TORINO SOCIAL IMPACT

INTEGRATED ACTION PLAN
2018-2023

May 2018

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INTRODUCTION

The need to support the growth of urban ecosystems by facilitating the collaboration among communities, organisations and people can only be driven by the territory's articulated map of actors.
The European project Boostinno with the activation of the Torino Social Impact platform represented an opportunity to detect projects and share a common vision; to confirm the innovative and propulsive capacity of Turin as well as to register a growing interest in activating new participative processes between public and private in order to foster the scouting and scaling up of projects with social impact.

In this document we have collected the main proposals coming from the territory which are in line with the strategic objectives of Torino Social Impact. We could thus highlight what are the main local investments, what is the role of the different players and start to lay the foundations for the development of a specific policy relying on a place-based approach.

Over these years of joint work we've been learning how to design models of interventions where the social and economic components can generate new development opportunities. It is time to pursue this strategy in order to get Turin recognized as one of the best cities able to develop innovative projects with social impact both at national and international level.

My sincere tank to all those who have contributed to the development of the Boostinno Integrated Action Plan.

TURIN'S ECOSYSTEM FOR SOCIAL INNOVATION - FROM TORINO SOCIAL INNOVATION TO TORINO SOCIAL IMPACT

Turin ecosystem for social innovation has been shaping and growing since 2012. In the framework of EU social innovation outlook and policies, the local ecosystem has more and more developed measures, tools and experiences that have fostered the birth and attraction of specialized stakeholders and the generation or re-generation of tangible and intangible assets. The City of Torino, back in 2012, launched Torino Social Innovation Platform which was the first attempt to organize a growing offer Vs an emerging demand. Multiple stakeholders have tried since then to understand the social innovation scenario, the urban needs and the potential solutions to develop both in terms of experimentation and as commercial offer.

Other experiences of demand-offer aggregation have developed the territorial DNA mainly made by social solidarity tradition and technological know-how. These two aspects combined and enriched with contemporary tools, methodologies and languages make Torino today as a true social tech hub.

In 2017 Torino Social Innovation has taken a significant step towards.
Turin ecosystem for social innovation has been evolved taking in account the gap to be closed: the lack of socio-economic impact measurement and evaluation of public and private investments; the need to support the Third Sector and social enterprises to keep up to innovation process by innovating their business and service models; to be seen by a new class of investors emerging at the intersection of financially-driven investments and social initiatives called impact investing.

In this way, the city becomes the enabler of new patterns and behaviours that can generate new solutions that can be adopted and scaled, validated by citizens and supported by the ecosystem's actors, each one for their specific role and competences. The governance model is shifting from being city centred to a spread one among the ecosystem stakeholders.

Thanks to the operations of diversified stakeholders and the proactive attitude to overcome divergences, the need for a better ecosystem representation and a thorough specialization of actors involved has emerged. Engagement events, capacity-development workshops, brainstorming sessions between public and private stakeholders were held in the course of 2017 and developed, at the end of 2017, a shared positioning and representation of Torino ecosystem as Torino Social Impact.

Torino Social Impact is an open structure of stakeholder aggregation and convergence, promoted by the Chamber of commerce of Turin and City of Turin, which highlights the peculiar identity of Torino (social solidarity economy + technology) focused, from now on, on a multiple-stakeholder strategy to generate social impact while tackling, in a diversified way, the most compelling urban challenges.

A SOCIAL INNOVATION JOUNERY

BOOSTINNO

8/10 November 2015
GDANSK
Starting BoostInno journey

6-8 July 2016
WROCLAW
City end citizens engagement and participation culture as a vehicle for social innovation

23/25 November 2016
BARCELLONA
"Sense Mapping" Aldo de Moor
Deepening the themes city and citizens, governance and policy making, spaces, social and financial impact

7/ 10 March 2017
BAIA MARE
Brokerage role of the PA;
UE networks: SIAC and JPI Urban Europe

6-7 November 2017
PARIS
Circular/sharing economy;
Responsible Public Procurement

23-26 January 2018
MILAN
Impact Measurement (Karl Richter);
Impact and Innovative Finance

PARIS 07 November2017
Signature of the European Call for Action "Social Innovation

TURIN

17/19 February 2016
TRANSNATIONAL BOOSTINNO MEETING
Local authorities broker and angel of change;Circular Economy
(parallel seminar for Innovative project)

October 2016
COMMUNITY WELFARE
Co-design new measures on Social Innovation
(PON METRO 2014-2020)

From February 2017
"COMMONS-BASED URBAN WELFARE"
Unconventional legal framework to enable citizens to take care of urban commons
(UIA project)
Co-management of urban commons

November 2017
IMPACT MEASUREMENT AND EVALUATION
"Go in" methodology

15 December 2017
BLOCKCHAIN FOR SOCIAL GOODS

TURIN 30 November 2017
Signature of Torino Social Impact
Memorandum of Understanding

THE TURIN SOCIAL IMPACT MEMORANDUM OF UNDERSTANDING

At the end of November 2017 the Torino Social Impact Memorandum of Understanding (MoU) was signed by more then 50 organisations with the **general objective** to make Turin, among the others, one of the best ecosystem for entrepreneurship and investments with social impact and high technological level.

