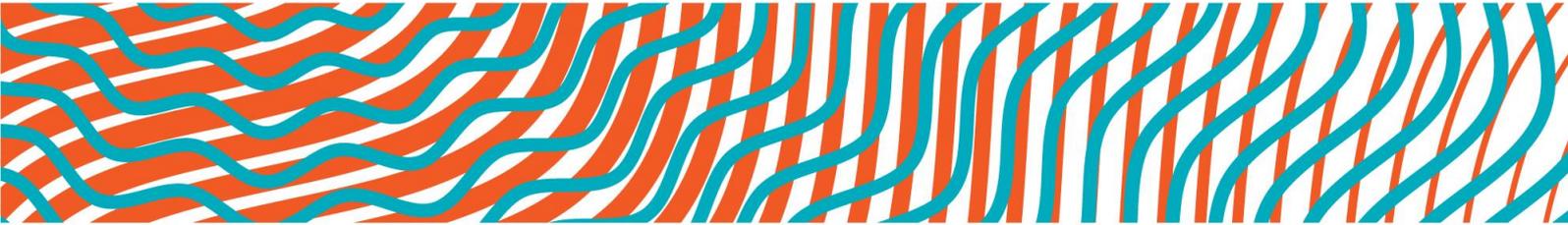


# transformative social innovation theory



## WP 4 | CASE STUDY

# Report: Co- operative Housing

Theme [ssh.2013.3.2-1][Social Innovation- Empowering People, changing societies]  
Project Full Title: “Transformative Social Innovation Theory project”  
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# transformative social innovation theory

## Table of contents

<b>1 Introduction .....</b>	<b>5</b>
Case demarcation .....	6
Overview and structure of the report .....	8
<b>2 Methodology .....</b>	<b>8</b>
Researcher relations to the case.....	8
Methods.....	10
<b>3 Transnational network(ing): CHI/ICA.....</b>	<b>16</b>
Emergence of International Co-operative Alliance – Cooperativa de las Américas	16
TSI dynamics of the transnational network(ing).....	24
Agency in (T)SI .....	27
Summary, synthesis, conclusion.....	34
<b>4 Local Initiative #1: The Co-operative “El Hogar Obrero” (The Worker’s Home).....</b>	<b>36</b>
4.1 Emergence of Social innovation (SI) and SI-initiative: El Hogar Obrero ...	36
TSI dynamics of Hogar Obrero in social context .....	45
Agency in (T)SI of Hogar Obrero case .....	47
Summary, synthesis, conclusion.....	54
<b>5 Local Initiative #2: The eco-district of Vauban and the co-housing project GENOVA .....</b>	<b>56</b>
5.1 Introduction to Vauban in Freiburg.....	56
5.2 Emergence of Social Innovation in Vauban .....	67
5.3 TSI dynamics in Vauban .....	73
5.4 Agency in Vauban.....	82
5.5 Summary, synthesis, conclusion for Vauban .....	93
<b>6 Synthesis.....</b>	<b>96</b>
<b>7 References.....</b>	<b>99</b>
<b>8 Annex .....</b>	<b>101</b>
B. List of interviews.....	102
C. List of meetings and events attended.....	103
D. Other Information.....	104

# transformative social innovation theory

Abbreviation	Labels & Keywords
<b>Baugruppe</b>	Organized group of private housing builders/ owners or of a cooperative
<b>CHI</b>	Co-operative Housing International
<b>DE</b>	Deutsch/ German
<b>EN</b>	English
<b>EHO</b>	<i>El Hogar Obrero</i>
<b>GRAG</b>	Vauban city council working group
<b>ICA</b>	International Co-operative Alliance
<b>ICA-America</b>	Cooperative of Americas
<b>RQ</b>	research questions
<b>SE</b>	social entrepreneurship
<b>SI</b>	social innovation
<b>SUSI</b>	Studenten Siedlung (student settlement, Initiative inside Vauban)
<b>TSI</b>	Transformative Social Innovation
<b>VB</b>	Vauban – district of ecological housing in Freiburg, Germany

# transformative social innovation theory

## 1 Introduction

The co-housing movement, in terms of its international networks and regional, national and local institutions represents a clear initiative of social innovation; both for its history and its present. Maybe, the co-housing movement is the oldest and more spread case of the empirical research made for Batch I and Batch II. In this sense, this case is interesting for TRANSIT Project due to enable analyses of TSI in terms of a long-term and scaled-up processes. In other words, the spatial and temporal framework can be enhanced, and also the revision of the concept of TSI (applied to co-housing) could be analyse not only in terms of “recently-developed practices” but also as long-term big-scales re-settlement and adjustment of practices in reaction with: i) changes in the context, ii) emergence of new narratives, iii) and changes inside of the TSI-initiative.

The cooperative history (as a larger movement than co-housing) goes back more than 150 years since its inception and represents the values of cooperation, formalized throughout history in 7 principles that showing its innovative and transformative potential of society:

- 1- Voluntary and Open Membership,
- 2- Democratic control of the members,
- 3- Member Economic Participation,
- 4- Autonomy and independence,
- 5- Education, training and information,
- 6- Cooperation among cooperatives,
- 7- Commitment to community.

