



EUROCITIES Social Innovation Lab

26-27 March 2019, Glasgow

Co-learning workshop 4 - Tuesday, 26 March 10.00 - 12.30

Venue: Grand Central Hotel, 99 Gordon Street, Glasgow



Workshop 4: Working together to tackle homelessness and shortage of affordable housing

Case: **5Bridges - Creating bridges between homeless and local communities in Nantes**

The co-learning workshops at the Social Innovation Lab in Glasgow will offer participants an opportunity to learn from and capitalise on the lessons learned from recent pilots of innovative approaches to social challenges in cities. Each workshop will examine in depth one case study of urban social innovation. Following the presentation of the case study, participants will discuss the lessons learned and how to apply them to other urban contexts.

Workshop 4 will discuss Nantes' innovative action to work together between public, private and non-profit actors locally to tackle homelessness in an integrated and sustainable way.

Objectives

- Learn from the experience and lessons from Nantes' innovation on tackling homelessness
- Identify success factors that can help the transferability, scalability or replication of the innovative approach to other urban contexts
- Discuss challenges and obstacles in the implementation process and how to overcome them

Format

The format will be interactive with a strong focus on collaborative learning. The workshop will examine in depth one case study of urban social innovation. Following the presentation of the case study, participants will discuss the lessons learned and how to apply them to other urban contexts, such as in their own cities.

Structure of the workshop

10.00 - 10.20	Welcome and introduction to the workshop
10.20 - 10.50	Presentation of Nantes' case study of urban social innovation
10.50 - 11.00	Individual reflection
11.00 - 11.15	World café round 1 - participants split into 3 groups to discuss 3 questions.
11.15 - 11.30	World café round 2 - participants swap table to discuss other question
11.30 - 11.45	World café round 3 - participants swap table to discuss other question
11.45 - 12.00	Sharing lessons learned in workshop plenary
12.00 - 12.25	Actions to transfer - individual reflection and plenary discussion
12.25 - 12.30	Next steps and closing of the workshop

Expected outcomes

- One **case study** of an urban social innovation on tackling homelessness in integrated way
- Mapping of **factors** that cities could use to transfer and adapt the innovation to their city
- A list of **possible actions** that some cities could take to transfer and adapt the innovation

Questions for reflection

1. What can you learn from this case study of urban social innovation? What is the added value of this innovative approach?
2. What worked well and why? (identifying success factors)
3. What didn't work so well and why? (challenges/obstacles met in the process)
4. Which elements can be transferred to your city? (transferability factors)
5. Would you consider transferring (parts of) this innovative approach to your city?

CASE STUDY

City: Nantes

Title of the city initiative: 5Bbridges

Topic: Tackling homelessness and rising urban poverty

Short description: A collaborative and integrated project that builds bridges between people affected by poverty and homelessness and local communities through the creation of a unique social equipment.

Year of implementation: pilot project since 2016

Current situation: Towards the end of pilot implementation

Link to webpage: www.5ponts-nantes.eu

The challenge: *How to set up an innovative support system to respond to the specific and complex needs of homeless and socially excluded people?*

Homelessness is one of the key challenges for cities in their fight against urban poverty. Nantes' global aim is to be a green, innovative and liveable city for all. Today, the more complex life course of socially disconnected people, with longer periods of homelessness and insecurity, with addictions and other psychiatric problems, requires new types of policy responses. Meanwhile, people in social distress and particularly homeless people feel socially stigmatised. Therefore, the challenge of tackling urban poverty and homelessness must go beyond a response to emergency situations by tackling underlying cause factors and working for the inclusion in local communities through the change of look on homeless people.

In 2015, 4,322 people called the emergency number '115' (an increase of 14% compared to 2014). 36% of them were living rough on the street.

Our project aims to reach 2,000 persons per year, in particular people experiencing homelessness, poor housing or people in marginalised or deprived areas of Nantes.

Previous experiences

In Nantes, our goal is to achieve the principle of living together cohesively: each inhabitant should be able to enjoy housing that meets their needs without being excluded from the centre and public services.

To ensure this goal, and particularly in the frame of social emergency, the city of Nantes develops a social inclusion policy that aims at:

- Co-creating answers with the civil society to tackle social and territorial inequalities;
- Adapting the answers to the specific needs of the most vulnerable citizens.

In this framework, the city of Nantes supports and implements new integrated actions such as IGLOO (a solution for housing where beneficiaries take part in the construction of their home) or the reconstruction of a social and healthcare centre.

In 2007, the local NGO 'Les Eaux Vives' observed that the three structures they were running for social emergency were aging and their spatial dispersion created an 'organised deviation' within the city; the social support had to be reinvented to allow a real inclusion of the homeless people. Thus, the city of Nantes joined the NGO in the definition of a new project to gather the services in a unique location and change the way to support the beneficiaries.