An ecosystem where to find solutions for emerging social problems and at the same time where to take into account the necessity of the generation of a new social entrepreneurship by leveraging technological and financial resources to increase efficiency and sustainability.

In particular social problems refer to socio-economic inequalities generating poverty, conflict and hindering growth, gender inequalities, intergenerational justice, children's' rights such as education, and integration of migrants.

Since society is constantly evolving, social innovation with high technological impact shall strictly be interconnected with the needs of people, and in particular with those people at the margin of society. Such a situation represents an opportunity to answer to new social demands through empowerment processes; those actors playing a crucial role for generating social innovation will be involved and will contribute to an increased quality of socio-economic standards of the city and its citizens.

Torino Social Impact stems therefore from an always increasing generation of innovators, enterprises and investors exploiting new technologies by combining the capacity of producing social impact with sustainability, economic viability at international level through their initiatives. Turin is indeed characterised by a solid ecosystem composed by: a scientific and technological system of competences, a third sector with social vocation, entrepreneurial skills, incubators, social accelerators, a financial system oriented towards investments with social impacts, and an industrial system deeply rooted in society. The strength provided by the combination of these assets go well beyond that provided by the individual ones. In other words: the whole is more than the sum of its parts and creates a unique ecosystem.

The **ambition** of Torino Social Impact is to develop in a participatory manner a metropolitan system able to detect opportunities for the development of activities with social impact.

The **strategy** is based on the idea that a social and industrial development is an option to take into account along with the historical possibilities offered by the City of Turin: the vocation for social entrepreneurship, the presence of an important amount of technologies and of investors interested on social impact.

Torino Social Impact aims at contributing to the objectives with these lines of action:

o   to promote Turin at international level, through the Torino Social Impact brand, as a privileged ecosystem for the growth and establishment of enterprises with social impact and technologically oriented, as well as for the social finance and investments;

o   to structure a user friendly and understandable for all communication for the dissemination of the platform, for disseminating activities and project actions, as well as the realities which are involved;

o   to create in Turin a system of "Living Lab with social impact": areas of the city where to create proper conditions for allowing enterprises both to test innovative and technological solutions in real context with high social impact and to show their economic and scalable potential to possible investors, along the lines of a socialtech show-room for citizens;

o   to offer to enterprises of the metropolitan area a competence centre which is also providing the measurement of the social impact as one of its services. This represents a fundamental precondition for attracting private and public investments with social impact;

o   to realise the Torino Social Impact web platform that represents a great showcase for the local ecosystem of social innovation where it is possible to promote relevant initiatives for the ecosystem itself;

o   to build a platform enabling private-public partnerships and the creation of funding schemes testing innovative solutions for social problems and innovating social procurements in order to support the growth of enterprises;

o   to promote the collection, standardisation, integration, and the possibility to see private and public data that can be used both by social enterprises and to identify and sort out emerging social problems. Moreover social enterprises are fostered in accessing the opportunities offered by these data and in general in the domain of big data, the analysis capacity and in the distributed data architectures such as blockchain;

o   to offer a permanent observatory for all the metropolitan area for the evolution of enterprises with social impact, investors with social impact, and the policies supporting inclusive innovation;

o   to set up a widespread and coordinated network of "listening points" to find social and grassroots sustainable projects to be accelerated in a way to be attractive for investors;

o   to promote the growth of the culture of the social impact and the consolidation in the metropolitan area of scientific communities and communities of practice founded on the openness paradigm in the field of software, hardware and knowledge;

o   to connect Torino Social Impact to the most important impact investing funds opportunities and networks at national and international level, including participation to European Funding programmes, networks and alliances among European cities to scale projects, method of interventions, and solutions.

TOWARD AN OPERATIONAL PLAN

_Process and methodology

In February 2018 started an **inclusive, facilitated and articulated process** to define an operational plan to turn Turin Social Impact objectives into actions.

The process has been characterised by working groups and public validation events.
Torino Social Impact stakeholders involved worked in groups on 5 main topics: challenges and tools for social innovation; collective actions; engagement and capacity building; civic technologies; finance and impact assessment. The 5 working tables have been shaping a common vision and sharing a menu of clusters of public and private actions (ranking from consolidated actions to pilot and new proposals actions) in the strategy to strengthen the social innovation ecosystem in Torino and to bridge the gaps that still exist. The results of this first step of work were validated in a public event that took place on 4th April.

21 February 2018 - Torino Social Impact Working tables at Open Incet.

| CHALLENGES AND TOOLS FOR SOCIAL INNOVATION | COLLECTIVE ACTIONS | ENGAGEMENT AND CAPACITY BUILDING | CIVIC TECHNOLOGIES | FINANCE AND IMPACT ASSESSMENT |

4 April 2018 - Torino Social Impact Operational Plan validation at SocialFare.

_Action and results

1_ **Challenges and tools for social innovation.**
2_ **Collective actions.**
3_ **Engagement and capacity building.**
4_ **Civic technologies.**
5_ **Finance and impact assessment.**

1_Challenges and tools for social innovation

The working group discussed about the key social challenges of Turin by pointing those strategies able to face these criticalities, and the necessity of actions designed to rebuild relations and interactions among the different sections of the population, sharing and care. Unemployment, housing, purchasing power, integration and suburban areas are some of the points to discuss on to start designing and implementing useful measures.

