament Resolution on the role of cities in the institutional framework of the Union. The full text of the draft is available at: <http://www.europarl.europa.eu/sides/getDoc.do?pubRef=-%2F%2FEP%2F%2FNONGML%2BCOMPARL%2BPE-618.070%2B02%2BDOC%2BPDF%2BV0%2F%2FEN>. See also the OPINION of the Committee on Regional Development for the Committee on Constitutional Affairs on the role of cities in the institutional framework of the Union (2017/2037(INI) approved on 15 May 2018, Rapporteur for opinion Jan Olbrycht. available at: <http://www.europarl.europa.eu/sides/getDoc.do?type=COMPARL&reference=PE-619.142&format=PDF&language=EN&secondRef=03>

<sup>2</sup> T. LA PORTE & A. PAVÓN-GUINEA, *Considering cities’ role in a European Union multi-level governance context: an assessment of officials’ attitudes, in European Politics and Society*, 19:1, 2018, pp 49-62.

<sup>3</sup> V. MAMADOUH, *The city, the (Member) state, and the European Union*, in *Urban Geography*, 2018, p. 2.

<sup>4</sup> H. HEINELT, *The role of cities in the institutional framework of the European Union*, Study for the AFCCO COMMITTEE, *European Union*, 2017. available at: [http://www.europarl.europa.eu/thinktank/en/document.html?reference=IPOL\\_STU\(2017\)596813](http://www.europarl.europa.eu/thinktank/en/document.html?reference=IPOL_STU(2017)596813) p. 34-35.

<sup>5</sup> Governance strategies, as opposed to government techniques, are characterized by equality, horizontality and openness towards territorial communities, civil society, the private and the knowledge sector and are based on collaboration between various actors to create partnerships dedicated to the shared realization of aims of general interest. M. FERRARESE, *La governance tra politica e diritto*, Bologna 2010, pp. 149. See also C. IAIONE, *La localizzazione delle infrastrutture localmente indesiderate : da soluzioni di government a soluzioni di governance*, in G. ARENA, F. CORTESE (EDS), *Per governare insieme : il federalismo come metodo*, Padova

it also has the potential to strengthen the capacity of cities of being arenas for public debate, transfer of knowledge and actors capable of shaping political space in the EU<sup>1</sup>.

### 1.3. Short description of the City

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Naples is the third largest city in Italy and is also the main city of southern Italy. It is the capital city of the Campania Region and the metropolitan area of Naples. It has a population of 3.107.006 million inhabitants (ISTAT, 2017) covering an area of 1.171 sq. Km. The GDP of the city of Naples (2013) correspond to around 4% of the national GDP, which confirm the position of Naples as the third city in the country also from an economic perspective, with a big distance from Milan (11.7%) and Rome (9.4%)<sup>2</sup>. The number of unemployed persons is equal to 290.444 (data updated to 2014) which constituted a share of 23.74 % of the labor force<sup>3</sup>. The average income of the City of Naples is low as compared to the national average (less than 13.000 Euros *pro capite*<sup>4</sup>).

The urban territory is subdivided in 10 “Municipalità” (administrative and political subdivisions of the City government) enjoying a significant functional and administrative autonomy. The port of Naples is one of the most important ports in Italy in terms of goods and passengers traffic and it is going to become the most important one also for cruise traffic. Revenue obtained from tourism and cultural activities is an essential part of Napoli’s economic growth. The origins of the city date back to the VI century B.C. when some Greek colonists, coming from Cuma, founded Parthenope on the little island of Megaride, where is now Castel dell’Ovo, in 470 B.C., they set up Neapolis. The Greek-Roman road network was preserved until now in the old town center and the stratification of the following ages enlarged its patrimony of many major monuments. For this reason, the old town center of Naples was included in the “World Heritage List” of UNESCO in 1995.

### 1.4. Detailed description of the good practice

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The City of Naples has addressed in the last decades several urban planning initiatives to limit urban sprawl and invest on the reuse of the existing historical city center heritage (UNESCO site from 1995), characterized by 70% private buildings, densely populated and requiring major redevelopment. The rest of the existing properties are publicly owned and include many large heritage sites, often empty and degraded, but also merely underused, that could become a driving force for the social and economic development, through appropriate public-community initiatives, recognized by the city government, and that might also produce a substantial enhancement of the city’s cultural and touristic attractiveness. This also implies a need for the further development of appropriate policies against the socially alarming effects of gentrification, shaping the city centers in many cities of Europe. Therefore, the bottom up approach of

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2011, pp. 203 and C. IAIONE, *La collaborazione civica per l’amministrazione, la governance e l’economia dei beni comuni*, in G. ARENA and C. IAIONE (eds.), *L’età della condivisione*, Rome, 2015, p. 78.

<sup>1</sup> COMMITTEE ON CONSTITUTIONAL AFFAIRS OF THE EUROPEAN PARLIAMENT, *Motion for a European Parliament Resolution on the role of cities in the institutional framework of the Union*, point 8 at p. 6. The full text of the draft is available at: <http://www.europarl.europa.eu/sides/getDoc.do?pubRef=-%2F%2FEP%2F%2FNONSGML%2BCOMPARL%2BPE-618.070%2B02%2BDOC%2BPDF%2BV0%2F%2FEN>

<sup>2</sup> UN HABITAT, *World Cities Report*, 2016, Statistical Annex. available at: <http://wcr.unhabitat.org/>.

<sup>3</sup> OECD *Metropolitan areas, Metropolitan areas: Labor market*. Data extracted on May 2018. available at <https://stats.oecd.org/Index.aspx?DataSetCode=CITIES>.

<sup>4</sup> ISTAT, *Rapporto Urbes. Il Benessere Equo E Sostenibile Nelle Città 2015*, at 20. The full report is available at <http://www.istat.it/urbes2015>.

the Good Practice shall also imply the responsiveness towards the vindications of new rules dealing with the increasingly centralized housing market, the external for profit action of 'sharing economy' platforms involved in the processes of touristification and the need for preservation of the public property in public hands. The valorization of the urban historical heritage –in fact– represents a cultural, economic and social challenge, but also a spur for the city to re-elaborate its identity creating a new bond with the citizenship and private/entrepreneurial sector.

In Italy, moreover, a process for the transfer of State-owned assets to municipalities is currently under way (the so-called "*Federalismo demaniale*"). This process concerns large complexes, such as former military assets, that require the City government to submit a re-use (renewal, regeneration, rejuvenation, revitalization) program aimed at guaranteeing a new sustainable use of these assets. This means that city has a very high priority, widely shared with other European administrations: how to manage historical heritage to make it a driver for the urban revitalization of deprived areas of the historical city and other blighted areas or economically distressed neighborhoods.

In relation to the issue addressed by the "Civic eState" TN (formerly "Communities"), during the last decade the City of Naples has been experimenting new tools to get back in use abandoned and/or deprived buildings, therefore subtracted to the use of city inhabitants. This, turning conflictual actions of occupation and bottom up rule-creation into an opportunity. Different movements and informal managements have, in fact, highlighted the need for such spaces to be used and managed by city inhabitants as commons. The civic use of these empty buildings implied on one hand a temporary use and it represented a starting point for the "renaissance" of such places and, on the other hand, it created a stimulus to start searching for innovative mechanisms for the use of such spaces as a community-managed or a community-managed estate. This legal tool was theorized from grassroots, claimed by commons activists that revisited the ancient Italian legal institution of "civic uses" forged in rural areas to the city to institutionalize the informal/social management of buildings used by communities to provide cultural and even urban welfare services in neighborhoods. To recognize and implement this tool, an innovative dialogue between administration and citizens started, building a process of juridical co-creation. Civic and collective use model is a system of "direct administration", co-led by the people, structured as a new form of participatory governance that intends to go beyond the classic "concession agreement model" which is based on a dichotomous view of the public-private partnership. The civic use recognizes the existence of a relationship between the community and these public assets that triggers the formation of a social practice eventually evolving into a "civic use", which in essence is the right to use and manage the resource as shaped by the practice and concrete use of the common resource by its users. This process makes community-led initiatives recognizable, creating new institutions, ensuring the autonomy of both parties involved, on the one hand the citizens engaged in the reuse of the urban commons and on the other hand the city administration enabling the practice. The City of Naples presents a peculiarity with regards to the social and economic urban inequality situation. The two main Italian urban centers, Rome and Milan, present higher social and economic indicators (i.e. education) in the city center, designing a centrifugal model of inequality (the higher the distance from the City center, the higher the social distance between city inhabitants). Naples instead presents socio-economic distress in the City center (where many of the informally managed spaces presented in the Good Practice situate) and higher socio-economic indicators in the mid-central neighborhoods<sup>1</sup>.

The process started at the Ex-Asilo Filangieri, a huge former convent occupied by a movement of cultural and artistic workers the 4th March 2012, with the resolution of City Government n.400/2012, written, as

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<sup>1</sup> E. D'ALBERGO AND D. DE LEO, *Politiche Urbane per Roma*, La Sapienza University Press, 2018.

well as all the others, in a strictly dialogue and expertise exchange between the activists and the Administration, that produced also resolution of Naples City Council n.7/2015.

Activist then translated their practices of co-management in a the Declaration of Civic and Collective Urban Use<sup>1</sup>, that after a quite long period of public discussion, claiming and also clashes, was totally recognized with the **resolution of Naples City Government n. 893/2015** as the public regulation of the building.

Asilo was, in fact, declared as an “emerging commons”, managed through the collective governance mechanism of the civic use and validated as an URBACT Good Practice. This is a key case study in the Civic eState Good practice since it is there that the central regulatory innovation. The City also provided the possibility for the compensation of management expenses, justified by the production of social value they generate, through civic use regulations or other forms of civic organizations models. After the case of the ex-Asilo Filangieri a collective work has grown from grassroots and with **resolution of Naples City Government n. 446 approved on 27 May 2016**, other seven public proprieties were recognized by the City Council of Naples as “relevant civic spaces to be ascribed to the category of urban commons”: Ex-Convento delle Teresiane; Giardino Liberato; Lido Pola; Villa Medusa; Ex-OPG di Materdei; Ex-Carcere Minorile – Scugnizzo Liberato; Ex Conservatorio S. Maria della Fede; Ex- Scuola Schipa. The recognition will be finalized with appropriate agreements when the communities managing the space will draft a Declaration of Civic and Collective Use, on the model of those of the Ex-Asilo, through which they secure inclusivity, accessibility, impartiality and usability of the governance of the assets. In the future, the list can be enriched with more resources to be recognized as urban commons. These assets where unutilized or under-utilized urban buildings and spaces, that where informally occupied and re-generated by informal communities that currently animate them and still contributes to their regeneration (in many cases, the renovation works could not be completed at the beginning of the informal management and are carried out through self-funding schemes throughout the time). Such regeneration has to be intended in the direction of a «civic profitability», i.e., not in a merely economic or aesthetic way, but above all with regard to its social effect. These assets constitute the civic patrimony of the City of Naples, co-used and co-managed by Naples’ city inhabitants for realizing activities pursuing the general interest.

#### 1.4.1. THE METHODOLOGICAL APPROACH

From the **methodological** standpoint, participation it is *considered* crucial in the policy path followed by the City of Naples. In the different topic areas of intervention, different boards grouping citizens, organizations and associations, have been activated. Since 2012, the so called “Naples Lab” was established to create, in a more concrete way, democratic participatory paths. But, above all, spontaneous working groups grew from grassroots, exchanging among them activities and competences (lawyers, philosophers, dancers, cultural managers, actors, social workers). The City Government let it grow betting and encouraging the ability of its citizens to find innovative solutions. We can see this as an overturn of institutional learning: participatory democracy tools were created by direct civic imagination and implemented by the City Government.

For local implementation plans, the city of Naples has also established an “ad hoc governance”, in order to better answer to the need of an integrated approach, which is crosscutting for the activities carried out. To

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<sup>1</sup> For a recognition of the path of the City of Naples towards the civic and collective urban use mechanism, see N. MASELLA, *Urban policies and tools to foster civic uses: Naples’ case study*, in *Urban research and practice*, vol. 11, n. 1, 2018 pp. 78-84. C. IAIONE, *The right to the Co-City*, in *The Italian Journal of Public Law*, issue 1, 2017. Finally, reference has to be made to researches whose authors are involved in the experience and have contributed to its outcome, gathered in: <http://www.exasilofilangieri.it/approfondimenti-e-reportage/>. In particular, for a philosophic and legal perspective, see G. MICCIARELLI, *Introduzione all’uso civico e collettivo urbano. La gestione diretta dei beni comuni urbani a Napoli*, in *Munus*, issue 1, 2017 and. N. CAPONE, *Del diritto d’uso civico e collettivo dei beni destinati al godimento dei diritti fondamentali*, in *Politica del diritto* vol. 4, 2016.

this aim, the City Council authorized a political coordination - carried on by the Urban Planning Councilor - and a technical coordination devolved to an Inter-directional Project Unit for the development of integrated urban policies: this method was successfully tested during several projects, above all USEAct and 2nd Chance URBACT projects, to overcome the sectorial organization of the Administration and to work in a cross-cutting way.

#### 1.4.2. KEY ACTORS TO BE INVOLVED

Concerning **stakeholders**, the policy path involved both administrative and civic stakeholder.

At administrative level, the system of political and inter-departmental coordination, designed to better organize the involvement of all municipal departments potentially interested in the delivery of a project, is managed by Representatives of the Urban Planning, Rights to the City and Common Goods Department, while the technical coordination of the projects is assigned to the Inter-directional Unit "URBACT projects and networks for the development of integrated urban policies".

At the civic level, main stakeholders are informal groups, , political and social collectives, local associations, NGOs and social and solidarity cooperatives, Universities, Research Institutes, Heritage Preservation Trust, Campania Region and Regional Authorities in genre, the third sector organizations, local businesses (e.g. artisans, typical organic food shops) and private entrepreneurs. This group is composed of key stakeholders (territorial and non-territorial) and their involvement is foreseen through different kind of meetings (according to the specific needs): "one to one", "territorial", "cross-sectional key", "plenary". This, to better adapt the participatory process to the different requirements of the target groups identified.

To better coordinate the actions of the network, the ULGs will be organized in specific topic groups, common to all partner cities. This will allow to have moments of transnational meetings and exchange among stakeholders.

### 1.5. Scope for improvement

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The assets (buildings and infrastructure) that the City of Naples recognized as urban commons constitute the civic patrimony/estate of the City of Naples, co-used / directly-managed by Naples' city inhabitants, the State-Community (working in coordination and alliance with the State - Apparatus), to carry out services of general interest. This might be the birthplace of a an urban community-based welfare state system. Such civic estate will need to improve its maintenance, financing and operational techniques. This step will be reached through the promotion of new forms of "Urban Civic Communities" and the definition of innovative schemes of public-community partnership to gain the interest of potential long-term investors. Civic Development Institutional Ecosystems would become drivers to boost the overall social, cultural, environmental, economic sustainability of the neighborhoods and to experiment innovative financing schemes.