The solution

5Bridges is a social urban project against poverty that will lead to the creation of a unique social infrastructure to connect the socially excluded to the neighbourhood. The added value of the project is the sustainable solution for inclusion, implemented with the target groups, bringing together social and functional mix in a new urban area with high quality real estate projects, where the usually socially excluded people can live and work next to other residents, and drastically changing the perception about the socially excluded groups.

The city of Nantes supports 'Les Eaux Vives' NGO in the implementation of the 5Bridges project to develop a new offer complementary to other local services for homeless people.

'Les Eaux Vives' has undertaken a long-term reflection on homelessness, which resulted in a double paradigm change: i) commitment instead of assistantship and ii) inclusion instead of sheltering. In the new infrastructure, 'Les Eaux Vives' will support the beneficiaries through a transversal social work, creating 'bridges' toward jobs, health, housing, but also towards local communities, with the idea that each component of the project must allow the empowerment of the beneficiaries.

Expected impact

The main changes we seek are:

- Change in public perception and behaviour of the homeless, leading to breaking stigmatisation and social polarization;
- Homeless people will be empowered thanks to their participation in a liveable district;
- Paradigm shift in social support: transversal support services that are inter-connected and change in the missions of professionals to allow users to be actors of the project;
- Beyond the new offer for the individuals concerned by exclusion, the 5Bridges project re-invents the way the local actors work together by implementing an integrated approach, coordinated by the city.

Key actors involved

The 5Bridges project has been initiated by a local NGO 'Les Eaux Vives'. Since the definition phase, initiated in 2007, the NGO organised internal meetings with the users to complete the diagnosis and collect ideas for a new system. This participative approach with the future beneficiaries continues and many actions have been co-created and developed since then.

In 2012, deputy mayors and officials of the city of Nantes, together with members of 'Les

Eaux Vives', made a study visit to five structures in the Netherlands and Belgium; this trip inspired the partnership and confirmed the relevance of the '5Bridges' project. Since then, Nantes endorsed the idea and supported the NGO in the definition of the project. In 2015, the city of Nantes organised a EURO CITIES study visit where the Homelessness Working Group members had the opportunity to exchange and share their ideas on the project.

Nantes co-steers the project. This collaboration allows to enlarge the partnership with other local actors, such as the public Urban Planning Agency and a public Housing Company and thus to define a very innovative project, tailored to the local context and endorsing the five main bridges toward inclusion: health, jobs, housing, empowerment and 'living-together'.

The city of Nantes is the main urban authority and the guarantor of the project. Our main role is to coordinate the partnership along the process, create new synergies and ensure the good integration of the new social infrastructure in the neighbourhood.

Key activities

5Bridges is:

- An experimental project of 'integration through participation' to connect socially excluded groups to local communities in a new urban district;
- The construction of an innovative urban social infrastructure, a one-stop shop for different social groups to meet, participate and connect to the neighbourhood, designed together with urban planners and landlords, involved in the creation of a liveable district;
- A pooling of services in a new location, under one roof, open to the city, managed with the involvement of both users, professionals and neighbours, which goes far beyond the usual juxtaposition of social programmes. A restaurant, store, community garden, urban farm, start-up platform for solidarity business and apartments, together with social-care services, will be gathered around a covered passageway facilitating social life;
- A high level of integration of social services, opened 24/24 and 7/7, comprising a large scale of offers: health-care, self-esteem activities, job-counselling, work experience with short as well as longer contracts, day and night-shelter, temporary housing and a provision of autonomous housing solutions;
- A very collaborative and tailored approach, from the definition phase to the implementation of the project, that helps to ensure this is a very innovative project.

The coordination of social emergency NGOs is ensured by the city of Nantes and the SIAO (integrated service for support and orientation). A 'social emergency guide', produced by the city, identifies all the services in the territory. A specific collaborative communication is developed for the 5Bridges. The functioning of the future structure (governance and coordination) is currently being discussed with the teams.

A day and night-shelter will offer a low-threshold offer for homeless people where they can sleep, eat, take a shower, etc. They will also find:

- A possibility to work on voluntary basis in organising cultural events or a few hours with a real employment-contract in cleaning-service, restaurant or urban farm;
- A chance to meet a nurse or a doctor or to attend group meetings on tackling addictions;
- Temporary housing in individual apartments and help to find long-lasting housing;
- A place where they can commit themselves in the life of the neighbourhood (gardening, organising cultural events, welcoming children to collect eggs at hen house, etc.)

- Empowerment throughout the activities which they can choose (work, tackling their health-problems, etc.). The basic idea is that the people who will come to the centre decide themselves what is most important for them and how they want to do it.