The co-operative housing movement has a long history too. The first independent housing co-operatives were formed in the mid-19th century, when Viktor Aimé Huber initiated the construction of several dwellings in Berlin. Many co-operatives which are over 100 years old still exist today and are increasingly widespread in Europe and beyond.

In some countries, co-operative housing has been historically, and still remains, as an important part of the housing market. For example, housing co-operatives manage over 2,5 million dwellings in Poland, approximately 20% of the total housing stock in the country, 17% in the Czech Republic and Sweden and 15% in Norway. Adding Argentina and Uruguay (in Latin America), there are nearly 2,000 housing cooperatives (for almost 500.000 people), and housing co-operatives were founded in 1905, over 100 years ago.

In many others, such as Canada and the United Kingdom the co-operative housing sector is relatively small but is an exemplar of the benefits which flow from resident-member control of housing and the neighbourhood. On average, 10% of Europeans live in co-operative housing. They show that living in a co-operative housing provides many advantages in terms of economic, social and environmental sustainability.

In this report, three in-depth empirical studies about co-operative housing movement were performed trying to catch a wide-range of phenomena.

# transformative social innovation theory

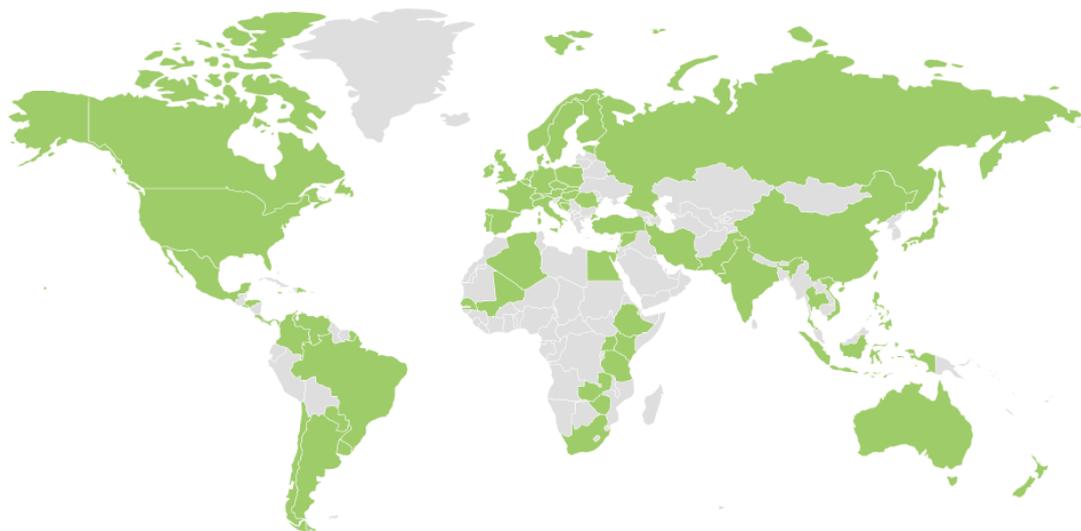
## Case demarcation

The first case is the **International Co-operative Alliance (ICA)** focusing in the **Co-operative Housing International (CHI)** (a whole co-operative ecosystem inside the ICA). CHI counts with 65 countries members (October, 2015), which are more or less active in the networking activities at a global level.

CHI is the most representative international network of the co-housing movement in terms of: number of members, history, national associated involved and global influence in policy making.

In terms of the temporal framework the case is analyzed for the period 2000-2015.

**Figure 1: Co-operative Housing International Worldwide**



In relation with **local manifestations**, this report includes the description and analysis of two co-operative Housing phenomena: one located in Germany (the building-up of a the City of Vauban - Freiburg made by housing co-operatives) and the other in Argentina (the housing co-operative “El Hogar Obrero”).

The first local case study of co-housing is **El Hogar Obrero (Worker’s Home)**, located in Buenos Aires City, **Argentina**. *El Hogar Obrero* (EHO) is a centenary consumption and housing cooperative founded in 1905. During its history (more than one hundred years) EHO built more than 15,000 homes and reached one million members; but due to changes in local and international context, EHO was almost death by the end of ’80. Since 2005, EHO re-emerge as an alternative way of production of habitat and right to the city, recovering the learning of its previous history.

In terms of the temporal framework the case is divided in two moments. The first (1907 - 1990) show the emergence, consolidation, scaling-up and decline of EHO as a TSI in the field of affordable housing and right to the city. The second (2005-2015) shows the reconfiguration of a TSI-initiative in terms of the new problems of habitat and right to the city in Latin America and, especially, in Argentina.