The Civic eState TN will address these issues by supporting mutual exchange between Naples and the cities of the network which might be facing similar issues or are in the process to adopt also thanks to the Urbact TN the urban co-governance approach in the form of civic/collective use, management, ownership. The aspect of the Good practice which might be improved through the network's activity and key lessons is the sustainability model of the civic and collective urban use. The sustainability model would generate

solutions for shared responsibility in monitoring activities and managing the security of spaces and innovative forms of social-economic models for financing projects, job opportunity and civic self-entrepreneurship.

The public and city-owned assets play a central role in the Civic eState process, as fostering new forms of collective planning and civic use means not only a valuable human and social income, by giving strength to new forms of social inclusion, urban commoning and innovative financing schemes (e.g. crowdfunding, micro-credit, fund raising, etc.), but also means raising the potential of disused and underused public spaces. Therefore, the valorization of the municipal assets can be understood as a process by which it is possible to confer a greater social and economic value to the good by increasing its level of enjoyment by the community.

The latest resolution no. 458, approved by the City Council of Naples on August the 8th 2017, in compliance with the principle of financial sustainability, has identified new challenges and strategic actions for the valorization of the municipal heritage, identifying participated procedures aiming to generate a valuable income for the redevelopment/maintenance of the premises and to guarantee the sustainability of social/cultural initiatives, ensuring the autonomy of both parties involved: the citizens and the public administration. This resolution, in particular, encourages the commoners to design and submit “pilot projects” characterized by prevailing social aims, for the valorization of underused and disused municipal assets which can be redeveloped and transformed to experiment new uses such as:

- social-care facilities;
- reception centers for migrants and asylum seekers;
- educational gardens, collective and urban gardens;
- playgrounds for children and youngsters;
- artistic installations/exhibitions;
- activities aimed at promoting "urban creativity";
- regeneration of public spaces in genre as “civic flourishing environments”.

By enhancing commoners' proposals and their active role in the “care of the City”, the Administration is also willing to promote new forms of "Urban Civic Communities" and to define innovative schemes of Public-community Partnership to gain the interest of long-term investors. In this way, the designed Civic Development environments would become a driver to boost the overall economic sustainability of the process and to promote innovative financing schemes.

Starting from the very beginning of Phase 1, the main objective will in fact be that to grab the attention of potential long-term investors (territorial and non-territorial) aiming to support the Public-Community Partnership model and to help the urban civic communities in boosting the overall economic sustainability of the process and experimenting innovative financing schemes. Main stakeholders to be involved for the successful implementation of the model are:

- local businesses (e.g. artisans, local food shops, other local shops, etc.) to bring the necessary know-how and competences in relation with the local economic context;
- local institutional foundations and other local philanthropic investors;
- NGOs and social and solidarity cooperatives;

- business and start-up incubators;
- promotional banks and long term investors (e.g. Cassa Depositi e Prestiti - Italian Deposit and Loan Bank; Council of Europe Development Bank; European Investment Bank - EIB; European Investment Fund; European Bank for Reconstruction and Development - EBRD)<sup>1</sup>.

As a matter of fact, according to empirical evidence, collective-governance is more sustainable and long enduring when resource pooling and cooperation between five possible categories of actors is in place: social innovators or the unorganized public, public authorities, businesses, civil society organizations, and knowledge institutions. This has been defined as a model of “quintuple helix governance of urban innovation<sup>2</sup>”. These co-governance arrangements have three main aims: fostering social innovation in urban welfare provision, spurring collaborative economies as a driver of local economic development, and promoting inclusive urban regeneration of blighted areas. Public authorities play an important enabling role in creating and sustaining the co-city, implementing a policy approach consistent with the Lefebvrian approach of the right to the city.

The mechanism proposed by the City of Naples, although routed in the Italian legal system, is characterized by a high degree of adaptability to other European urban contexts as it is based on largely shared ethic, legal and social values, already widespread in other countries and especially in UK, France, Belgium Spain and Portugal. Both civic uses and the basic design principle of this policy and legal tool are at the core of already many local policies. In these years, moreover, many meetings, conferences and working groups are arising between Neapolitan community of civic users and Italian and European commons movements.

The mobility of this good practice may encourage a mutual learning process on innovative tools to foster an integrated approach in urban regeneration and redevelopment processes. The transfer cities would help build and establish generating new community-led sustainability models through non-conflictual process of dialogue with and cooperation among citizens. As already noted, this process makes bottom-up initiatives recognizable by the city administration for their inner value, ensuring the autonomy of both parties involved, on the one hand the citizens engaged in the reuse of common goods and on the other hand the city administration. A profitable exchange with other European cities could then help to improve the system of shared responsibility in monitoring activities and in managing the security of the sites.

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## 1.6. Expert's transfer assessment

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The Civic eState TN advances **URBACT objective** to promote **integrated** and **sustainable** urban development in European cities because it intends to put city inhabitants in the “owners’ or managers’ seat” by promoting collective governance or co-governance (beyond public and private management), sharing Ostrom’s starting point. The Civic eState TN conceives urban commons as social infrastructure to solve the most complex issue in urban governance in an integrated way which is to guarantee the Right to the City (the right of the local communities as a whole to have access to basic services for the exercise of fundamental rights like health, education, culture, housing, but also to practice forms of self-management and self-governing in the public spaces, at least in the abandoned or underused ones). It also advances the

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<sup>1</sup> See generally High-Level Task Force on Investing in Social Infrastructure, *Boosting Investment in Social Infrastructure in Europe*, January 2018, available at [https://ec.europa.eu/info/sites/info/files/economy-finance/dp074\\_en.pdf](https://ec.europa.eu/info/sites/info/files/economy-finance/dp074_en.pdf) E. RUBIO, *Making Better Use Of Public Funding: The Role Of National Promotional Banks And Institutions In The Next Eu Budget*, July 2018, available at <http://institutdelors.eu/publications/making-better-use-of-public-funding-the-role-of-national-promotional-banks-and-institutions-in-the-next-eu-budget/?lang=en>

<sup>2</sup> S. Foster & C. Iaione, *The City as a commons*, in *Yale Law and Policy Review*, 2016, p. 281.

idea that we need to stop the consumption of scarce resources (e.g. urban land) and use the idle capacity in the city. It also applies Urbact **integrated, participative, transnational** method because its work of art is constantly made and remade by its inhabitants<sup>1</sup> and follows the people and their needs integrating policy solutions to such needs. It is ultimately aimed at adding few more steps to Arnstein's<sup>2</sup> ladder of public participation enabling collective action of city inhabitants through co-governance (use, management, ownership).

The Civic eState TN could transfer an inclusive, original method to implement the EU Urban Agenda and the Sustainable Development Goals (SDGs) through an adaptive approach for different types of European cities, fostering the inclusion and activation of local stakeholders and the collaboration among civic, knowledge, public/private actors for the cooperative management of urban resources. It can contribute to cities prosperity leveraging value of collaboration with local communities. The investment in the building of a sustainability model for urban co-governance would finally contribute at the same time to the capacity building of local authorities and the capacity building of urban communities.

The most innovative aspect of the Naples Good Practice is in the management and operational scheme of the civic/collective use and management of the urban commons. The public assets are regenerated and then used as a platform to co-produce services of community interest at the neighborhood level (welfare services i.e. healthcare support; kindergarten; legal support for minorities) and beyond. The transferability study must produce an assessment of the Naples experiences to distinguish through an empirical analysis the experiences producing value in terms of services of community interest for the surrounding communities in the neighborhood.

The eight urban commons might for a sort of class to be called civic real estate, meaning a patrimony manage or owned by the community and destined to public purposes or the realization of general interests (affordable housing, community-based health services, cultural activities, social assistance, etc.). The institutional design principle of the co-governance of these assets as a platform to offer services of general interest has a high transferability, as also demonstrated by those Italian and EU cities already providing it in their policy paths, although they did not develop concrete policies yet (a very advanced program is the one started by the City of Barcelona on the Citizens Patrimony Program for Community use and management, establishing criteria in cooperation with community groups to regulate the mechanisms of access to the patrimony, transfer from the City level to the community level, and build self-assessment mechanisms). Such civic estate will need to improve its maintenance, financing and operational techniques. The key aspect on which the transfer of the Naples Good practice focuses would be the sustainability model. Naples Good Practice (i.e. the civic uses resolution) has forged the first example of a new generation of tools for participatory democracy. It's the public-community or public-civic partnership. This approach could be a way to generate a new breed of cooperative agreements or projects between city governments and civic, social, local businesses aimed at developing cities through an integrated approach. In particular, civic uses recognition could be considered the blueprint of a larger category of legal tools that in compliance with EU law, especially the relevant EU legislation on public procurement and State Aid, stifle cooperation among urban actors in order to build and deliver social infrastructure and services such as education, healthcare and housing. It might also be able to generate through the hybridization of these places and economic models new community-based job opportunities and forms of civic entrepreneurships. These cooperative agreements, partnerships or projects may be the basis for more sophisticated and solid forms of financing that could fund social projects through new funding mechanisms such as social impact bonds, social project finance schemes and many other new public-private partnerships that involve the participation of long-term investors to generate a sustainability model through social bonds and impact investing mechanisms.

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<sup>1</sup> H. LEFEBVRE. *Writings on Cities*. Translated and edited by Eleonore Kofman and Elizabeth Lebas, 1996.

<sup>2</sup> S. ARNSTEIN, *A ladder of citizen participation*. Journal of the American Institute of Planners, 35, 4, 1969.



Co-governance of public assets through civic use of these urban commons face similar issues in terms of administrative and maintenance costs, financing, accounting and legal issue. It will be one of the objectives of the Civic eState project to establish how to create economies of scale and better real estate management by pooling resources and establish forms of cooperation between the different urban commons. The civic eState project will be aimed at completing the pre-feasibility study of solutions addressing these issues also through consultation and exchange with transfer cities that are members of the Civic eState network which might be facing similar issues or are in the process to adopt also thanks to the Urbact Transfer Network the urban co-governance approach.

Drawing from the detailed analysis of the GP, we can draw the conclusion that the object of the transfer is “the urban co-governance principle in the use, management and ownership of urban commons and possibly the legal hack of urban civic uses”. Urban civic uses, as successfully experimented in Naples, are a successful urban co-governance mechanism consisting in the enabling of collective action. This action can be directed in different ways and towards different urban commons which are urban tangible and intangible assets, services, infrastructures and it might be implemented through adaptive legal hacks, rooted in the legal framework and administrative culture of the specific contexts.

To finalize the Civic eState transfer, both a legal and a management/financial innovation is necessary. For the legal innovation, the activation of **responsive institutional innovators** within different sectors of City bureaucracy, working alongside **City creative lawyers and civil multidisciplinary experts** when needed. For the management/financial innovation, an intense work of institutional innovators and creative lawyers on the sustainability scheme, alongside **networking with long term investors** at the urban or national level is needed.

The main challenges of the **transfer** can be identified in the following:

1. Risk of fragmentation and isolation of institutional innovators within City bureaucracy
2. Obstacles to overcome within City bureaucracy:
  - risk aversion
  - legal challenges: the transfer needs legal hacking to be properly carried out
  - fragmentation between different city departments and policy sector

To implement the Civic eState GP, each city must come up with a solution adaptive to the local conditions. The actions to implement and the object of the co-governance mechanisms vary across cities and communities. The transfer ultimately consists in the implementation of an experimental public-community co-working method and a legal hacking<sup>1</sup> to tackle policy challenges at the intersection of different policy sectors.


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<sup>1</sup> J. KRAUSE, *Hacking the Law*, The American Bar Association Journal, 101, 29, 2015.


## Annex 1 – Civic Uses Table


Name	Genesis of the informal management	Civic and collective urban use and governance mechanisms	Type goal and sustainability of services produced
<p><b>EX ASILO FILANGIERI</b></p>  	<p>The Ex-Asilo Filangieri was the first good to be recognized as a commons by the City of Naples through the civic and collective urban use mechanism. It is a building in Naples historical center. In 1572 the Asilo was already an arts and crafts factory, belonging to the convent of San Gregorio Armeno, later transformed into a boarding school for young orphans and poor children and definitively abandoned in 1980 due to the damage caused by a strong earthquake. In 2010, the premise was recovered to host the organizing committee and some events included in the Universal Forum of Cultures to be held in Naples. In 2012, it was occupied by a group of art and culture professionals in protest against the precarious working conditions, the very centralized cultural policies in terms of artistic direction and financing and the under-utilization of these spaces that, in reality, had been scarcely ever opened for cultural events or shows. Though, this was only a symbolic occupation, because soon the occupants' open and public assemblies realized that they did not want to keep the good occupied by a particular political subject, but to open it</p>	<p>With the decision no 893/2015, the City of Naples recognized the <u>Urban Civic Use Regulation</u> of the structure know as ex-Asilo Filangieri. This regulation was produced in an autonomous way by the community that collectively uses the resource and put self-management of the structure as one of the main principles of its civic administration. By acknowledging the civic use through this regulation, the Public Administration assumed the burden of ensuring the usability of the ex-Asilo Filangieri - meant as "civic flourishing environment" - to the totality of the inhabitants who benefit from it, for the <u>production and enjoyment of cultural and artistic events</u>. The right to produce and make use of the place is free and guaranteed to all, in accordance with the constitutional rights and values, but with a participatory model that is founded on three main: the "Management assembly", the "Steering assembly" and the "Board of Trustees". Those interested in performing activities in the ex-Asilo Filangieri can submit a proposal to the Management assembly or to the so called "Thematic Tables" which are responsible for the activities' technical arrangement, according to the procedures and</p>	<p>The calendar of activities, open and approved during the Assembly, of the Ex-Asilo Filangieri is centered around cultural and creative production. The activities can be divided into three main categories:</p> <ul style="list-style-type: none"> <li>a) Cultural events: book presentations; writing festivals; movies festival; exhibitions, installations, visual/digital art and photography meetings; magazine presentations and poetry readings; projects and artistic/cultural initiatives for children (among the others).</li> <li>b) Coworking and artistic rehearsals. Indeed, l'Asilo is a shared means of production for workers in the field of art, culture and live show.</li> <li>c) Seminars and laboratories: ceramics lab; dance lab; painting lab; writing labs (among the others).</li> <li>d) Public events and discussions on issues of collective interest: international convening, meetings and public discussions on issues relevant for cultural policies or social economy policies, such as cryptocurrencies or the relationship between culture and mutualism.</li> </ul> <p>The Ex-Asilo is running its activities' since 2012 and has an intense calendar that secure an offer of cultural services on a daily basis (for the dossier, with more precise data about the broadness of the artistic and political production and dissemination: <a href="http://www.exasilofilangieri.it/categoria/diamo-i-numeri/">http://www.exasilofilangieri.it/categoria/diamo-i-numeri/</a>). The Ex-Asilo breaks down the production costs by using free and shared</p>