Implementation process

Parallel to the construction, the partners are developing an action plan to anticipate the functioning of the infrastructure and to accompany changes before the centre will be open. This 'Project lab' is supported by the UIA European programme. Different actions are implemented: training, study visits, working- and focus-groups meetings which are the opportunities to define together the changing process and experimental activities. The selection of the project in the Urban Innovative Actions (UIA) initiative has been a great opportunity to reinforce the resilience of the project.

The partnership faced numerous issues (financial, organisational, delays) but managed to maintain a very collaborative dynamic that allows to overcome the challenges, sometimes with even better solutions than first imagined.

The experimental activities are opportunities to identify risks and opportunities and are lessons learned for the implementation of the facility. The new way of supporting the homeless people is challenging the social workers in their practices: change management is required to support employees and volunteers during the process.

One of the key challenges of the 5Bridges project is its future governance that must ensure the sustainability of the social project and minimise the risks (urban security, in particular). The actual governance in the implementation of the project is a good basis to imagine the future functioning, which is being discussed in many support-groups of stakeholders.

Results and impact

The first change observed is the synergy that the project created: the different social emergency operators, private and public actors are now working together around the 'bridges': health, employment, housing. The definition of the project brings the actors together to facilitate support for the beneficiary people and access to the services.

Concerning the reception of the project, beyond the engagement of numerous actors, the current users of the structures of 'Les Eaux Vives' are looking forward to being hosted in the new centre. The community welcomes the project as well, which can be observed during sharing events organised in the neighbourhood.

The way to evaluate the project in the long-term is discussed by the stakeholders through the definition of the future governance. Our indicators for the experimentation phase are:

- Successful activation of the participation of homeless and disadvantaged persons in the co-creation process (number of people participating in meetings and process);
- Successful empowerment of homeless individuals in developing their autonomy;
- Skills increased among volunteers and social workers via self-assessment of skills;
- Successful activation of residents (nb of participants to local community events);
- Improvement of the residents' perception towards the users and the facilities;
- Integration in labour market through short time contracts;
- Developing mixed housing solutions;
- Inter-institutional cooperation;
- Wider impact: number of other cities that show interest in the 5Bridges project and would like to implement similar schemes.

Testimonials

Two homeless people said: *“Every day we walk, we only do that, because the shelters close in the morning, reopen in the evening, and we would like all facilities to be open all the time. It will be great to have everything gathered in the same place.”*

A former homeless: *“Wandering is something pretty violent. The 5Bridges project, I think it's something wonderful; I am sceptical about the concentration of problematics in the same place but I'll be the first to come to this site to see how it goes.”*

A former homeless that benefits from the inclusive housing experimentation for 5Bridges: *“When you have an apartment and you calm down on alcohol, it's not the same thing. Thanks to this break, you ask yourself questions: what am I going to do? will I improve? We all need to be accompanied sometimes.”*

Financing

Total construction cost is estimated at 21.6 million EUR. The project receives support from:

- European Regional Development Fund (ERDF): 5 million EUR
- National government: 360,000 EUR
- Region Pays de la Loire: 1 million EUR
- Conseil Departmental de Loire-Atlantique: 300,000 EUR
- city of Nantes: 300,000 EUR
- funding from foundations and private sector: 876,000 EUR.

The rest of the financing consists of a part of CDC-Habitat's own funds and a portion of loans contracted by CDC-Habitat, which is the partner in charge of the construction.

Once the project is running, the project will be funded by subsidies from the state, the city and the region (1,5 million EUR per year) and further supported via voluntary-work (10 full-time staff). The restaurant, offices, affordable-housing and farm will be economically autonomous, and the neighbourhood activities will be organised and funded collectively.

Follow-up

The project is in progress. Construction of the building has begun and will be ready in 2020. The city is also piloting the communication of the project, particularly with the creation of a website and the broadcast of thematic videos that allow to make the project known.

The 5Bridges culture (transversal approach, participative, rooted in the local context) is developing in the metropolitan area, particularly through working groups and joint actions. The project is also registered as an experiment to be followed in the Logement d'Abord system, promoted by Nantes Métropole.

The commitment to the UIA has made it possible to collectively develop monitoring and evaluation of actions and think of the exemplary nature of the project on a European scale.

Contact details

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Additional information

5Bridges - Urban Innovative Actions: <https://www.uia-initiative.eu/en/uia-cities/nantes>

Videos with English subtitles: <https://vimeo.com/5ponts>

Project website (in French): <https://5ponts-nantes.eu/>

https://www.uia-initiative.eu/sites/default/files/2017-12/FINAL%20VERSION_Nantes.pdf