InnovAction Schools

InnovAction Schools is the model of Vocational Education and Training developed by SocialFare, a knowledge acceleration programme based on experiential learning and composed by modular pathways. On the one hand the programme support secondary schools in the innovation process of methods, contents and tools; on the other hand it strengthens the soft skills of students which are useful to get access to the job market. This model considers schools as open and lively ecosystems where teachers, students and families act as activators of the social change through the co-design of solutions with social impact.

Foundamenta - The Italian call for business ideas and startups with a social impact.

Fundamenta is the Italian call for business ideas and startups with a social impact launched by SociaFare. The call is targeted to business ideas and team projects that are strongly motivated and full-time dedicated to generating positive social impact. Impact areas of the call are: welfare, healthcare, education, cultural heritage, circular economy, food&agriculture. The call offers 4 months of full-time acceleration with mentors, advisors, successful startups, by providing desks and space available in the co-working area, and funding up to 50K€ cash in exchange for 7% equity.

Torino Family Friendly

The action propoted by Cooperativa Animazione Valdocco aims at activating a platform and the Torino Family Friendly brand to qualify and promote an integrated family friendly service market providing opportunities, information and services to families. The platform share experiences and practices, mutual support initiatives (mobility, homework) to increase opportunities on the work-life balance.

AxTO 3.03 – social innovation testing

The AxTO 3.03 is a new measure to encourage the testing of social innovation in suburban areas. Through a public call for proposals, the City of Turin is interested in supporting the experimentation of new services integrating ICT applications that can satisfy social needs and foster processes of social inclusion, job placement and/or regeneration and revitalization of urban areas at risk of deprivation. The public call provides grants (up to 20.000 Euros) to non-profit organizations for testing social innovation solutions. The total budget of the call is € 200.000.

ConnectedCity

Connected City is a 6-month program that connect cities, corporates and innovators that will be launched by Talent Garden on 6th June 2018.

The mission is to identify and prototype impactful projects and propose new opportunities for citizens based on data and technologies connecting cities, corporates and innovators.

The program is divided into 4 main phases (engage; explore; boost; share). It is an open innovation program aimed at finding and accelerating new projects to unlock any city's potential using data and technology. From feasibility study to business plan, this project aims to at find the next game changer(s). For each city we identify the main topics in which we will focus on and we gather stakeholders needs and visions through one-to-one interview. During the launch events we will involve them into an inspirational and co-design experience, which will collect their thoughts and priorities to define a new shared "Manifesto".

Cultural Observatory Of Piedmont (OCP)

The Cultural Observatory of Piedmont (OCP) has been created at the end of 1900s responding to the need of building a structured and independent monitoring and evaluation system on culture investments. OCP carries out research, advice and assistance activities supporting decision makers and stakeholders of the cultural sector in partnership with the Piedmont Region, the City of Turin, the Compagnia di San Paolo Foundation, the CRT Foundation, the Fitzcarraldo Foundation, the Turin Chamber of Commerce, the Italian Association of Spectacle (AGIS), and the Istitution of Socio-Economic Research (IRES).

The arts and the cultural heritage, museums and the creative industries are closely monitored in order to provide a month-by-month analysis of the main variables and short-term trends. Furthermore, an annual review provides a regional overview of cultural activities and their impact. Attention is focused in particular on a geographical approach and on the search for interdisciplinary links with other sectors forming part of regional programmes and studies ranging from local cultural policies to tourism. The aim to focus research in the cultural sector and to evaluate the impact of cultural policies to particular areas forms a precise line of research which is enhanced by comparison with Italian and foreign Observatories and researchers.

Observatory of New Forms of Social Entrepreneurship

The observatory of the Chamber of commerce of Turin aims at monitoring and understanding the transformation affecting the different forms of entrepreneurial activities of the third sector, by analysing the development phase and direction.

The objectives of the Observatory of New Forms of Social Entrepreneurship are: taxonomy and consistency of the various forms of social entrepreneurship on a metropolitan scale; qualitative analysis of emerging models of social entrepreneurship; mapping social entrepreneurship networks and relationships between different actors in the system; production of specific reports and studies.

Collegno: care and safety

Collegno: care and safety has been implemented for improving safety of aged people in Collegno.

A set of suggestions have been provided to the population to face with an increased awareness the risk exposure while tackling conduct unlawful conducts.

SEED 2018 _ Social Enterprises - Efficiency & Development

The call Seed aims at helping social cooperatives to start innovation processes. It intends to support organizational and strategic plan of reinforcement and innovation generated by cooperatives as a result of their experience and competences.

The call targets social cooperatives based in the Metropolitan City of Turin and in the province of Alessandria; it is structured in two stages:

- First stage (call for ideas): detailed analysis of needs and strategic and organisational check-up;
- Second stage: implementation of the organizational and strategic plan of reinforcement.

The general objective is to foster social cooperatives wanting to improve their entrepreneurship, efficiency, profitability and good governance to became investment ready.