	<p>to the city and beyond. Hence, they wrote themselves the rules of self-management and use of the good, stating the principles of openness and accessibility. Recognizing the purposeful spirit of the occupiers and acknowledging the importance of culture as a commons, with resolution no 400/2012, the City Council of Naples identified this space as a “place with a complex use in the cultural field and whose spaces are used to experiment processes of participatory democracy”. Through this resolution the creative use of the law made by the movements, and later recognized by the administration, laid the foundation stone, for those involved in the arts, to run a public space dedicated to culture in a participatory and transparent way.</p>	<p>the dates published on the website of the ex-Asilo Filangieri (www.exasilofilangieri.it). The Board of Trustees, instead, has the role of guarantor of last resort regarding disputes and in relation to the compliance, the application and interpretation of the Urban Civic Use Regulation. The main design principle in the activities’ scheduling, which is public, is the non-exclusive use of any part of the property, as the rotation and the guarantee of access and use of the space is an inspiring principle for the urban civic use. In no case a portion of the property can be assigned as operational headquarters to any subject, even temporarily, except under extraordinary circumstances.</p>	<p>spaces, resources, knowledge and skills. All this has generated, for the arts and culture professionals involved, immeasurable forms of indirect income, not to mention the free training offered and the many students who were offered training at no cost. All the activities and cultural services produced by the Ex-Asilo are free of charge and not-for-profit. The Administration only contributes to the operating expenses, such as maintenance, cleaning, electricity, surveillance. The initiatives are funded by donations, voluntary contributions, self-funding or other forms of social pricing that are used for improving working conditions, tools and facilities and management/renovation work of the space. No mandatory ticket or payment is ever required to those who access l’Asilo.</p>
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Name	Genesis of the informal management	Civic and collective urban use and governance mechanisms	Type goal and sustainability of services produced
<p><b>EX SCUOLA SCHIPA</b></p> 	<p>The informal management of the Ex-Scuola Schipa was initiated in <b>2011</b> when the space was renovated by a civic organization together with city inhabitants who participated to the informal management. The space was re-functionalized with a scope of housing for people in need.</p>	<p>The information on the governance scheme of the Ex-Scuola Schipa are still in the process of being collected and will be available soon.</p>	<p>The informal management of the former School “ex-scuola Schipa” is one of the informal co-governance practices of the Civic eState Good Practice whose institutional goal is to pursue equality goals, operationalized in terms of the reclaim of the right to housing and the immediate support for those struggling with access to housing. The people in need hosted in the space also contribute to the management and care of the commons spaces and services of the former school. The space also offer information and legal counsel and legal support (the support is accessible on a weekly basis) for those facing a housing crisis. The space constantly promotes public debates and information on the right to housing and the policies promoted by the City to tackle the housing crisis in Naples (serving a role of civic monitoring of the public authority).</p>


Name	Genesis of the informal management	Civic and collective urban use and governance mechanisms	Type goal and sustainability of services produced
<p><b>Giardino liberato</b></p> 	<p>“<u>Giardino liberato</u>”, a former convent, was informally managed since in 2008 by an Italian far right movement. In 2012 a coalition of activists and neighborhood inhabitants initiated an informal management of the space after a communication campaign and a long-term fieldwork and sensibilization activity in the surrounding neighborhood. Prior to that, a process and social inquiry was conducted in the neighborhood involving urban inhabitants and the city administration in order to identify the priorities of the surrounding area in terms of urban welfare and services, ending up identifying the lack of a kindergarten and green spaces as a priority. The informal management was initiated after the distribution of small plants throughout the neighborhood, giving city inhabitants an appointment into the space for seeding them in the internal garden. One of the reasons why the informal management of the space was initiated was also to avoid that the building became object of a public sale. The building is included in the list of “securitized assets”, which means that the building is a collateral for the City of Naples’ public debt and it could be requested at any moment by the Ministry of Treasure in order to face possible public financial struggles. The City is available to work together with the community to avoid the sale, but the building is still potentially object of this phenomena.</p>	<p>Two Sundays per month the decision – making organ, the management assembly takes place. The Assembly is always open and makes all the decisions on the daily management and use of the space.</p>	<p>One of the main goal of the informal management is to create social value around the formerly under-utilized structure and prevent a change in its use from happening. The maintenance of the space and the restructuring works are self-sustained/self-funded by the informal management itself. The activities realized within the space by the informal organization maintaining it are a hybridization of social and cultural activities; the garden The space is open at least twice per week to the neighborhood and it often hosts kids playing or socialization events; there is a gym offering regular courses such as martial arts; there is an open access library, which could be used as a study room or host reading groups; the space also hosts weekly musical experimentations, sessions where artists can meet with music passionate; laboratories of carpentry. The space is open to the neighborhood. Every Sunday, the garden is open for social use. All initiatives are free of charge.</p>


Name	Genesis of the informal management	Civic and collective urban use and governance mechanisms	Type goal and sustainability of services produced
<p><b>Lido Pola</b></p>  <p>Figure 5 and 6 Assembly and Calendar of activities at the Lido Pola. Picture taken from the Facebook Page of Lido Pola.</p>	<p>The EX-Lido Pola is a structure located in the Bagnoli neighborhood, formerly owned by the Agency of State Properties that the community of the social center Bancarotta 2.0 regenerated with the involvement of residents of the surrounding area in 2013.</p>	<p>The management assembly is organized once a month, constantly shared through social media and other means of communications and is open to the community that participates in the management and to anyone that is interested. The community that animates the space and realizes its activities is also constantly carrying out renovation works (the last one was taking place during May and June)</p>	<p>The activities organized in the Ex Lido Pola are mainly cultural and social activities: assemblies and debates on politically relevant matters; concerts; artistic expositions; book presentations; cinema and theatre; courses and workshops (mainly dance, painting, singing and music courses). All the activities and cultural services organised by the community of Lido Pola are free of charge and not-for-profit. The Administration only contributes to the operating expenses, such as maintenance, cleaning, electricity and surveillance. The initiatives are funded by donations, voluntary contributions, self-funding or other forms of social pricing that are used to improve the facility, the working conditions and the necessary tools, and the management/renovation work of the space, carried out voluntarily by members of the community.</p>

Name	Genesis of the informal management	Civic and collective urban use and governance mechanisms	Type goal and sustainability of services produced
<p><b>Villa Medusa</b></p>  <p>Figure 7 and 8 Outside of the structure of Villa Medusa. Pictures taken from the Facebook page of Villa Medusa.</p>	<p>Villa Medusa is a city-owned ancient building located in the Bagnoli neighborhood, formerly used as a daily elderly center and closed in 2008. It was informally occupied in 2013 by a political movement mainly composed by young people.</p>	<p>The community animating the space, united in a Villa Medusa Committee, is composed by a network of political activists, NGOs, and city inhabitants (in particular elderly people since the structure was used to be an elderly center). The management assembly, where the decision on the use and management of the space are taken, is open to the community that participates to the management and to anyone interested.</p>	<p>The activities organized by the community in the space are varied, focused on sport and social activities. All activities are free of charge. The community created a popular gym and offers courses (i.e. dance courses and martial arts courses). Also, cultural training (i.e. theatre; music courses) and cultural activities (book presentations and courses) are offered. There is also a part of activity dedicated to professional training (carpentry courses, language courses). The community also repropose activities for the elderly. Both the open and closed spaces of the structure are used for social activities such as social meals or are used as open study areas, for young people that need a safe and calm space to study.</p>

Name	Genesis of the informal management	Civic and collective urban use and governance mechanisms	Type goal and sustainability of services produced
<p><b>Ex OPG Materdei</b></p>  <p>Figure 10 Internal yard of the EX-OPG.</p>	<p>The EX OPG is a giant urban facility. It was a psychiatric hospital formerly owned by the Agency of the State Property and formerly managed by the Ministry of Justice. It was informally occupied in <b>2012</b> by a group of activists and neighborhood inhabitants.</p>	<p>The principles applied for the access to services offered and to the use and management of the space are those of openness and non-discrimination. The management assembly, where the decision on the use and management of the space are taken, is open to the community that participates to the management and to everyone interested. The community animating the Ex-OPG in 2017 decided to sustain a left political movement and the EX-OPG also hosted one of his national assemblies during the electoral campaign.</p>	<p>There is a wide offer of social neighborhood services and proximity welfare services, being one of the community spaces among those recognized as urban commons that, beside carrying out a calendar of cultural and social activities that produces a strong social value for the City as a whole, also provides form of urban/proximity welfare and provides city inhabitants with an offer of neighborhood social services. legal counsel for migrants and exploited workers; courses of Italian language for migrants; kindergarten; after school; popular theatre courses and course of artisanal know-how; health care and ambulatory services (general; pediatric; nutritional; orthopedic; gynecological medicine). Part of the internal areas are used as study rooms; there is a popular gym offering various courses such as dance or kick-boxing. The space also offers services for the fight against urban poverty (i.e. an information point for the right to legal residency and a clothing collection / distribution point). The management assembly takes place at the EX-OPG once a week, every Tuesday at 19. Their sustainability model (since has already said all the activities offered by the calendar are free) is based on self-funding by the community that animates the space, donations, voluntary contributions or other forms of social pricing that are used for management and renovation work of the space.</p>



Name	Genesis of the informal management	Civic and collective urban use and governance mechanisms	Type goal and sustainability of services produced
<p><b>Scugnizzo Liberato</b></p>  <p>Figure 11 View of the Scugnizzo Liberato from the outside. Picture from the Facebook page of the Scugnizzo Liberato</p>	<p>The Scugnizzo Liberato is a giant urban structure, a former juvenile detention center. An informal management of the space was initiated in <b>2015</b>. The action was guided by activists of the <i>ReteScaccoMatto</i> and neighborhood inhabitants.</p>	<p>The open management assembly takes place weekly and is distinguished between ordinary management assembly and new proposals assembly.</p>	<p>The structure was and currently the community that self-govern the space organize cultural activities and welfare services, mainly aimed at establishing a network of mutual support at the neighborhood level. The main focus of calendar activities (public and constantly shared on the official social media of the Scugnizzo Liberato) are the cultural activities (theatre, language courses or language exchange meeting) but they also organize sport activities (dance course, zen meditation moments; football tournaments) social activities (solidarity canteen at least twice a week; psychological listening point). Occasionally, the space also hosts solidarity events such as clothing collection or evening social events. All activities are free of charge, the community takes care of the management of the space and organizes fund raising social events to raise the funds necessary for the renovation works.</p>

Name	Genesis of the informal management	Civic and collective urban use and governance mechanisms	Type goal and sustainability of services produced
<p><b>Ex-conservatorio S. Maria della Fede</b></p>  <p>Figure 12 Internal yard of the Ex-Conservatorio Santa Maria della Fede. Picture taken from the Facebook page of Santa Maria Liberata</p>	<p>The abandoned space of the Ex-conservatorio S. Maria della Fede is informally managed since 2014 by a network of NGOs, committees and political committees, inhabitants of the historical center of the City of Naples, going under the name of “<i>Santa Fede Liberata</i>”.</p>	<p>The management assembly, where the decision on the use and management of the space are taken, is open to the community that participates to the management and to everyone interested.</p>	<p>The calendar of the activities is varied and includes language courses, yoga course and a myriad of social and cultural meetings and public discussions aimed at promoting a discussion on urge political and policy issues that are relevant for the City such as migration and integration ; urban commons and how to enable their open and collective use). All activities are free of charge although it is possible to subscribe a voluntary contribution in order to allow the community managing the space to provide for the costs of the renovation works and management of the space.</p>

## 2. PARTNER PROFILES

### 2.1 Introduction

The Civic eState Transfer Network partnership is composed by six partners: Naples, the Good practice City, and six transfer cities: Barcelona, Amsterdam, Gdansk, Ghent, Presov and Iasi.

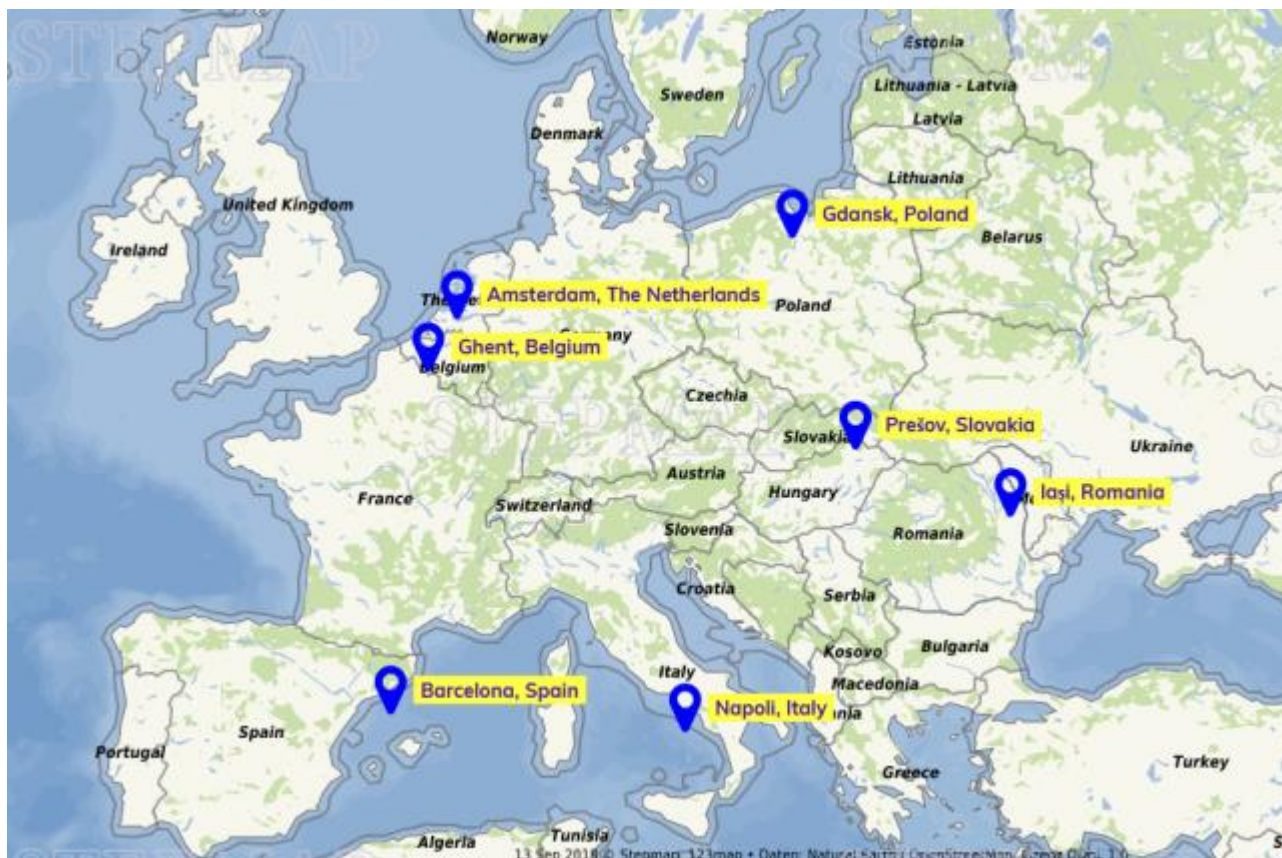


Table 1 – Basic Partner Information Summary

Partner	Population	Country	Joined the network
Naples	962.003	Italy	Initial partner
Barcelona	1.608.746	Spain	Initial partner
Gdansk	463.754	Poland	Initial partner
Amsterdam	822.000	The Netherlands	Phase 2 partner
Gent	250.000	Belgium	Phase 2 partner
Presov	90 000	Slovakia	Phase 2 partner
Iasi	371.889	Romania	Phase 2 partner

## 2.2 Partners' profiles

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### The City of Barcelona

#### Description of the City

Barcelona has a population of 1.608.746 (persons) (Barcelona Statistical Data 2016) with a metropolitan area population of 3.213.775 (persons) (AMB Statistics 2015). From the economic standpoint, Barcelona has a dynamic economy and is a relevant city for the country. The Gross Domestic Product of the city represents the 9.3% of the national GDP<sup>1</sup>.

#### Description of the policy challenge in the City

In Barcelona there is a great legacy of Civic Management practices and there are several cases of experiences or regulations on the management of public resources by entities or groups of citizens. Despite some attempts and concrete programs by the local administration, these have always been a reactive response to urban conflicts, providing solutions to specific cases, one by one, with a lack of shared criteria. Even so, there continues to be a growing demand from the public for recognition of the commons of the city and a greater involvement and participation in the management and use of public resources and patrimony. The challenge that has arisen in Barcelona is how to design governance mechanisms to guarantee access to, and redistribution or management of public goods and services, by adopting and adapting regulatory frameworks developed by other cities like Naples to enable participatory management inspired by shared criteria, values and vision and guaranteeing universality, accessibility, sustainability and transparency and secure the self-governance of the communities in the long term. This is shift defined in Barcelona as a shift towards Community Management.

The city is facing the challenges to respond to a growing citizen demand to have spaces and resources and public services managed from and for the community. To build an institutional framework that recognizes and encourages community management of public goods, guaranteeing a social and participatory use of this resource and collective, citizen and community management that pursues the common good. To recognize and give coverage to the common goods that already exist in the city, respecting the self-managed nature of these projects and protecting their social value. Develop mechanisms of redistribution and social justice that ensure equity in access to public goods. Create community balance mechanisms that facilitate the monitoring of the experiences and the (self) evaluation of their impact in a way that helps to measure the community task of the projects. To develop a space of co-governance between public administration and citizenship that ensures the good use and development of common goods, under criteria of universality, accessibility, sustainability and transparency. The objective is to create a common framework that encompasses the different municipal policies and community practices under which the participatory management of resources and public spaces is developed, generating shared criteria, values and vision that guarantee mechanisms of universality, accessibility, sustainability and transparency. The move from Civic Management to Community Management implies incorporating a form of democratic and participatory governance, understanding that the entire community must be able to participate in the resource and respecting fundamental ethical criteria and values. Incorporate the idea of community balance and self-evaluation that facilitates the follow-up of experiences and guarantees the continuity of the public value of the good.

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<sup>1</sup> GDP of the metropolitan area as a share of national value (%). Data updated at 2013. Data extracted on 07 Jun 2017. UN HABITAT, *World Cities Report Statistical Annex*, 2016.

The City of Barcelona is facing the policy challenge through an innovative policy program that builds several years of pilot projects and policies based on public-community partnership. In the City of Barcelona, the transfer of public assets' use and management to non-profit collectives has been a common practice, although without a clear and coordinated commitment between different areas and districts of the municipal administration. The City Council of Barcelona has responded to citizens' demands to have public spaces and resources managed in a participatory manner with the cession of public assets, through both ad-hoc actions and policies such as Civic Management ("Gestió Cívica"<sup>1</sup>) or the BUIITS plan for the community management of city voids. In Barcelona, there is a long experience of co-management of municipal spaces and infrastructure, but there was no normative framework on it, only different policies that had been answered by the City Council, in particular moments to the city inhabitants' demands, and that had been getting pieces or solutions but in a disjointed way and without a common purpose. Starting from experiences already existing in the City Council – such as, in this case agreements for the management of public services and the transfer of municipal spaces to not-for-profit entities - and put it within this umbrella that is the citizen's patrimony<sup>2</sup>. The Citizens' Heritage Management Program ("Programa de Patrimoni Ciutadà") aims at creating a conceptual and normative framework for the promotion and development of the community management of under – utilized buildings. The normative framework for the civic heritage program provides the creation of an entity, the "Citizen Heritage Board" (Taula de Patrimoni Ciutadano), to regulate and centralize the process of management and use of the municipal heritage from a community perspective. In collaboration with community spaces in the city of Barcelona, the programme has set criteria to define the framework that regulates access to, and transfer of, municipal assets and created a new self-evaluation mechanism, the 'Community Budgeting' (Balanz Comunitari). The programme also includes the development of a map of public assets (plots and buildings) in order to create a catalogue of properties that are managed by the community. The initiative was made possible by the establishment of the Citizen Heritage Board, a joint municipal body with the role of coordinating the most important municipal departments related to the cession of municipal assets to non-profit organizations. It is conceived as a municipal internal organ that guarantees coordination of the most significant municipal units related to the cession of municipal assets to non-profit associations. This body must guarantee the coordination of these units, as well as promote the development of the policy for the promotion of Citizen Heritage through the definition of common criteria that give coherence to the different municipal actions in relation to community management and use of municipal resources. The Citizen Heritage Board will follow up all the agreements with communities and non-profit associations within the programme, and for this purpose it will adopt a protocol for the granting process and evaluation, together with a set of criteria and indicators for the evaluation of applications and monitoring of community management of municipal assets by non-profit entities. The Board will also promote the preparation of a Citizen Heritage Catalog.

The Citizen Heritage Program has also developed a series of criteria or principles that define what we understand by community management and use. These criteria should allow us to define, evaluate and justify that we are dealing with a social, open and participative use of a collective resource, managed democratically and communally by associations and projects that pursue the common good. The criteria also represent the framework for regulating the access mechanism to the community management of these public resources, as well as constructing a new self-evaluation mechanism in the form of a

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<sup>1</sup> AYUNTAMENT DE BARCELONA, *Model De Bases De La Gestió Cívica D'equipaments, Per Activitats I Serveis Municipals De L'ajuntament De Barcelona* (Procediment De Pública Concurrencia), 2015. The gestió cívica is also regulated by the art. 109 of the newly approved regulation on citizen participation. AJUNTAMENT DE BARCELONA, *Citizen Participation Regulation*, approved on October 6th 2017. English version available at: <http://ajuntament.barcelona.cat/participaciociutadana/en/legal-documentation>.

<sup>2</sup> M. CASTRO ET AL., *Comuns Urbans. Patrimoni Ciutadà. Marc conceptual i propostes de línies d'acció. Document de treball*, Ajuntament de Barcelona – Regidoria de Participació i Districtes – Direcció de Democràcia Activa, 2016, available at: <http://lahidra.net/wp-content/uploads/2017/07/Patrimoni-Ciutada-Marc-Conceptual-v.3.01.pdf>.

Community Monitor (Balanç Comunitari). This self-evaluation mechanism has been developed and agreed with the communities involved in the experiences of community management, to facilitate the monitoring of these experiences and (self) assessment of their impact, in a way that helps to measure their community work. The four areas in which these criteria are divided are: a) Bonding with the territory b) Social impact and return c) Internal democracy and participation d) People, processes and environment care

Barcelona has a long term experience in citizens management of public facilities and services. As mentioned above in this paragraph, these experiences are developed through a programme called Civic Management (Gstió Cívica), that has its juridical foundations in the municipal charter and the municipal rules of participation. Civic Management entitles a non-profit association the management of a public facility, and implies the indirect management of a public service. It allows to build a public-people partnership, in front of the public-private usual framework. Civic Management has been developed since the 80s around facilities and services from different units of the City Council and in all the districts. Currently, there are 63 facilities under this programme around the city, being managed by non-profit organisations. They are cultural centers, creation factories, community centers, youth centers, sports facilities or historical heritage, among others. The public municipal administration, as guarantor of common goods, it is committed to public-people partnerships, avoiding privative uses and interests of common resources. In this sense, the management taken on by citizens, through non-profit organizations, is not the target, but a tool that, together with others, should facilitate these practices to be empowering for communities, and help articulate the social and citizen net. Among the groups and communities that identify their projects with community management / community spaces, there is a growing demand to beyond just the use and management of a space or facility, but they demand the recognition of the community management of public services. These are claims go from the take on of the management of existing public services by the community, to the proposal of new services that until now did not exist, that are born from and offered by the communities, and that aspire to be recognized as public services.

These new demands also coincide with the need, expressed by the entities that manage resources under the umbrella of Civic Management, to deepen the transition from this program to the promotion of a community management model. The shift from Civic Management to Community Management is not just a title change, but a change of perspective, that recognises the additional value of community management in terms of social and cultural impact in the territory. The new model should apply, according to this claims, mechanisms of transparency and Community Monitor (Balanç Comunitari) that have been developed within the framework of the Citizen Heritage programme. The Barcelona City Council has now the challenge to respond to this growing demand regarding the Community Management of public facilities and services, together with the need to decide under what model should the municipality support and accompany the new proposals of services, made by communities and social sectors. One of the challenges that the City is facing is to define which kind of services may be suitable for Community Management and under what circumstances, when supporting the creation of a new municipal service at the proposal of the communities or what criteria and procedures the Community Management Program should develop. It is necessary to (re)think also about the type of support that administration has to give to these "new services" and what is the framework of co-responsibility towards which both agents, communities and administration, must advance.

The Barcelona City Council has now the need to define a common framework that a common framework that includes the different municipal policies and community practices under which participative management of resources, spaces and public services are developed, generating shared criteria, values and vision that guarantee mechanisms of universality, accessibility, sustainability and transparency.

City stakeholders who should be involved in the URBACT Local Group

(ULG)Local Actors involved in the process are the following:

- Social economy ventures
- Third sector organizations
- Associations
- Cultural sector groups, associations, and enterprises
- Social movements
- Community groups

#### Assets and barriers the City brings to the transfer process

The City of Barcelona has a strong political support and an experienced city team, which is willing to create an internal working group dedicated to the transfer. Barcelona has already implemented policies on the commons and civic collaboration in different policy sector, and recently approved a policy program that goes in the same direction of the Good Practice. The ability of the collectives of Civic eState GP to use the law with the aim of radically change the forms of private management in force in their municipality offers Barcelona a very inspiring challenge. The case of Naples has many similarities with experiences in Barcelona, in relation to the public-community partnership to govern facilities to produce cultural services for the neighborhood. The transfer will allow the City of Barcelona to solve regulatory challenges for the promotion of urban co-governance mechanisms, synthetize the different policy initiatives into a unique framework and refine the policy recently implemented, improving it through the confrontation with the Naples's experience.

## The City of Gdansk

### Summary of the City with relevant metrics

Gdansk is a city within Gdansk-Gdynia-Sopot Metropolitan Area, lying on the Bay of Gdansk, on the southern shores of the Baltic Sea. With a population of 463.754, Gdansk is the largest city and an important centre of the economic, scientific, and cultural life, and a touristic location. The Gdansk-Gdynia-Sopot Metropolitan Area was established on September 15, 2011 to strengthen cooperation and to achieve the harmonious development of the entire metropolitan area around Gdansk, by making the best use of the potential of the member cities and municipalities, while at the same time respecting their differences and particular characters. The Gdansk-Gdynia-Sopot Metropolitan Area is the fastest growing area of northern Poland. It is also a significant centre of integration processes in the Baltic Sea region as well as being an important link in the transport chain, linking the north and west of Europe with the central and southern part of the continent.

It is also a window to the world for the countries of Central and Eastern Europe, which are the natural catchment area for the two largest seaports in Poland. These ports are the only ports on the Baltic Sea which have a direct connection with the ports of South East Asia. The international importance of the Gdansk-Gdynia-Sopot Metropolitan Area is also shown by the ever-expanding network of air connections available from Gdansk's Lech Walesa Airport; the number of companies with foreign capital or local companies which have invested abroad.

### Description of policy challenge in the City

The main challenge for the city of Gdansk is the implementation of an right to the City framework, related to the commons and social innovation and social – solidarity economy. On one hand there is a lot of active citizens who get involved in the policy making processes but on the other hand they are not ready to take over the responsibility to manage common goods in a way which will secure the interests of all groups of citizens. The particular interests usually dominate over the common good. The implementation of principles of self-management, cooperation and mutualism, and strengthening individual and collective responsibility makes a big challenge. During the URBACT APN BoostINNO –ULG, the City of Gdansk was working on social innovation theme and one of main identified challenges for our city was lack of physical space for social innovators and meeting place for people interested in social innovation development. The creation of a physical HUB for social innovation and integrated community around that space is one of core elements of the Gdansk Integrated Action Plan in BoostINNO. CommUnity would be natural continuation of the work started and developed in BoostINNO. There are several regenerated areas with empty buildings in Gdansk. The municipality has decided to assign one of these buildings, which used to be a college, for common use for urban communities: innovators, social entrepreneurs, informal groups, activists, local civil society organizations. The idea is that people who will be using the building in future will co-design it's functionalities and then will be managing it together. The main aim of the process is to create a friendly space with new services for the neighborhood as well as an inspiring location for new activism, a space to generate new projects and innovative solutions to local challenges. The City sees the Civic eState transfer process the chance of transferring knowledge and practice in co-managing urban public spaces and a chance of engaging in a learning process on how to promote urban co-governance mechanisms.

### City stakeholders who should be involved in the URBACT Local Group

- Local stakeholders to be involved include municipality departments, public institutions, civil society organizations, citizens
- Private businesses: local bakery





- Social economy businesses / cooperatives: social cooperative CieKAWA,
- Third sector organizations: Fab Lab association, UP Foundation, Regional Voluntary Centre, Gdansk Foundation, CITIZEN PROJECT Foundation,
- Not for profit foundations: Gdansk Entrepreneur Foundation Starter,
- Informal groups of city inhabitants/informal groups of activists/ practitioners:
- Social/political movements:
- Individuals: Monika Chabior, Marcin Nowicki
- Departments of the Municipality (please specify the name of civil servants to be involved):
- Social Development Department, Magdalena Skiba, Michal Pielechowski,
- Economic Development Department: Żaneta Kucharska, Michal Miguła,
- Department of development Projects – Elżbieta Niemkiewicz,
- Financial Department – Beata Miksa,
- City Culture Institute – Anna Urbańczyk
- Gdansk Estate Agency – Karolina Podowska
- Departments of the Regional/State authority
- Schools/Universities/Cultural foundations: Technical University of Gdansk, Primary School No. 67.