At the same time, the action has an exploratory and learning function of the current state of organizations involved and of their exigencies, allowing Compagnia di San Paolo to be the observer of these innovation processes by investigating the inclination to change and innovation, as well as the flexibility of the business model.

Specific objectives - serving the general ones - are to:

- promote the organisational reinforcement of enterprises as the element of economic sustainability;
- develop new business functions or reinforce the existing ones, in line with a well defined development project;
- foster the design of new products and services, process innovation, or access new markets;
- develop generational transition models and contribute to the definition of new professional profiles by providing them with competences;
- foster a permanent culture of innovation;
- help cooperatives in accessing to existing opportunities, for instance by promoting those activities of the social innovation ecosystem of Turin where Compagnia di San Paolo has actively contributed in the last years;
- encourage organisations to measure the results or the impact produced by providing open and transparent data;
- promote the development of network and commercial partnerships among cooperatives, subjects of heterogeneous nature and from different territories, also by involving competences and skills from the profit organisations;
- support paths aiming at developing the international network of cooperatives;
- start new processes of co-design with public administration.

Compagnia di San Paolo with this action aims to support the generation of innovation/evolution processes usually autonomously rising inside cooperatives.

The objective is to provide with resources those social enterprises needing to evolve – which don't have the time to do it – in order to let them build a development plan with external resources.

Therefore, this call primarily targets those cooperatives already having an idea of change and the need to develop new business models.

Art in Barriera

Art in Barriera is part of the urban regeneration activities under the programme Urban Barriera di Milano, which includes a series of renovations of public spaces in the neighbourhood.

Specifically B. Art was an international call sponsored by the City of Turin, the Urban Barriera Committee and organised by the Fondazione Contrada Torino aiming at improving urban quality through artistic interventions throughout the suburban area of Barriea di Milano. The call was opened to artists, graphic designers and architects who were called for designing a concept and creating it on 13 blank walls on public and private buildings in the area of Barriera di Milano.

Art Doors

In the context of the Plan for contemporary Arts launched by the Italian Ministry of Cultural Heritage and Tourism the City and Province of Turin have proposed the international call "Art Doors" realized by Fondazione Contrada Torino, targeting artists to find creative solution for the doors of the city with an eye to collectivity and the symbolic value of the doors of the city.

The objective was to regenerate suburban areas through contemporary culture and arts.

TorinoLabTSC

TorinoLabTSC is an annual activity of training-intervention in the neighbourhoods of Turin in accordance with the methodology of the Teatro Sociale e di Comunità (TSC).

It involves professionals of the third sector, young cultural operators, citizens of suburban areas, and non-profit organizations in actions oriented to empower proximity relations and the exchange among residents involved, build relations among different sections of the population, ease the design activities of territorial authorities with proposals collected from citizens and develop competences of TSC among participants.

The format of audience engagement actively involves population – citizens, commercial networks, local organisations, etc.- in proposing needs and projects for the territory; community based artistic performances are also realised with the help of different creative codes and processes.

2_Collective actions

The working group discussed about how to deploy actions to capitalise city assets in order to share their value with the community of innovators and spark new bottom up initiatives. Reuse of public spaces, for instance, has always been part of the city's strategy: mapping available public spaces by involving all relevant local administration offices; launching a call for collecting ideas for reuse and gauging potential interest from a variety of stakeholders and actors; supporting collected ideas to build solid service and business models behind the proposals and help them to get seed funding; promoting temporary reuse of available public spaces to experiment new management and PPP models.

FaBene

FaBene is an action by S-Nodi and Liberitutti aiming at collecting food surpluses which has not been sold and spontaneous donations in local markets as well as managing its redistribution to families in economic difficulties. In exchange these families provide their services for the community. This action allows an interaction of the different subjects which benefits for all the community, as well as sustainability and the access to safe and secure food to those families that usually can't afford this kind of food. The ultimate goal of Fa Bene is to generate a cultural change in talking social exclusion by promoting the culture of reciprocity; the culture of collaboration and joint responsibility and developing generative welfare to generate and distribute resources.

Co-City

Co-City is an Urban Innovative Actions (UIA) project of the City of Turin. The project faces the economic crisis through the co-management of common goods by promoting the collaboration between citizens and the local authority. This collaboration is the enabling factor for creating a new sense of community and new opportunities for the co-production of innovative services in suburban areas through the regeneration of public spaces. The Pact of Collaboration is the tool used by the City and active citizens to reach agreements for the co-design and co-management activities.

Torino Social Factory

Torino Social Factory supports social innovation projects promoted by the third sector, including civil society and fostering processes of urban regeneration in suburban areas of Turin with high socio-economic criticality. Torino Social Factory supports social entrepreneurial ideas through a path aiming at developing technical and economic feasibility of 25 ideas.

The action promotes different aspects of secondary welfare, through a model that represents a transition from a welfare state approach to a community welfare one. In order to transform the ideas in services, products and solutions able to create economic value for the territory and the community a financial support is also provided (grants up to 140.000 Euros).