The City of Gdansk already has experience with the Urbact program, and most of these stakeholders have been involved in Boosting Social INNOvation project as a ULG members.

#### Assets and barriers the City brings to the transfer process

There are no experiences in Gdansk in running participatory processes aimed on co-management of common spaces. The city has many experiences in co-creation of the city polices and their implementations but not in joint undertakings of multiple stakeholders. The City has a relevant experience with promotion of social inclusion through innovative governance schemes. The case of the “So Stay Hotel<sup>1</sup>”, which is also an URBACT Good Practice, is exemplary, together with the “Social Innovation Foundation” which will constitute the baseline for the development of the Gdansk adaptation of the policy transfer. Foundation The City carried out participatory processes regarding to co-creation, co-management and co-implementation of social policies, such as the as the “Immigrant Integration Model<sup>2</sup>”. Some experiences with community centers run together by 2 or 3 NGOs have given more negative than positive results. The conviction that the success of the place will depend on the participatory processes which will take place from the very beginning made Gdansk to decide to join the Civic eState Transfer Network, for which there is a strong political support. This transfer will help to facilitate the participatory processes, which have to take place to enable such a common use of public building, to make it stable and fruitful for the actors involved as well as the neighborhood and local community. The working name for the place is Social Solidarity Hub and its spaces will serve the whole community and will be used to experiment participative democracy.

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<sup>1</sup> More information available at <http://urbact.eu/so-stay-hotel>.

<sup>2</sup> More information available at <https://www.gdansk.pl/migracje/immigrant-integration-model,a.67017Some>.

## The City of Ghent

### Summary of the City with relevant metrics

Ghent is a “pocket sized metropolis”, combining the social capital of a small city with the openness of a metropolis. With approximately 250.000 inhabitants (2014), Ghent is Belgium's second largest municipality by number of inhabitants. The metropolitan area, including the outer commuter zone, covers an area of 1,205 km<sup>2</sup> and has a total population of 594 000 (2008) which ranks it as the fourth most populous in Belgium. The population is on the rise since 1999 with a growth rate of 12% per year after decreasing for 19 years. The port of Ghent, in the north of the city, is the third largest port of Belgium. As the largest city in East-Flanders, Ghent has many hospitals, schools and shopping streets. Flanders Expo, the second biggest in Belgium, is located in Ghent. Tourism is becoming a major employer in the local area. The ten-day-long "Ghent Festival" is held every year and attended by about 1-1.5 million visitors. History is gracefully connected to modern design and art. Ghent has a relatively young population and is the largest student city of Flanders. The prestigious Ghent University attracted a number of research-oriented companies situated in the central and southern part of the city. Ghent advertises itself as a city of Innovation, creativity and future-oriented businesses.

### Description of policy challenge in the City

Ghent (with the Mayor as the strongest supporter in participation and co-creation) has a long tradition in participative approaches. In 1998, the City administration created a unit that enables policymakers to integrate a bottom-up approach in planning and decision making processes. The unit still exists and has developed different instruments (Participation platform, crowdfunding, Temporary Use, Participatory budget, ...) to work closely with citizens' initiatives. The City of Ghent has also been experimenting with temporary use of brownfield sites and empty buildings for over a decade. Often, this happens in response to urban renewal projects. With urban renewal, the period between the development and implementation of the plans is usually very long. Therefore the City of Ghent stimulates its residents to use the sites and buildings in the interim. This counters neglect, brings a new dynamic to neighbourhoods and offers added value for the city's development. DE SITE, the first iconic temporary use, started 10 years ago: allotments, a greenhouse, two urban horticultural plots, a football field, a bike playground and an urban farmstead with 8 chickens were created on the site of the former Alcatel Bell factory in the district of Rabot. The City of Ghent and social partner Samenlevingsopbouw Gent started the project to get local residents involved in their district and to get them to think about the urban renewal project. The residents rolled up their sleeves and helped to reshape their neighbourhood. The City of Ghent provides subsidies to initiators of temporary use projects via the Temporary Use Fund. This Temporary Use Fund helps new initiatives to get started. Every year, the city council makes a budget of €300,000 available for this purpose. A lot of new temporary initiatives (20) occurred thank to this Fund.

The City is now facing many complex challenges and is experiencing a growth in new forms of solidarity and involvement in the city. The many pioneers and bottom-up citizens' initiatives stimulate the transition in our society and co-create the solutions to societal challenges in this urban context, often seen as a laboratory. To make our cities "resilient" and to explore future solutions in co-creation, we need to look to other forms of partnerships and collaboration. There is a great motivation and political support towards the transfer, which perfectly fits into the current priorities of the City. In 2017, the City invested resources in the development of a policy to provide guidelines for commons governance in the City, the “Commons

Transition Plan<sup>1</sup>. The city has a strong believe that the future of Europe is determined in smart cities and especially by smart citizens and organized in 2013 a conference of Eurocities in Ghent on that topic. Ghent benefits and learns from various interesting bottom-up citizen' initiatives and fascinating new coalitions. The motivation behind the process relied upon the fact that city administration needs to connect with their smart citizens and therefore needs to rethink their own role, structures and decisionmaking processes. The intention of this assignment was therefore to investigate the possibility of a potentially new political, facilitative and regulatory relationship between the local government and its citizens. The plan's recommendations, describing the possibilities and the role of the city in reinforcing citizen initiatives became the base of the Commons Transition Plan. The Plan was discussed and co-written by a local group of 200 commoners and the city. With this plan, the City wishes to give further shape to a sustainable and ethical economy in Ghent.

City stakeholders who should be involved in the URBACT Local Group

The City of Ghent, at this phase of the transfer, has a highly defined design of the ULG, summarized in the table above:

Organisation/Project	Categories Stakeholder	Domain
Autodelen.net	Social economy businesses / cooperatives	mobility
Buren van de Abdij	Informal groups of city inhabitants/informal groups of activists/ practitioners	culture
Buurzame stroom	Social economy businesses / cooperatives	energy
Cabane banane	Informal groups of city inhabitants/informal groups of activists/ practitioners	social
CLT Gent	Not for profit foundations	housing
Coöperatieve buurtwinkel Muide-Meulestede	Social economy businesses / cooperatives	social
De Koer	Informal groups of city inhabitants/informal groups of activists/ practitioners	divers
Dégage	Social economy businesses / cooperatives	mobility
DOK	Not for profit foundations	divers
Groeinest	Social/political movements	food
Het Spilvarken	Not for profit foundations	food
Labland	Not for profit foundations	housing
Ledeberg Doet het Zelf	Informal groups of city inhabitants/informal groups of activists/ practitioners	divers
Nest	Informal groups of city inhabitants/informal groups of activists/ practitioners	divers
Op Wielekes	Social economy businesses / cooperatives	mobility
Partago cvba	Social economy businesses / cooperatives	mobility
Sint Jacobsnieuwstraat	Private businesses	economy
Soepcafé Dampoort	Informal groups of city inhabitants/informal groups of activists/ practitioners	food
sogent	Departments of the Municipality	housing
Stad Gent	Departments of the Municipality	juridical
Stad Gent	Departments of the Municipality	economy

<sup>1</sup> M. BAUWENS AND Y. ONZIA, *Commons Transition Plan for the City of Ghent*, June 2017. Available at: <https://stad.gent/sites/default/files/page/documents/Commons%20Transition%20Plan%20-%20under%20revision.pdf>.

Stad Gent	Departments of the Municipality	open data
Stad Gent	Departments of the Municipality	strategy
Stad Gent	Departments of the Municipality	energy
Stad Gent	Departments of the Municipality	culture
Stad Gent	Departments of the Municipality	strategy
Stad Gent	Departments of the Municipality	participation
Stad Gent	Departments of the Municipality	participation
Stad Gent	Departments of the Municipality	social
Wijdelen vzw / peerby.be	Social economy businesses / cooperatives	economy
Wooncoop cvba	Social reconomy businesses / cooperatives	housing

## The City of Amsterdam

### Description of the City with relevant metrics

The city of Amsterdam has 822,000 residents from 182 different countries. The Amsterdam Metropolitan Area has 2,2 million inhabitants and a GDP of € 130 billion. The city is exceptionally well connected, both physically and digitally. The city has an extensive history of experiences and best practices on civic involvement and cooperation towards city challenges. For example in 2011 the City was awarded the ISOCARP Award for Excellence 2011 for its Structural Vision 2040, mainly for the innovative stakeholder process. Amsterdam has won the European iCapital of Innovation Award in 2016, because of its holistic and user-centric (bottom-up) approach towards innovation.

### Description of policy challenge in the City

The City of Amsterdam is devoting his best efforts towards the promotion of digital social innovation economy. To tackle with this challenge, in 2004 the City launched a new city innovation unit: the CTO Office where currently over 40 innovation-minded change agents are employed. One of the major challenges for CTO is addressing the 'Future Government' by e.g. participatory labs (changing policy making through direct co-design with citizens). The city has developed many participative democracy focused projects - and programs last 10 years. In particular, the 'MakeYourCity' program in which many local buildings and/or spaces were involved. The City already implemented many relevant best practices in the field of urban co-governance applied to the urban assets and facilities: with "Het Breedschap", in the district of Plan van Gool in the North district, residents were given free access to a vacant semi-permanent school building. This has given an impulse to the strengthening and widening of the collectively active residents who were developing the neighborhood with the aid of residents. Activities became more visible and new residents became curious and started to participate; in "Osdorp", the Lucas community has refurbished the vacant Lucas school and accommodates all kinds of active entrepreneurial tenants. Being rooted in the neighborhood, the building is an important vehicle in the creation and strengthening of the community. Then, "Tugela85" in the Transvaal neighborhood in East is a neighborhood enterprise of artists and cultural entrepreneurs. In 2009 they signed a temporary user contract with the district. In 2013, Tugela85 was designated as a pilot, which allowed a departure from pricing and real estate policy.

Finally, the program 'Space for Initiatives', which can constitute the baseline for the Civic eState transfer. Space for initiative promotes a new way of working for the administration, with the aim of supporting residents and neighborhood entrepreneurs in the development and implementation of their social initiative. This can be complementary to what the municipality does, but initiators can also challenge the municipality to take over a government task. To make the city inhabitants more responsive to these kind of initiatives, the program works on six so-called 'system challenges' to equip the municipal organization better to give initiatives space and to pass on the lessons learned. The system challenges deal with changes in the working method of the municipal bureaucracy, which help to (continue to) realize initiatives. The six system challenges below have been determined as the most urgent within Space for Initiative. The initiatives involved are listed per solution.

#### 1. Integrated financing

Making subsidizing of cross sectoral initiatives structural, in order to quickly respond to multiple faceted initiatives. The realization of a cross sectoral, umbrella subsidy; one arrangement for an initiative that is active in several areas, for example youth, culture and public green.

Examples: Realized at Noorderparktrust (Noord), Collaboration with social enterprises (Southeast), Secret Village (Center)

## 2. Increasing the sustainability of informal care

Strengthening the sustainable provision of informal care. Do this through professionalization, financing and accountability in the cooperation with the existing care providers. At this moment informal care is not structurally supported to provide long-term help.

Examples: Lucas Care (Nieuw-West), Connecting Cultures, MADI (Southeast), Town villages BenB (South)

## 3. Right to Challenge experiments

With Right to Challenge, an initiative challenges the municipality to take over (part of) a regular government task, including resources and responsibilities. The municipality can also challenge initiators to take over a regular task. The first try-outs from Right to Challenge have started.

Examples: Youth work (East), BORO Atelier West), Westside (New West), RecyQ (Southeast), Secret Village

## 4. Entrepreneurship in / out of social benefits> has been realized

Beneficiaries of social benefits and refugees can now receive a generous allowance for their volunteer work and travel expenses are reimbursed. Under certain conditions the legal obligation to apply for jobs while on social benefits, does not trump volunteer work

Examples: De Meevaart (East)

## 5. Real estate

The goal is to make the real estate in the city more accessible for social initiatives. We do this by offering better service and by creating more space in policy regulation, so the city-makers can develop and exploit their own activities and thus acquire income to become self-sustainable

Examples: Hendrick de Keyser (South), Self-management Buurthuizen (Noord), Westside (New West)

## 6. Livability

The 'Development neighborhoods' plan in the North, Southeast and New West link to what is already available in the neighborhood. Involving Amsterdammers in the planning and making use of current initiatives and existing quality of life projects in the neighborhoods.

### Assets and barriers the City brings to the transfer process

The City of Amsterdam has a relevant experience on promoting social innovation, in particular in the field of urban resources. Although there are (and have been) many experiments and programmes there is no legal or officially developed procedure in the city of Amsterdam on co-design of the use/management of city assets and buildings. On the other hand, there have been several changes in the working methodologies of the city-governance. The policy transfer is politically supported. At the municipal bureaucracy level, emerges the need for a team dedicated to the policy transfer. Although the Space for

initiative program received a high political support, the Internal research has shown that Space for Initiative is not fully living up to its potential because of obstructing convictions and patterns, the City identified in: poor ability to deal with uncertainty and experimentation; the preference towards a solution that solve all problems; the aversion towards taking responsibility; the difficulty to make room for a learning and an “improve by doing” approach.

#### City stakeholders who should be involved in the URBACT Local Group

- Private businesses:
- Social economy businesses / cooperatives: See above
- Third sector organizations: Pakhuis de Zwijger, LabGov, Waag Society, the SDG house, House of the Commons, etc etc.
- Not for profit foundations: see above
- Informal groups of city inhabitants/informal groups of activists/ practitioners:
- Social/political movements:
- Individuals: Karien van Assendelft is a city maker who distributes the Space for Initiative news letter, and organises meeting (paid)
- Departments of the Municipality (please specify the name of civil servants to be involved):
- Departments of the Regional/State authority (please specify the name of civil servants to be involved): On neighbourhood rights we are working together with the G4 (the 4 biggest cities in the Netherlands, being Rotterdam, The Hague, Utrecht and Amsterdam), the VNG (association of Dutch municipalities) and the Ministry on Domestic Affairs
- Schools/Universities/Cultural foundations: University of Amsterdam.



## **The City of Presov**

### Description of the City with relevant metrics

The City of Presov, with a number of inhabitants of 90.000 and a regional GDO (Mill. EUR) (data valid to 2017) of 7.450,799 is an active City in Slovakia. It is currently starting to activate policy initiatives in the Smart City area, with an orientation towards sustainable urban development.

### Description of the policy challenge in the City

The City of Presov's priority at the moment is sustainable urban development. To implement this strategic objective the City needs to create a set of mechanism for citizen participation. The policy of participatory forms of democracy is new at the municipal level in Slovakia, and it is therefore necessary to acquire knowledge and knowledge from the experienced. At the same time, there is political support and motivation in the City administration to create such a regulatory framework to allow city inhabitants' to take some responsibility for the future of the city and initiate a process of sustainable urban development.

### City stakeholders who should be involved in the URBACT Local Group

As far as the ULG is concerned, there is not a defined set of stakeholders yet. The City is planning on first identifying the city assets or infrastructures for regeneration/revitalization which will be suitable for the process, then identify employees who have experience in handling city property, with the implementation of European projects and also smart city and then, through public debates and consultation processes, to define participants from the private and social sectors.

### Assets and barriers the City brings to the transfer process

The City still did not city create, nor is in the process of creating an internal working group on issues relevant for Civic eState but it is ready to constitute an internal working group which will be participating on the project. City of Prešov is currently preparing the Smart City Development Concept. Within this concept, the City identified partners from a range of entrepreneurs who are doing business in the city. At the same time, Prešov draws on European Investment Bank loans and is also interested in joining the Slovak Investment Platform project. Prešov has not yet realized a project that is focused on the transfiguration of examples of good practice, so there is not experience with policy transfer, which is why the City is highly motivated to participate in the network and learn from Lighthouse and Mature cities.





## The City of Iasi

### Description of the City with relevant metrics

Iasi is the second city in Romania for number of residents (371.889) but also in cultural, historical and academic terms since it hosts the second largest university centre. Iasi city is an important development and economic growth pole within the North East Region from Romania, one of the 7 cities at national level and it has many connections/relationship with stakeholders from local institutions and national one. The international airport located in Iasi assures the connectivity with more than 20 European cities, creating in this way the opportunity to work and organize transnational meetings with the interested stakeholders. Regarding the proposed theme of the project, there are many specialists on urban development and legal issues interested in getting involved in policy documents and urban planning for tools that illustrate ways to develop urban common assets.

### Description of the Policy challenge in the City

Among the City of Iasi's current priorities there is the promotion of civic participation as a core component of open government, and an essential element of the national OGP cycle. Iasi City became this year a member of OGP international alliance and is going to focus its entire resources in becoming a successful partner. The need of transferring and adapting the Civic eState GP derives from the need to develop and improve the urban quality of life in Iasi. Within the city there are spaces that need to be rehabilitated and modernized and there is also a deprived historical heritage. The current situation regarding the active participation of the city inhabitants within the administration of common goods and implementation of development projects reveals the need of adapting new models of good practice for projects that emphasize on the importance of civic involvement. Taking into consideration that Iasi city plans to have a smart city district and a new area developed in the proximity of the Regional Emergency Hospital, the Civic eState GP is going to improve the degree of awareness of the local associations, stakeholders and informal groups regarding the role of civic patrimony of the city of Iasi. Iasi city has a great experience in organising public consultation regarding the development projects proposed for the Development Strategy, European projects, environment issues, local budget, tourism strategy etc. The NGOs, the stakeholders, the academic and economic representatives were always involved and participated to the process of "taking a decision" for the commons. Regarding the experience that Iasi city has on implementing the methodology described on "Civic eState" project, the City does not have concrete examples of implemented projects. On the one hand, the legal property statute of the abandoned buildings/areas was an important obstacle to develop buildings co-management. In order to regenerate city-owned assets which were in an inappropriate state, the municipality signed traditional concession agreement. However, a specific example regards the regeneration of a public park, following a public debate on the budget issues, organized by the City that involved city inhabitants of the surrounding area. Nowadays the public park became the first soundproofed park in Romania<sup>1</sup>, where elderly people can play chess in special places, children can play safely and inhabitants can enjoy green space.

### City stakeholders who should be involved in the URBACT Local Group

The City of Iasi is currently promoting (September – October 2018) an opened campaign organised at the City Hall for recruiting stakeholders for the Local Development Action Plan for 2018 -2020. This stakeholder

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<sup>1</sup> A description of the project is available at [https://adevarul.ro/locale/iasi/video-arata-parc-antifonic-romania-amenajat-centrul-iasilui-reduca-stresul-sahistilor-1\\_5b617e8edf52022f75df86b3/index.html](https://adevarul.ro/locale/iasi/video-arata-parc-antifonic-romania-amenajat-centrul-iasilui-reduca-stresul-sahistilor-1_5b617e8edf52022f75df86b3/index.html).

group is meant to be a legitimate working group which will analyse project proposals, development programs, and resources available for the next period and will be involved in the Civic eState transfer network.

Given their experience with institutional communication, the City team is confident that a good communication plan and a public campaign will bring together a group of stakeholders. A tentative list of stakeholder includes: Members from Local City Council; European Project Department; Departments of the Regional/State authority, North East Regional Development Agency, URBACT Department Unit from the Ministry of Regional Development and Public Administration; University Alexandru Ioan Cuza Iași/Cultural Centres.

#### Assets and barriers the City brings to the transfer process

The City's expectations regarding the benefits from implementing the good practice model proposed in Civic eState project are related to ways of valorizing common urban assets that need regeneration and have legal problems in terms of property. Nevertheless, implementing a good practice from a network of specialists and experienced social actors that dealt with the same issues as Iasi city is facing will improve their existing methodology for public involvements within projects and increase the degree of awareness regarding the possible use and governance of tangible and intangible urban assets/services/infrastructures. The City of Iasi does not have experience with co-governance policies, although it has a great experience with participatory policies involving both offline and online tools. The City team has experience with organising debates, involving stakeholders and start communication campaign for supporting future and concrete projects, if we manage to adapt and implement the proposed model from "Civic eState". The City has a great motivation to find innovative and efficient ways to co-work with these groups within an institutionalized legal framework. Finally, the City already identified a possible building in the City that could be used for an experimentation or prototype of the transfer. It is a City-owned building built in 1928 with a surface of 269,50 sq., built-up area 1049,70 sq. (photos attached to this presentation). The mentioned asset needs complete renovation, as it used to be collective housing and it is can no longer be used for this purpose. The proposed asset is close to city centre, it is in an area surrounded by block of flats, close to the first modern University in Romania and to the student's campus area. The City is going to start a public consultation campaign for the destination of the asset. The final decision will be adopted mainly by the civil society/NGOs and will have the full support of the City administration. Iasi city has an urban development strategy organised on strategic objectives for 2015 -2030 and this is the official document which assures the strategic framework for the GP transfer. The project list for the development strategy is the result of many public debates, involvement from strategic working groups and political vote. The City does not have previous experience with policy transfer, although it experimented a transferring from France (Lille and Villeneuve d'Ascq) of a model of "neighborhood city hall"- which provided the creation of small city neighborhood centers with public officers from the City working there and offering the opportunity for the citizens to express their needs/demands, tax issues, to inform on the current municipal projects. Currently there are 6 neighborhood centers throughout the City. All the public information campaign and projects are promoted also through these administrative structures.

The most challenging feature for the City of Iasi is related to creating a legal tool for rehabilitate places/buildings/ex-green areas which represent common urban goods, meant to be developed within the transfer process of the good-practice project "Civic eState". There is also the challenge of funding a mechanism with social impact and based on a long-term relation between local administration – politic field – citizens.

## 2.3 Overall transfer potential assessment

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Based on the data gathered through City visits and questionnaires, an initial assessment of transfer potential has been made and is summarized in the table below.

The assessment of the transfer potential was based on a number of factors, including:

The motivation of the City towards the transfer of the policy; the extent to which the cities sees Civic eState as a concrete opportunity to successfully implement urban co-governance mechanism through a complex work that foresees motivation and orientation towards the implementation of institutional, legal, financial innovations within municipal bureaucracy. Linked to this, the level of maturity of the existing institutional ecosystem and civic ecosystem (e.g. existing policies, programmes and project in this landscape, pipeline of potential civic entrepreneurs); the level of perceived support from politicians, other city departments and local stakeholders; the amount of resources (both staff and funding) available to contribute to the transfer process. It is important to underline that transferring good practice is a process which will take place over several years. The assessment provided below should be taken as a picture of the situation at the time of writing, but the transfer potential will change over time as progress is made.

The following table provides an assessment of each city and gives an idea of the relative transfer potential across the 6 transfer partners:

## Summary Table on Transfer Potential

Partner	Population	Transfer Assets	Transfer Barriers	Transfer Potential
<b>Barcelona</b>	1.608.746	<p>Strong political support and motivation to respond to growing demands for Community Management of public facilities/services.</p> <p>Experienced city team + Administration willing to create an working group for the transfer.</p> <p>Implemented advanced policies: “Commons Policy”: Civic management of city owned buildings (63 buildings managed by NGOs) + Cession of city voids + “Community Use and Management of Citizen Assets Programme” (2017)</p>	<p>Potential change of City government resulting in lack of political support</p> <p>Relationship with the Regional and National Government</p> <p>Policies across departments are a bit fragmented</p> <p>Strong opposition from the private sector</p>	<p><b>A+ (Lighthouse city)</b></p> <p>The plan will be produced. Necessary adaptations are already identified. The City will promote a full-scale reuse of the good practice within the timescale of the project, working on the refinement of the regulation already implemented.</p>
<b>Ghent</b>	250.000	<p>Excellent management team.</p> <p>Commons approach applied in different policy silos.</p> <p>The transfer is a key priority for the City.</p> <p>Strong motivation to look for sustainability mechanisms for the commons.</p> <p>Multitude Existing good practice providing guidelines for turning the City in a partner state: “Commons Transition Plan”</p> <p>Highly defined stakeholders’ network.</p>	<p>Potential change of City government resulting in lack of political support</p> <p>Organizational change is an open challenge for the City: need for an integrated and horizontal way of working, that overcomes the compartmentalization of roles and policies</p>	<p><b>A (Lighthouse city)</b></p> <p>The plan will be produced, the good practice will be adapted and re-used within the project’s timeframe. Through the transfer, the City will filter the most promising existing policy and focus the efforts on implementing appropriate adaptations.</p>
<b>Amsterdam</b>	822.000	<p>Excellent management team.</p> <p>Strong political support</p> <p>Implemented a successful policy enabling social innovation: ‘Space for Initiatives’.</p> <p>Orientation towards changes in the working methodology.</p> <p>Motivation to work on digital co-</p>	<p>There is no legal or administrative procedure on co-design of the use/management of city assets, although there are (and have been) many experiments and programmes.</p>	<p><b>A- (Mature City)</b></p> <p>The plan will be produced, the good practice will be adapted and partially re-used within the project’s timeframe.</p>

Partner	Population	Transfer Assets	Transfer Barriers	Transfer Potential
		governance tools.	Need for a dedicated working group. Internal restructuring after recent elections.	Through the transfer, the City will filter the most promising existing policy and focus the efforts on implementing adaptations.
<b>Gdansk</b>	459.919	Efficient and motivated administrative units, especially the one responsible for social innovation. Strong political support The transfer is a key priority for the City. Motivation to create an internal working group for the transfer Existing policies supporting social innovation: “Social Innovation Foundation”	Potential change of government resulting in lack of political support Relationship with the National Government The legal framework does not offer chances for cities’ autonomy Trust relationship between citizens and institutions and among citizens and lack of propensity towards cooperation and civic collaboration	<b>A- (Mature City)</b>  The plan will be produced, the good practice will be adapted and partially re-used within the project’s timeframe. Through the transfer, the City will systematize her work into a regulatory framework and eventually create an appropriate institution.
<b>Presov</b>	90 000	Strong political support Motivation to create an internal working group. Highly motivated Urbact National Point and strong support from the National Government.	Lack of policy experience, the City needs to acquire knowledge from experienced cities on collaborative governance processes Local stakeholders needs to be involved	<b>B (Learning City)</b>  The transfer plan will be produced, identifying aspects to be transferred and resources to support the process within a clear future time frame, beyond the project’s timeframe.
<b>Iasi</b>	371.889	Highly motivated Urbact National Point and city team Motivation and available resources to realize a prototype of urban civic uses applied to a city building. Very good experience with participatory urban policies. The methodology for the setup of the ULG is robust.	Lack of previous experience with co-governance mechanisms. Local stakeholders needs to be involved.	<b>B+ (Learning City)</b>  The transfer plan will be produced, identifying aspects to be transferred and resources to support the process within a clear future time frame, beyond the project’s timeframe.

## 3. SYNTHESIS, TRANSFERABILITY AND METHODOLOGY OUTLINE

### 3.1 Introduction

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The Civic eState Transfer Network partnership is composed by seven partners: Naples (Good practice City), Barcelona, Amsterdam, Gdansk, Ghent, Presov and Iasi.

As explained in the previous sections, the Civic eState Cities have different experience and potentiality to carry out the transfer, therefore the Civic eState transfer will have variable speeds and a scale of transferability degrees or possible outcomes.

### 3.2 Transfer network methodology

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The assessment of the challenges posed by the GP shows that Civic eState GP can be transferred in its entirety, although some of its components are more transferable than others. In particular, the component that seem more fruitful to transfer is the GP's main design principle and not necessarily the legal mechanism on which the GP relies upon. As a matter of fact, the civic uses shall be considered as one of the many legal mechanisms that can be used to hack the domestic legal system and thereby enable the collective action of city inhabitants at the urban level (i.e. the urban co-governance policy design principle). The object of the Civic eState transfer is therefore the transfer of Naples GP **urban governance design principle** on which the civic and collective urban uses as a **local legal hack** are based. The TN will be engaged in identifying the local legal hacks that can enable urban co-governance in each domestic legal system.

The analysis of the partners' profiles showed how the extent to which the Transfer cities will implement the Good Practice will vary according to the local conditions, their needs, and the degree of maturity. The Civic eState network includes cities that can be defined as "Lighthouse cities", "Mature Cities" and "Learning cities". Cities are Lighthouse when they are already implementing similar policies and therefore are few steps away from the policy transfer in the form of a regulation; cities are mature for the policy transfer if they have already implemented pilot projects or policy experimentations; cities are in a learning position when they still do not have experience with co-governance projects nor policies implemented.