The projects have to be focused on proximity, community welfare models, and have to be able to provide sustainable economic perspectives in time. The action is realized in the context of PON Metro Torino. For more info see www.torinosocialfactory.it

ProGiReg

The project promotes the environmental and socioeconomic recovery of post industrial urban areas through nature based solutions. Natural, agronomical and social regeneration of Mirafiori Sud, a post industrial suburban area characterised by a low environmental quality and social inequalities, is the general objective. Among the innovative solutions proposed there is the use of new soil, the testing of collective agriculture, and the realisation of green roofs and walls. A key element of the project is represented by the active engagement of civil society and local key actors in "collective actions" from the co-design to the co-management stage, by also applying where relevant the City Common Goods Regulation and the management of the most relevant NBS innovative solutions.

The project is funded by European funds (Horizon 2020 programme) starting at June 2018 and lasting for 5 years. The City of Turin budget is 890.500 Euros.

3_Engagement and capacity building

In the strategy to strengthen the ecosystem, an important step is focused on capacity-building. More specifically, on how to include technological knowhow in the territorial capacity aimed at developing social innovations. In that respect, a variety of experimental activities are being designed and tested. Three main sectors identify the relevant target actions as community-based: knowledge communities, creative communities and policy-making communities.

Chief Social Innovation Officer

The Third Sector and SME's need to to keep up to innovation process. New social and sustainable models, new competences and skills are essential to take changes into account. At this regard, Fondazione Giacomo Brodolini launces (fall 2018) at Open Incet a pilot programme to train Chief Social Innovation Officer(CSIO) funded by of a grant of Compagnia di San Paolo Foundation. The programme will joint training of a selected group of young talents of the territory and third sector representatives willing to test social innovation service models with mentoring and "peer learning" sessions. The initiative aims at fostering the match between the CSIO and the organizations of the territory willing to innovate their business and service models and connecting the CSIO group to the international network of social innovation to accelerate the learning and the constitution of networks of their own. The initiative integrates the creation of a community of social innovators feeding a virtuous course where the territory invest in projects.

Social Crowdfunding Academy

The Civic Academy Crowdfunding is a project coordinated by the City of Turin under the PON Metro Torino 2014-2020 programme and is realized by a partnership composed by Guanxi, Fondazione Giacomo Brodolini e STI-Jobonobo at the Open Innovation Center of Turin. The project aims to promote and support the generation, development, testing and realization of innovative services and projects with high social impact throughout crowdfunding campaigns. Moreover, through the Academy the the Centre provides non-profit organizations with trainings and workshops focused on tools and techniques for the realization of crowdfunding campaigns. The project is financed under Structural Funds, with a bidding of €44.000.

Torino City of Learning

Making recognisable and connected those competences developed by people in informal contexts is a challenge to face in order to increase employment, particularly for the most vulnerable and without experience and qualifications groups of the labour market. In Turin a skill open network digital and civic platform will make local community open and inclusive enhancing a widespread learning by connecting three aspects: recognition of digital skills, connection of experiences and dynamic map of the expertise developed in urban areas (City of Learning model). The project fosters the overcoming and integration with current certification systems just focusing on individuals. The objective is to move towards models based on open networks for the recognition of competences, and Open Badges (digital certificates). Open networks are the places where to create and share Open badges.

Broker of innovation

Companies in difficulties or failing companies need support to explore their potential of conversion to restart their activity. The action aims at activating services supporting change and conversion processes by providing assistance to the Public Administration and identifying companies with high potential of conversion; reviewing business models and business plans; developing new products and upskilling the workforce. The financial scheme foresees services in change of equity and a financial institutes contribution in the phase of refinancing.

Junior Achievement Italia

JAI delivers training courses for becoming entrepreneurs in middle and high schools. JA Europe has developed a course on social entrepreneurship which has been successfully brought around Europe. Therefore, the idea is to bring the course in Turin as well. In Turin the JAI works through 2i3t. This action is self-financed.

Piedmont Innovation Prize

The prize targets municipalities, union of municipalities, Provinces, the Metropolitan City and social-welfare organizations of Piedmont. It aims to collect and award projects promoting the improvement of quality and efficiency of public service delivery to citizens and enterprises, the wellness and the development of local community. All this is made with a view to a constant research for innovation made by institutions through a valorization and sharing of best practices. For more info: http://www.anci.piemonte.it/piemonteinnovazione.

Training path to internationalization

Rokivo provides a training and mentoring path to those start ups willing to get into the US market and improve their capacity to generate social impact. Training for internationalization targets who wants to scale international markets and needs to know how to best proceed by avoiding the "premature scaling", one of the main causes of failure. The objective is to provide tools for both safeguarding the marketing processes, and enabling the internationalization in marketing, as well as boosting knowledge, skills and organizational models. An open call for solution based on selection criteria measuring the level of maturity selects three start ups that will access the training and mentoring path. Moreover, the winners will be connected with possible US broker of innovation/investors/partners leveraging the Rokivo network and presence in the US territory with its office in San Francisco.

Alpine Social Innovation Strategy

The project ASIS (Alpine Social Innovation Strategy) involves public and private actors of the Alpine Space region to start, develop and promote a new vision of innovation aiming at increasing innovation capacity by facing new economic and social challenges in the Alpine regions.