**Lighthouse cities** (Barcelona and Ghent) are those cities that are more likely to finalize a full transfer within the project's timescale. Those cities will work towards the establishment of a regulatory framework that allow them to help urban communities express their full potential. The regulatory framework will stress the aspects of the sustainability mechanisms. **Mature cities** (Gdansk and Amsterdam) are likely to produce the transfer plan, adapt and partially re-use the GP. Mature cities need to make a very small step to become Lighthouse cities and implement a policy based on the principle of co-governance even during CE project life. Mature cities have policies already implemented going in the direction of enabling collective action; an experienced administrative staff; resources available for the transfer. Mature cities need the policy transfer to filter the most promising policy initiatives, therefore focusing their efforts on them. **Learning cities** (Presov and Iasi) will produce the transfer plan, engage in a learning process and identify the aspects to be transferred and resources to support the process. Learning cities are approaching the issue of co-

governance for the first time but have no experience or even good practices of participatory or deliberative democracy. Learning cities have a strong motivation to carry out the transfer. Lighthouse cities and mature cities will share their experiences between each other and with the learning cities. Through the sharing and coaching activity, cities will mutually learn, possibly exchanging tools and completing each other.



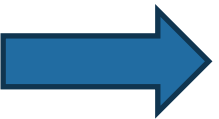
Civic eState provides three **transferability degrees**:



pilot project (learning cities: Presov and Iasi)

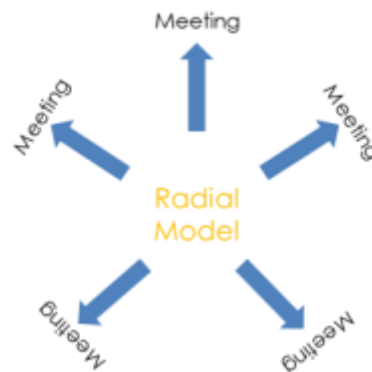
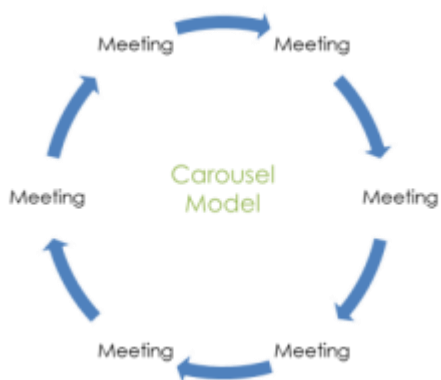


policy (mature cities: Amsterdam and Gdansk)



regulation (lighthouse cities: Ghent and Barcelona)

The Civic eState transfer methodology entails an **hybridization of the radial and the carousel Urbact models**:





### **The TN methodology infrastructure.**

The Civic eState network methodology is in fact centered on a two layer project infrastructure: a **cross-department Local Administrative Working Group (LAWG)** within each City and a **Network Administrative Working Group (NAWG)** which is the Project Steering Committee integrated in its composition with creative lawyers.

The LAWG is composed by city administrative cross-sectorial competent staff (e.g. urban planning, environmental, energy, social services, CTOs, youth and equal opportunities, etc.), the ULG coordinator and other internal/experts. It is co-led by the local TN project coordinator, a City in house lawyer with a particularly creative legal approach (i.e. the “creative lawyer”). The LAWG will play a facilitating role for the city and represent the entry point (a single point of contact) into city administration. Civil servants will co-create administrative and legal solutions enabling urban co-governance and act as brokers between the urban commons initiatives and the city departments that can work with them on finding solutions related to the way such initiatives are financially supported, on providing them a network or supporting them build a network, coaching them in designing a business or management model. All these supporting ways – together - are very important to strengthen urban commons initiatives, and to make them sustainable. In order to mirror the quintuple helix approach, the LAWG composition can be integrated with the participation of members of the ULG, such as a local legal expert particularly involved in the legal assistance to local communities using or managing the urban commons (i.e. the “legal hacker”), representatives of such communities playing management roles in the urban commons initiatives, representatives of the local knowledge/cultural, social and private sectors.

The LAWG promotes both internal and external meetings. Internal meetings are cross-department meetings with departments/areas that might contribute to the process because they can share a good practice, or because they are responsible for policy areas involved by the transfer, and steers the implementation of the transfer plan, while external meetings are organized with commoners and other stakeholders involved in the ULG to run the pilot project and draft the guidelines of the legal hack. The LE and the LP participate online and offline to the meetings as much as possible. LE and LP will involve Naples’ ULG members and members from Naples City departments that was or are currently involved with the GP. They will participate to the online and offline on site visits when appropriate.

The NAWG is the Steering Committee integrated with creative lawyers. The NAWGs works primarily during the transnational network meetings. NAWG meetings are designed to support the mutual learning process of methodologies, techniques and tools that shape the facilitating role of the city LAWGs will be performing, which is a key factor of the success of the Civic eState GP and therefore it’s a key factor of success of the transfer process. LAWGs’ practice will be a topic of exchange during NAWG meetings from the very beginning, taking into consideration that such learning process requires intense work and enough time to be processed.

### **The experimentalist transfer protocol.**

The connection between the local level and the transnational level is ensured though an **experimentalist transfer protocol**. This decision is based on the acknowledgement of the common necessities emerging from questionnaires and city visits:

- Cities need room for **adaptation, experimentation and failure** in a protected environment

- Cities need to **convince more people inside City hall** and change the “corporate culture”, transform civil servants in commons-minded activators: change of mindset and attitude

Administrative working groups are in charge of carrying out key steps of the **transfer protocol**:

**1. cheap talking and mapping** of good practices within the City

The cheap talking and mapping can be carried out both online and offline. In this phase cities must identify the urban assets (buildings or infrastructure) to be transformed into urban commons and experimental pilot project. The cheap talking and mapping phase will ultimately results in two outputs:

- a **knowledge kit** and a **communication tool** to gain support for an experimentation on the existing and potential assets/infrastructures/services in the city that can be managed through co-governance mechanisms.
- identification of the **asset/project area for experimentation**. The asset/project area can correspond to one neighborhood or an assemblage of different parts of neighborhoods/districts that share relevant features

**2. practicing and experimenting**

During this phase, cities will carry out pilot micro-projects and an experimentation that will allow them to practice with the GP transfer. This phase will allow them to understand whether they provided the appropriate adaptations and to review their strategy.

**3. co-designing and prototyping**

Based on the results of the practice and experimentation phase and the training and learning activities, cities will extract guidelines and engage in a co-design phase with ULG that will lead to a prototype of a co-governance mechanism to be shared and defined with ULG.

The first period of Phase 2 (month 0-3) will be dedicated to the following tasks:

- Setting administrative working groups
- Setting up network > contracts, communication
- Getting to know each other (Network, ULG)
- Completing transfer plans

The second period of Phase 2 (month 4-18) will be dedicated to the following activities:

- the LAWGs will carry out the experimentation ground + internal meetings and meetings with local stakeholders (radial model)

The meetings of the LAWGs are responsible for the implementation of the experimentalist transfer methodology at the local level. The realization of the three Experimentation rounds (April/June 2019; September/November 2019; February/March 2020) is the most delicate part. Here, the use of the radial transfer model is more appropriate because it allows the GP City, the City of Naples, to exercise its coaching role. During experimentation rounds, internal meetings and meetings with ULG will be carried by cities out

to implement the transfer process. The LE/LP will participate, through 1 virtual meeting and 1 site visit, to and representatives from the urban communities that are informally managing the urban commons in Naples and/or members from the City team that is responsible for the implementation of the GP.

- **The NAWGs will steer the transnational E&L network meetings** with all partner cities and will periodically undergo virtual check points > (carousel model)

The virtual and on-site transnational network meetings gather participants from all partners. The meetings are designed as moments of structured discussion, deep analysis and exchange between all networks' partners. The meetings' goals are to promote knowledge transfer and discussion over thematic clusters; to ensure the exchange and mutual learning between mature and less mature cities; to enable discussion between network partners on the challenges they are encountering with the transfer of the Civic eState GP. The ULG has a crucial role that in the transfer process. The GP analysis revealed that the Civic eState network enhance and strengthen the feature of the collaboration between different actors in the cities with the "quintuple helix" model. The transnational network meetings are designed as moments when the actors involved at the local level in all cities can share their progresses, the challenges encountered and the solution implemented to ensure an effective and inclusive collaboration of urban actors.

Their goal is three-fold:

- offer **training opportunities** for members of the LAWG. Online deep dives will be recorded and added to the CE tutorials /learning kit
- promote **mutual learning** between cities: all cities will share the progress of their work. Mature cities will share their best practice and solutions implemented to tackle with the transfer's challenges with transfer cities
- Gain **legal and financial support** to improve the GP and the experiments

Network meetings are multi-lateral. In network meetings, representatives of the LAWGs share their progresses and good practices. To achieve this goal, the design of the meetings foresees the participation of 5/7 participants from each city:

- The **LAWG representatives and co-leaders** (*i.e.* the local TN project coordinator, the city creative lawyers and internal/external experts);
- **ULG members** (*e.g.* ULG coordinator, the local legal hacker, representatives of the communities playing management roles in the urban commons initiatives, representatives of the local knowledge/cultural, social and private sectors).

The Civic eState transfer process provides **7 transnational network meetings and 3 virtual check points**.

The **7 transnational network meetings with all partners** (February 2019; May 2019; September 2019; November 2019; March 2020; June 2020; November 2020) are organized as follows:

- 1 kick-off thematic meeting
- 4 thematic meetings
- 1 peer review meeting

## 1 final network meeting

The kick off meetings, the thematic meetings and the final meetings have a threefold structure:

- An **inspirational session**. During the inspirational session, inputs from LE and LP, members of the ULG from the hosting city will share relevant details and solutions implemented to improve the GP and sharpen the transfer process;
- A **thematic session**. During the thematic session, inputs from ad hoc experts working for the project, local experts from the hosting city and guest speakers from other networks will share their knowledge of the thematic cluster on which the meeting is focused and relevant best practices they are aware of. Experts that will possibly be invited to participate to the meetings are: Desmond Gardner and Edoardo Reviglio on financial aspects and social infrastructure, Simone D'Antonio on communication, networking and international/global urban cooperation strategies, experts from the Urban Partnership on Innovative and Responsible Procurement;
- An **exchange session**. The exchange sessions are structured as co-working sessions. The participants are divided in groups and carry out structured discussions and analysis sessions with the support of a service designer acting as a facilitator. The goal of the exchange session is to transfer the inputs received during the inspirational and thematic sessions into lessons to be applied for the local transfer process. Lead Experts and Lead Partners from other TNs coherent with the scope and aims of the Civic eState network (e.g. Comm.UnityLab and ACTive NGOs) will be invited to participate to some of the exchange sessions.

The **thematic meetings** are organized around thematic clusters:

- Localist Administrative Law
- EU law and financing on social infrastructure
- Public procurement and public – community partnerships
- Sustainable, responsible, innovative, social, patient financing
- Communication and training

The **peer review meeting** is designed to allow cities to receive useful comments from partner cities and create deeper levels of common understanding among the partners. This meeting is a peer-review session that creates an internal deadline for partners and ULG to advance their activities on the ground and prepare the networks' efforts towards the Mid Term Review. The session's design provides small groups peer review. Two criteria are adopted to create the group: transfer potential assessment and thematic clusters. In this way, the peer review meeting contributes to the overall cohesion within the TN. Lighthouse and more mature cities are grouped with less mature and learning cities. Cities are also grouped according to their interest in learning from each others' experience on the issues on which the thematic clusters are based. The interest will be surveyed before the peer review meeting.

All transnational network meetings' length is 2 working days.

The **3 virtual check points** with all partners (July/August 2019; January 2020; May 2020) are conceived as intermediate meetings to monitor the implementation of the transfer activities and adaptations on which the partners agreed upon during the transnational network meetings.

The following infographic shows, at a glance, the network’s methodology and phasing and make some initial references to the network’s meetings and outputs during phase 2:

## Civic eState Transfer Network Methodology Outline

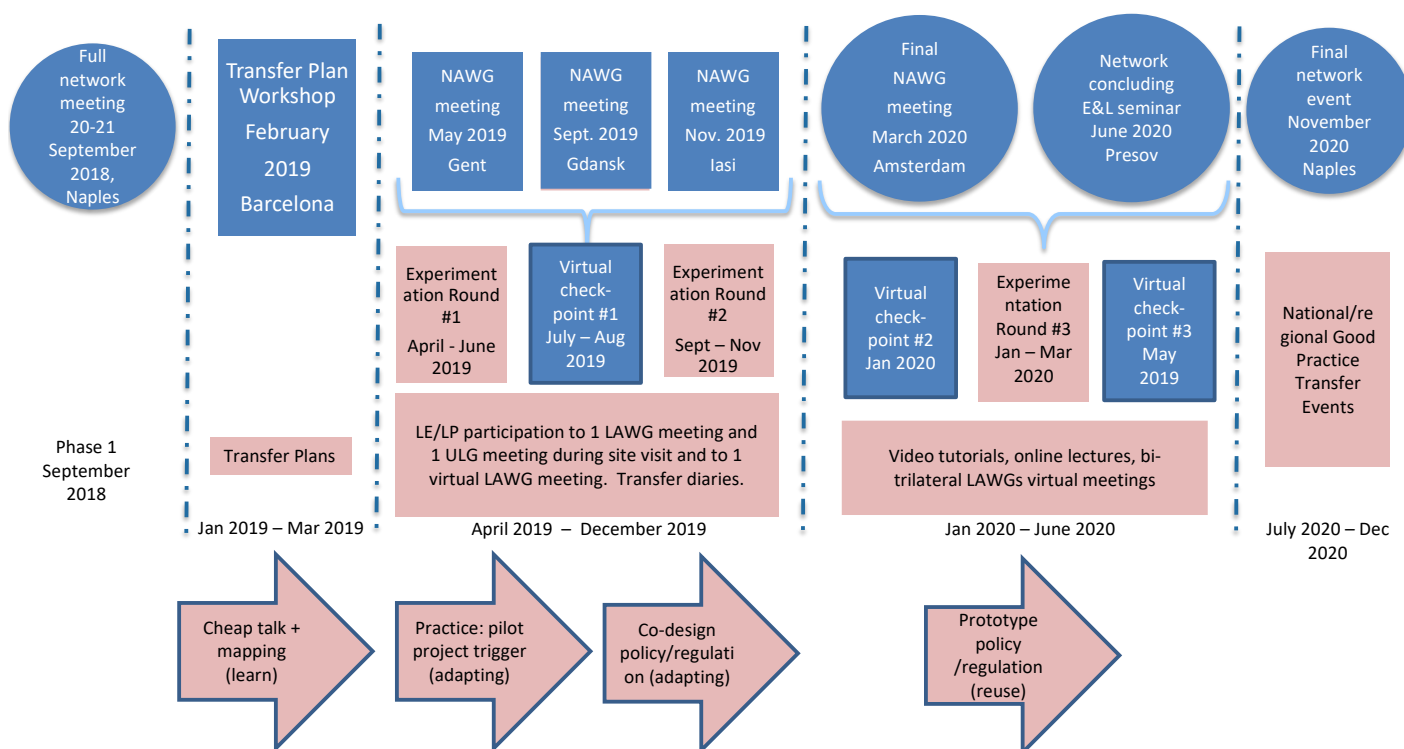


Figure 1 The pink frames mark the local level activities related to the transfer process; the blue frames mark the transnational level meetings and activities.