The project ASIS aims at driving a real change by increasing cooperation among the main actors of the Alpine Space, knowledge and skills in public administrations, and by supporting enterprises and organizations. In order to drive this change ASIS provides new instruments and methodologies, such as an innovative platform, a white book including recommendations for public actors, and trainings through a social innovation school in each interested region.

Open Innovation Summit

In September 2018 Open Incet, the open innovation centre of Turin, will launch the second edition of the Open Innovation Summit (OIS), "The Entrepreneurial City: strategies, policies and tools for competing in the global arena". OIS is an international event, developed with the City of Turin, aiming at exploring the key enabling factors of cities' entrepreneurial capacity as well as their ability to attract resources and talents by connecting the local social innovation ecosystem at international level. In this regard the main institutional representatives from Europe and United states (European Commission, mayors, and civil servant), brokers of innovation, enterprises and civil society organizations will be invited to share best practices, models and ideas.

Innova.TO

The initiative consists in a collaborative/cooperative "competition" aiming at stimulating and developing innovative projects improving public administration performance by reducing waste and/or enhancing resources.

A call targeting employees asks for economically sustainable projects, feasible in short to medium term, to be implemented by internal personnel of the organization.

A previous edition has seen 71 projects rationalising procurement of goods and services costs, reducing energy and environmental impact costs, simplifying internal procedures and Management processes.

The initiative has demonstrated that municipal employees thanks to their ideas, knowledge and experience represent a valuable asset to make more efficient and effective those services for which they work.

Because of its approach designed to enhance and ease processes and tools of collaboration in the Public Administration, the initiative will also be tested in other European Public Administrations thanks to the first stage of the Transfer Network belonging to the Urbact programme.

TERRACT – The actors of the Earth

Terract acts in the cross-border alpine space of Turin, Cuneo and Nice with a cultural innovation action with high social impact involving young people and communities in the development of professionalism and project design skills valorising the cultural and landscape heritage. It foresees 3 different actions:

1.   higher learning course for 30 Italian and French young cultural operators interested in acquiring project design competences, organizational, and artistic skills to valorise local heritage;

2.   realising two big summer theatre events involving 120 young people of the territory as well as Italian and French local communities;

3.   sharing the knowledge among communities, local organisations and enterprises to activate new social networks and increase the territorial marketing;

The training is based on the Teatro Sociale e di Comunità (TSC), the innovative cultural methodology developed by the Social Community Theatre Centre; this methodology has been disseminating since 2011 in 16 European countries. The TSC actively involves local communities in an awareness process of the multiple value belonging to territories they live in, develops bonds and competences, and puts focus on the communities with a view to sustainability.

Entrepreneurship training to disadvantaged people

The Doers have developed a training path based on the "Fromideatoaction" model. The objective is to introduce to entrepreneurship those subjects outside or hardly getting into the job market by providing a different vision and tools to get in the job market again, and exploring their interests and competences.

4_Civic Technologies

Enabling technologies are a driver for digital social innovation. Another asset the city intends to deploy for strengthening the local ecosystem is its infrastructure of sensors and the data that are captured through them. The first steps in this direction will be the conception of Turin as a "trial city" where experimentation throughout the city is encouraged and supported, allowing organizations, start ups, research centres and citizens to test new services as well as to improve their own services and products. Some areas will be set up for specific testing, such as the Open Incet Center of the municipality. In this way Turin aims to become a "digital native city" where the environment allows easy access to and use of open data and infrastructures, in order to support the development of new skills and the attraction of new talents.

Civic Tech School

New technological, economic and social phenomena are redefining policies, business models and social interactions. The Civic Tech School, organised by [TOP-IX Consortium](), [Rena Association]() and [Bruno Kessler Foundation School](), teaches how to use civic technologies to become agents of change by applying a multidisciplinary approach. The School realised 2 editions in Turin and one in Naples, enlightening the potential replicability and scalability of the initiative.

Beacons Network project

The City of Turin has at his disposal a lot of information and data in the field i.e. of mobility, healthcare, education, tourism, useful to improve citizens' life quality. But those information need to be communicated in a more efficiently and customised way. The project, promoted by [Avip Italia](), aims to use beacons technology allowing citizens to receive addressed and localized information according to their needs and interests throughout the city. During the testing phase 500 beacons will be installed on street furnitures interacting with smartphone using Bluetooth Low Energy (BLE) technology. It's a free service for the City of Turin and citizens. Avip Italia bears the costs of the testing phase and raises funding for the continuation of the project through the exclusive commercial use of beacons in the field of proximity marketing. The project impacts on services efficiency, develops IoD and IoT competences and can generate new business and services related to the beacons use.

DecidiTorino

DecidiTorino is an open governance platform by which citizens can upload their inputs/solutions/suggestions in terms of potential projects aimed at making the city more inclusive and liveable. Bottom-up ideas are highlighted via the platform and the best ones will be implemented with the support of the municipality. The platform is financed by European Funds – PON Metro 2014-2020 Digital Agenda with the purpose to boost the citizen engagement in the governance process. DecidiTorino is composed by three sections: 1) Debate Section, open to all the users registered, where to discuss about topics of public interest, collect ideas to be further converted in projects to be proposed; 2) Proposal Section, where to present projects which citizens can support or not. If a project reaches a minimum threshold of support, the City of Turin verifies the project feasibility and the possible implementation. Proposals can be presented and evaluated twice a year; 3) Projects Section, where the Municipality gives the participants the opportunity to contribute, for example, in co-designing a project or to amend a rule.