## Summary Table on Transnational meetings

Type of meeting	Tentative date and hosting city	Object	Methodology and participants
<p><b>Kick-off thematic meeting</b></p>	<p>Feb. 2019 Barcelona</p>	<p><b>Localist Administrative Law</b></p> <p>The first thematic meeting will target the topic of how to craft innovative legal tools and administrative procedures at the city wide – district – neighborhood – block level.</p> <p>Partner cities will share their experiences with administrative/institutional fragmentation and the solutions implemented to tackle it. Additionally, cities with best practices (such as the Good practice City Naples and Barcelona) will share in details their experience with the crafting of innovative urban law and policies.</p>	<p><b>Participants:</b></p> <p>5/7 participants from the LAWGs. At least the LAWG representatives/co-leaders, the ULG coordinator, the local legal hacker, representatives of the communities playing management roles in the urban commons initiatives, representatives of the local knowledge/cultural, social and private sectors.</p> <p>This meeting will provide a dedicated session about <b>URBACT Local Groups’ set up</b>.</p> <p><b>Structure:</b></p> <ul style="list-style-type: none"> <li>- <b>inspirational session.</b> During the inspirational session, inputs from LE and LP, members of the ULG from the hosting city will share relevant details and solutions implemented to improve the GP and sharpen the transfer process.</li> <li>- <b>Thematic session.</b> During the thematic session, inputs from ad hoc experts working for the project, local experts from the hosting city and guest speakers from other networks will share their knowledge of the thematic cluster on which the meeting is focused and relevant best practices they are aware of.</li> <li>- <b>Exchange session.</b> The exchange sessions are structured as co-working sessions. The participants are divided in groups and carry out structured discussions and analysis sessions with the support of a facilitator. The goal of the exchange session is to transfer the inputs received during the inspirational and thematic sessions into into lessons to be applied for the local transfer process.</li> </ul>

Type of meeting	Tentative date and hosting city	Object	Methodology and participants
Thematic meeting	May 2019 Ghent	<p><b>EU policies on social infrastructures</b></p> <p>The second thematic meeting will deal with the issue of tangible and intangible infrastructures in the City, that can be re-conceived as urban commons and therefore collaboratively governed. Following the examples of Naples, Amsterdam and Gent this meeting will deal with the policy challenges regarding physical and digital infrastructures existing in the transfer cities that could be revitalized through co-governance in order to provide urban welfare services in the neighborhoods.</p> <p>Close cooperation with Comm.Unity.Lab, ACTive NGOs Transfer Networks and other coherent Urbact TN networks will be sought.</p>	<p><b>Participants:</b></p> <p>5/7 participants from the LAWGs. At least the LAWG representatives/co-leaders, the ULG coordinator, the local legal hacker, representatives of the communities playing management roles in the urban commons initiatives, representatives of the local knowledge/cultural, social and private sectors.</p> <p><b>Structure:</b></p> <ul style="list-style-type: none"> <li>- <b>inspirational session.</b> During the inspirational session, inputs from LE and LP, members of the ULG from the hosting city will share relevant details and solutions implemented to improve the GP and sharpen the transfer process.</li> <li>- <b>Thematic session.</b> During the thematic session, inputs from ad hoc experts working for the project, local experts from the hosting city and guest speakers from other networks will share their knowledge of the thematic cluster on which the meeting is focused and relevant best practices they are aware of.</li> <li>- <b>Exchange session.</b> The exchange sessions are structured as co-working sessions. The participants are divided in groups and carry out structured discussions and analysis sessions with the support of a facilitator. The goal of the exchange session is to transfer the inputs received during the inspirational and thematic sessions into lessons to be applied for the local transfer process.</li> </ul>

Type of meeting	Tentative date and hosting city	Object	Methodology and participants
Thematic meeting	Sept. 2019 Gdansk	<p><b>Public procurement and Public – community partnerships</b></p> <p>The third thematic meeting will raise the issue whether the form of partnership implemented by the legal tools of urban co-governance envisions a new type of partnership, compared to that typically generated by public procurement for urban infrastructures or services: a form of public-community partnership where the social actor and the public actor share the risk associated with a complex urban regeneration process.</p> <p>Cities will share their knowledge and implemented legal solutions to deal with the issue of harmonizing this innovative form of partnership with the national and EU legal framework.</p> <p>Close cooperation with Comm.Unity.Lab, ACTive NGOs Transfer Networks and other coherent Urbact TN networks will be sought.</p>	<p><b>Participants:</b></p> <p>5/7 participants from the LAWGs. At least the LAWG representatives/co-leaders, the ULG coordinator, the local legal hacker, representatives of the communities playing management roles in the urban commons initiatives, representatives of the local knowledge/cultural, social and private sectors.</p> <p><b>Structure:</b></p> <ul style="list-style-type: none"> <li>- <b>inspirational session.</b> During the inspirational session, inputs from LE and LP, members of the ULG from the hosting city will share relevant details and solutions implemented to improve the GP and sharpen the transfer process.</li> <li>- <b>Thematic session.</b> During the thematic session, inputs from ad hoc experts working for the project, local experts from the hosting city and guest speakers from other networks will share their knowledge of the thematic cluster on which the meeting is focused and relevant best practices they are aware of.</li> <li>- <b>Exchange session.</b> The exchange sessions are structured as co-working sessions. The participants are divided in groups and carry out structured discussions and analysis sessions with the support of a facilitator. The goal of the exchange session is to transfer the inputs received during the inspirational and thematic sessions into lessons to be applied for the local transfer process.</li> </ul>



Type of meeting	Tentative date and hosting city	Object	Methodology and participants
Peer Review Meeting	Nov. 2019 Iasi	<p>This meeting is organized as a peer-review session that creates an internal deadline for partners and local groups to advance their activities on the ground and prepare the networks' efforts towards the Mid Term Review.</p> <p>The peer review meeting is designed to allow cities to receive useful comments from partner cities and create deeper levels of common understanding among the partners.</p>	<p>The <b>peer review meeting</b> is designed to allow cities to receive useful comments from partner cities and create deeper levels of common understanding among the partners. This meeting is a peer-review session that creates an internal deadline for partners and ULG to advance their activities on the ground and prepare the networks' efforts towards the Mid Term Review.</p> <p>The session's design provides small groups peer review. Two criteria are adopted to create the group: transfer potential assessment and thematic clusters. In this way, the peer review meeting contributes to the overall cohesion within the TN. Lighthouse and more mature cities are grouped with less mature and learning cities. Cities are also grouped according to their interest in learning from each-others' experience on the issues on which the thematic clusters are based. The interest will be surveyed before the peer review meeting.</p>

Type of meeting	Tentative date and hosting city	Object	Methodology and participants
Thematic meeting	March 2020  Amsterdam	<p><b>Sustainable, responsibility, innovative, patient financing</b></p> <p>One of the key challenges of the transfer is the crafting of a sustainability mechanism for urban co-governance practices. The fourth thematic meeting will be aimed at sharing progresses of cities regarding the involvement of long term, patient institutional investors and the mechanisms they are crafting.</p> <p>Close cooperation with Comm.Unity.Lab, ACTive NGOs Transfer Networks and other coherent Urbact TN networks will be sought.</p>	<p><b>Participants:</b></p> <p>5/7 participants from the LAWGs. At least the LAWG representatives/co-leaders, the ULG coordinator, the local legal hacker, representatives of the communities playing management roles in the urban commons initiatives, representatives of the local knowledge/cultural, social and private sectors.</p> <p><b>Structure:</b></p> <ul style="list-style-type: none"> <li>- <b>inspirational session.</b> During the inspirational session, inputs from LE and LP, members of the ULG from the hosting city will share relevant details and solutions implemented to improve the GP and sharpen the transfer process.</li> <li>- <b>Thematic session.</b> During the thematic session, inputs from ad hoc experts working for the project, local experts from the hosting city and guest speakers from other networks will share their knowledge of the thematic cluster on which the meeting is focused and relevant best practices they are aware of.</li> <li>- <b>Exchange session.</b> The exchange sessions are structured as co-working sessions. The participants are divided in groups and carry out structured discussions and analysis sessions with the support of a facilitator. The goal of the exchange session is to transfer the inputs received during the inspirational and thematic sessions into lessons to be applied for the local transfer process.</li> </ul>

Type of meeting	Tentative date and hosting city	Object	Methodology and participants
Thematic meeting	May 2020 Presov	<p><b>Communication, sharing, lobbying, learning and training</b></p> <p>This meeting will focus on communication strategies to strengthen the dissemination of activities with strategies adapted to the different contexts. Cities that has a greater experience with communication strategies (i.e. lasi) and digital tools will share their knowledge and provide training to other cities. The meeting will identify media tools for the different aims, target groups, timing and resources. Meeting will also address the training package that CE will leave to each City project leader in order to convince and train colleagues as well as other cities outside the network (sharing period).</p> <p>Close cooperation with Comm.Unity.Lab, ACTive NGOs Transfer Networks and other coherent Urbact TN networks will be sought.</p>	<p><b>Participants:</b></p> <p>5/7 participants from the LAWGs. At least the LAWG representatives/co-leaders, the ULG coordinator, the local legal hacker, representatives of the communities playing management roles in the urban commons initiatives, representatives of the local knowledge/cultural, social and private sectors.</p> <p><b>Structure:</b></p> <ul style="list-style-type: none"> <li>- <b>inspirational session.</b> During the inspirational session, inputs from LE and LP, members of the ULG from the hosting city will share relevant details and solutions implemented to improve the GP and sharpen the transfer process.</li> <li>- <b>Thematic session.</b> During the thematic session, inputs from ad hoc experts working for the project, local experts from the hosting city and guest speakers from other networks will share their knowledge of the thematic cluster on which the meeting is focused and relevant best practices they are aware of.</li> <li>- <b>Exchange session.</b> The exchange sessions are structured as co-working sessions. The participants are divided in groups and carry out structured discussions and analysis sessions with the support of a facilitator. The goal of the exchange session is to transfer the inputs received during the inspirational and thematic sessions into lessons to be applied for the local transfer process.</li> </ul>
Final Meeting	Nov. 2020 Naples		

### 3.3 Network outputs and communication/dissemination

#### Network outputs

Transfer Networks and their partners are expected to draw lessons from their transnational E&L activities and to share these with urban practitioners in cities all over Europe, who could not take part in the network activities. Hence, it is important to gather and share lessons learnt throughout the project life cycle, both from the transnational E&L activities and from the local level in relation to the Good Practice transfer. The outputs produced throughout the transfer journey will be gathered in a Transfer Treasure Box. Each Transfer Network will be able to use one respective Transfer Treasure Box on the online collaboration platform – Basecamp set up by the URBACT Secretariat. Populating this will be the responsibility of the Lead Partner and Lead Expert, working closely with the Project Partners.

The Network outputs' strategy is based on the following pillars :

- **Sharing:** To explore the Good Practice solutions and foster the exchange of experience among partners
- **Learning:** To strengthen the practical knowledge and skills of partners in the policy area related to the Good Practice transfer
- **Mainstreaming:** To draw lessons from the exchange on an ongoing basis and to apply them at local level. These will be reflected in partner's Transfer Diaries and the network level interim and final outputs (Transfer Treasure Box). To produce the 7 Transfer Diaries, every city should nominate at least three 'citizen diarists' to record their individual experience through the Transfer Diaries. Each citizen diarist should produce at least four diary entries during the lifespan of the project to be uploaded in the URBACT Basecamp (in mothertongue)
- **Supporting:** To support partners in improving their local policies in relation to the Good Practice transfer

For each thematic seminar, an "Exchange and Learning output" will be produced in order to collect and share -with a wide audience- findings and results. The E&L outputs will be:

#### **a) Five Thematic Meeting Papers**

The Thematic Meeting Papers will provide a synthesis of the main topics/issues addressed and highlighting its learning points and conclusions.

#### **b) One Mid Term Review Report**

The report will provide a synthesis of the peer review of the network activity highlighting weaknesses and stronger point and related feedbacks to address in the best way the last phase of the network activity.

#### **c) One Final "Transfer Journey" Output / Network Results Product**

This document will present the project's final results related to the specific Civic eState themes addressed through the Thematic Papers and will also gather the lessons learnt by all Partners, the results achieved during the Transfer Journey and related recommendations for cities wishing to learn and implement a similar path.

Civic eState will seek close cooperation with other Transfer Networks to create some joint meetings and/or augment impact or outreach (ongoing discussion has taken place with ACTIVE NGOs and Com.Unity.Lab which work on related topics).

The Network Results Product will include the following elements which are considered of interest for other cities:

- Introducing the Good Practice and the network partners in their diversity;
- Demonstrating the added value of working in a transnational URBACT network;
- Presenting the highlights of the journey and the main learning from partners (successes and hardships, why and how the transfer took place and, why it did not happen etc.);
- Suggesting next steps for the network partners;
- Providing recommendations for cities wishing to implement a similar path.

In order to convey the partner transfer experiences from Transfer Diaries to an external audience the Lead Expert is reliant on the Project Partners for material for this important story-telling role. For this, each network partner should provide the following material/feeds during the project:

Transfer stories (at least one per partner in English) should illustrate how the Good Practice example is being adapted and how it can help provide a solution to a city challenge. Each city should provide some specific examples of the transfer process at work in their city, accompanied with images, to be included in network products. The Lead Expert will liaise with cities on the precise detail.

One set of vox-pops. Vox-pops are short (maximum 3 minute) video interviews. Each city should produce a set of three interviews with key stakeholders in their city. The interview should be accompanied by a one paragraph written summary covering who, what, where and why. Interviews can be in local languages but if so should be subtitled in English.

### **Dissemination and communication**

As a Transfer Network, Civic eState is required to produce a certain number of communication outputs which are part of your compulsory activities for Phase 2,

Communication outputs are key to:

- showcase the work of the network
- Testify city partners' and the network learning journey
- share solutions to the common challenges identified with other cities
- present key findings to a wider European audience of decision makers and policy makers
- demonstrate the importance and added value of transnational working in a European context

Three months after the beginning of Phase 2, each network partner should have access to a standardized communication kit designed to help the cities communicate in a similar, consistent way about the network.

The **Communication toolkit** will be composed by:

- a flyer presenting the network to an external, non-specialist audience (overview, challenges addressed, added-value of working in a transnational URBACT network, list of partners, key dates, expected results/outputs and links to digital communication channels
- the A3 poster with information about the project that can be adapted to each partner organization
- a press release, that should be adapted to the local context in each city partner templates, as outlined in section 2, for agendas, participants' lists etc., also in view of upcoming transnational meetings
- a network's «boilerplate» that can be used anywhere a short description of the network as required at the end of a press release, on the back of a publication, on the institutional partners' website.