Observatory on Blockchain

The objective of the project is to transform Turin in the Italian hub of Blockchain for social goods.

The observatory aims at identifying Blockchain solutions for social goods developed in Italy and provides them tools and support for the testing and the scale up. The observatory thus detects Blockchain solutions with social impact but also seeks to identify the necessary support for allowing the development of Blockchain projects, creates a Cluster of Blockchain solutions for social goods to attract other developers, and develops online and offline activities to involve the Blockchain community.

WeGovNow

WeGovNow is an Horizon 2020 project funded by the European Commission aiming at both enabling a regular collaboration between citizens and public administration by using an engagement and multi-functional platform, and supporting the transition from citizen as customer to citizen as partner in the delivery of public services. The platform thus actively involves citizens in decision making processes within their local neighbourhood.

The platform is composed by five already existing civic engagement applications that have been integrated with various software components newly developed. It includes five functionalities that allow people to:

• report local problems

• discuss and vote for local policy action

• network with citizens

• pinpoint themes & related information on a local map

• match offerings & demand for collaboration & support

The City of Turin is one of the three pilot sites where the WeGovNow approach and platform functionalities are tested in the co-management and co-design of public spaces. Parco Dora is one of the case study identified in Turin because of its strategic importance and social as well as urban relevance. The objective is to work on a new model of co-design and co-management of public spaces able to give a leading role to the local community and stakeholders, and to trigger a social growth. Stakeholders and citizens are actively involved in the project through local offline and online activities, with the purpose of involving all the identified targets, including those having barriers in accessing digital technologies.

WeGovNow has also been testing its functionalities in AxTO, the ambitious program of the City of Turin dedicated to the requalification of suburban areas. The aim is to activate regeneration processes that must be made from each single neighbourhood in order to enable the marginal areas to express their potentiality, creative competences and cultural and social potentialities.

Through AxTO Turin will select and co-finance innovative projects with social and cultural impact. The WeGovNow platform allows citizens to vote these projects that will further be evaluated by the City of Turin in a subsequent phase. The platform has already collected more than 8.000 subscriptions, providing the possibility to monitor the usability and functionality of the platform.

The Consortium partner is composed by City of Turin, Municipality of San Donà di Piave, empirica (lead partner), Fondazione Giacomo Brodolini; Municipality of Southwark, Mapping for Change; Funka; LiquidFeedback; Polytechnic of Turin; University of Turin, University College London; Universität Heidelberg.

TorinoCityLab

The City of Turin is capitalising and increasing the experience on Living Labs (LLs) to test in real urban context innovative ideas/solutions in a way to make them become sustainable and attractive for investments to reach the market stage. At present, "Living Lab Campidoglio" (2016-2017) is ended and two are the ongoing ones: "Living Lab Mobile Payment" and "Living Lab IoT and IoD" testing innovative solutions in the context of Smart City; "Living Lab AxTO" on the circular economy in the suburban areas. The model is evolving towards "Torino City Lab" a permanent "testing laboratory" allowing the testing of frontier innovations. All of this is enabled by an entry point at the PA, tools simplifying internal administration, public utilities for the testing, and the creation of an ecosystem composed by big enterprises and other supporting subjects. The business model is under development and is based on the use of private capitals.

IoTorino

The project IoTorino foresees the realisation of technological infrastructures based on connectivity networks and sensors to allow data-driven management of policies and strategic public services. So far the project IoTorino includes the following activities: a) support of the testing of the [Torino Living lab]() IoT solutions; b) installation of networks of sensors colleting environmental variables and developing public solutions in the field of mobility and safety; c) project "IoT for Schools" consisting in the installation of sensors for measuring consumptions and monitoring indoor and outdoor environmental variables in around 40 schools to support them in acquiring more awareness of their lifestyle and consumptions; c) implementation of IOT platforms and "data governance" tools for the different targets; d) widespread civic monitoring.

Funding sources: public funds (ERDF: PON Metro 2014-2020/Axis 1; PON Governance 2014-2020 / Project Too(L)Smart). Programme EC H2020 – Projects 5G EVE; Progireg); private funds (Compagnia di San Paolo – "[Riconnessioni"]() ; Torino Living Lab).

City data

In 2017 the City of Turin has created an interdisciplinary and transversal team dedicated to the development of the project "City Data" with a view to collect, correlate and analyse big data to be used in real-time for improving the administration and services of the city. An initial step has been represented by the identification of the technological platform to be used, as well as the list of the software to buy for the analysis of the data. This has been made by analyzing the different ways used for the communication and visualization of data and by exploiting the collaboration with other subjects which are about to start the same path (other cities, enterprises, universities). The overall and interdependent analysis of data adds value to the single dataset both coming from management infrastructures and sensors of the city. The objective is to collect data to make decisions in a more rational and efficient way rather than making a mere retrospective analysis, by providing a modern tool able to create value.

5_Finance and impact assessment

Impact finance needs a shared approach for measuring the impact as well as an independent third party evaluation. The potential impact produced by different investment opportunities and the foreseen impact achievements of the objectives must be made recognisable and measurable, the first ex ante evaluation, the latter ex post evaluation. Therefore, it is necessary to gather the existing approaches and develop a shared social impact measurement system able to lay the foundations for a systemic analysis of the impacts in order to enable the alignment of incentives and financial returns.

In this regard a Competence Centre specialised in social impact measurement and evaluation will be established at the Chamber of commerce of Turin. The Centre will work on the identification, promotion and sharing of best practices for the social impact measurement aimed at the definition of sufficiently heterogeneous and open standards; the latter should still be shared and generated through a participative process and in line with the nature and values of social enterprises. The Centre will also carry guidance and training activities to strengthen competences and support the implementation and certification of measurement and evaluation processes.

Capacity building actions for the investment readiness and guidance to the financial instruments of social impact

The growth of the social finance market over the last decade has been significant. However, there is a lack of willingness of organisations to seek investment, a lack of knowledge amongst investees as to what finance is available to them and perhaps most importantly, a lack of investment readiness amongst those organisations that do seek investment. In this scenario, capacity building and investment readiness initiatives contribute to support social enterprises in making financial modelling and detailed market research in order to produce credible business plans that will stand-up to investor scrutiny. In order to better match demand and offer, It is also necessary to take into account real requirements for the promotion of the demand for financial capital and for building a strong investment opportunity pipeline.

Roadshow promoting TSI involving the main actors in the National and International financial landscape

A Roadshow promoting TSI is foreseen to be organized. In June 2018 a first event will take place. The objective is to attract the best players and position TSI as the favourite ecosystem allowing enterprise growth with social impact and technologically oriented and for the finance and investment with social impact.

Competency Centre on Social Impact Measurement

The Turin Chamber of commerce is about to lunch Competency Centre on Social Impact Measurement. The Centre will carry out information, orientation and training activities for social enterprises with the purpose to strengthen their competences and to support them implementing assessment processes.

A NEW SHARED WEB PLATFORM TO ATTRACT AND DISSEMINATE

The recognition that no single ecosystem for innovation has all the resources needed to support the generation of suitable solutions for societal challenges, will further the work that the city is already doing in the field of scouting and attractiveness and incoming from outside of its "borders". This will be accomplished via the following actions:

•   the creation of a city's brand that can be used to promote both the city and its ecosystem to other ecosystems internationally;
•   the organisation of events that can favour the meeting between local actors and international ones, in order to exchange knowledge, practices and solutions;
•   the organisation of exchanges with other countries that can benefit innovators and start uppers by opening up investment and partnership opportunities for them.

At the end of 2017 the City of Turin and the Chamber of commerce of Turin promoted the development of the Torino Social Impact web platform.
The platform will be ready in June 2018 and represents a great showcase for the local ecosystem of social innovation.
The platform is conceived as a tool able to build synergy and give visibility to the actors and initiatives of Turin, but also to connect the local ecosystem with international ones.

NEXT STEPS

The following steps, that will be finalised in the 12 months after the Local Action Plan are:

2 months away

- Publication of a White Paper and distribution through the ecosystem's actors;
- Public presentation of the LAP through an ad hoc event;

3 months away

- Building energy and consensus for implementation around each cluster of actions by engaging relevant private actors;

4 months away

- Supporting the implementation of each cluster of actions by developing the appropriate system conditions described above;
- Monitoring progress of objectives and organise regular meetings with each group by implementing cluster activities;

12 months away

- Providing visibility for results and incentives for actions to private actors, and mobilise public resources (also EU funds) to funnel resources into each cluster.

TIMELINE

TOTAL ACTIONS:n° 39

IDEATION PHASE n°3	DESIGN PHASE n°10	REALIZATION PHASE n°26

IDEATION PHASE — n°3

1. Turin Beacons Network project
2. Capacity building actions for the investment readiness
3. Roadshow promoting TSI

DESIGN PHASE — n°10

1. Torino Family Friendly
2. Chief Social Innovation Officer
3. Broker of innovation
4. Collegno: care and safety
5. Junior Achievement Italia
6. Training path to internationalization
7. Entrepreneurship training to disadvantaged people
8. Observatory on Blockchain
9. TorinoCityLab
10. Competency Centre on Social Impact Measurement

REALIZATION PHASE — n°26

1. InnovAction Schools
2. Foundamenta
3. AxTO 3.03
4. Cultural Observatory Of Piedmont (OCP)
5. Observatory of New Forms of Social Entrepreneurship
6. Art Doors
7. Art in Barriera
8. Connected City
9. TorinoLabTSC
10. Co-City
11. SEED 2018 _ Social Enterprises - Efficiency & Development
12. Torino Social Factory
13. FaBene
14. ProGiReg
15. Social Crowdfunding Academy
16. Torino City of Learning
17. Piedmont Innovation Prize
18. Open Innovation Summit
19. Alpine Social Innovation Strategy
20. IoTorino
21. TERRACT – The actors of the Earth
22. Civic Tech School
23. WeGovNow
24. Deciditorino
25. City data
26. Innova.TO

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