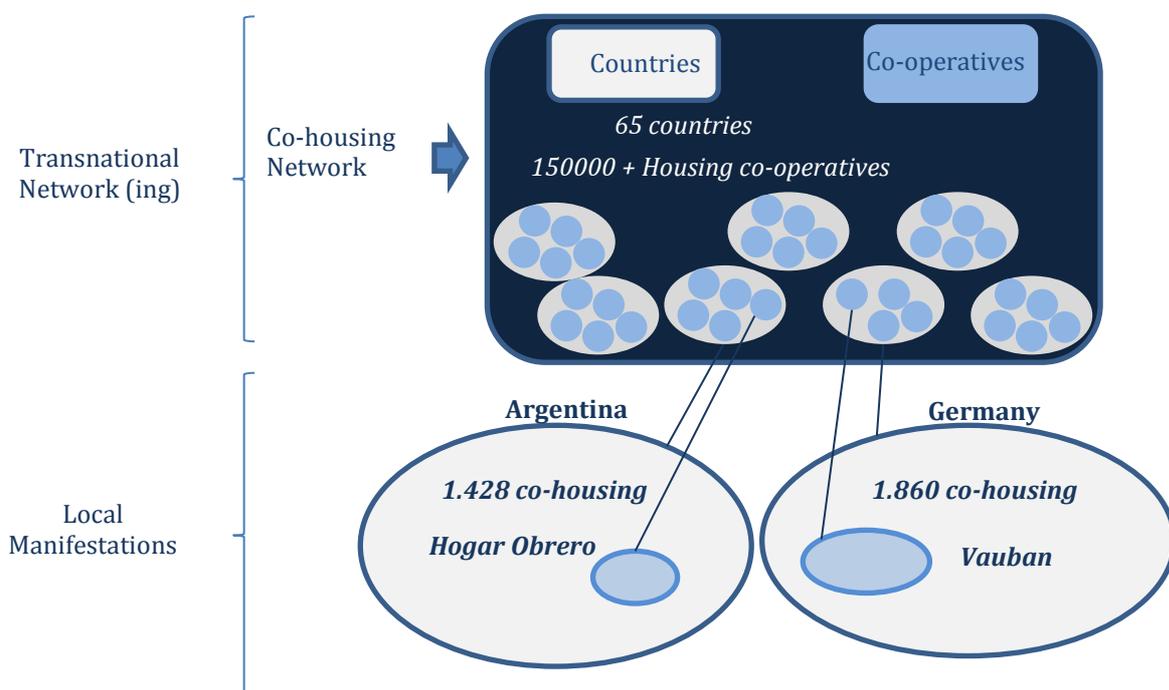
The second local case study is a pooled analysis. First, the section starts with the case of the **Vauban District** located in Freiburg, part of the state of Baden-Württemberg in **Germany**. Vauban is not a

# transformative social innovation theory

single co-housing project, but a special model district of sustainable living and participatory planning in which several co-housing initiatives could be realized. Legally, Vauban is a newly build district of the city of Freiburg with 2000 housing units for about 5.500 residents.

Vauban is a whole, somewhat unusual – and as such very specific and innovative – city quarter which is hosting a variety of different housing projects, with a special focus on citizen-lead building initiatives and private co-housing projects. Even though Vauban is not a classic, single co-housing project, we have chosen this case for three reasons. First, it is an ecological, sustainable district which has consciously set itself social objectives such as inclusiveness and affordable housing. Second, Vauban hosts several housing cooperatives and co-housing projects and is therefore a quarter offering space for multiple kinds of co-housing. And third, it is an internationally known project and model that has inspired cities all over the world in view of sustainable planning especially with regard to citizen involvement. Due to the fact the intention of TRANSIT to choose a co-housing project as case study, Vauban is especially interesting because it consists of different types of co-housing projects and ownership models. We decided to choose the largest and oldest co-housing cooperative of Vauban, called **GENOVA** (Wohnungsgenossenschaft Vauban), as a specific case to describe in more detail. Therefore, we will offer two separate subsections during most of the report, on Vauban as a whole and on Genova in particular

**Figure 2: Transnational Network and local manifestations**



Source: Own elaboration

# transformative social innovation theory

## Overview and structure of the report

Following the case studies, this report is structured as follow. First, the International Co-operative Alliance (ICA) and its sub-section “ Co-operative Housing International” and “Cooperative of Americas” is analyzed.

In a second term, the case about *El Hogar Obrero* is performed showing the TSI aspects in relation with the construction of habitat, the right to the city and the provision of affordable housing.

Third, the case of Vauban is analyzed in terms of Vauban City strategies of construction of habitat and the key role of housing co-operatives. The case works in-depth with Genova Housing Co-operative.

Finally, the reader can find a synthesis of the three cases in terms of TSI.

## 2 Methodology

### Researcher relations to the case

The coordinating team (IESCT-UNQ) developed between 2008 and 2012 a project called "Technologies for Social Inclusion and Public Policy in Latin America" (funded by IDRC-Canada) in which was made a survey of social movements and organizations. The survey contained initiatives of design and implement of social and technological innovations in several topics such as: renewable energy, social habitat, family farming and access to water in Argentina, Brazil, Uruguay, Chile and Ecuador. This research project allows a series of case studies on public policy, S&T institutions and social housing movements. From this activities emerged a map of housing co-operatives in Latina America, and with a particular focus on Argentina, Uruguay and Brazil.

The project first allows a multidimensional and systemic approach to housing problems at local and regional level. Now, this empirical research works as a background for the selection of case studies for TRANSIT Project. An in this sense, the scope of TRANSIT allows us to enhance the analysis to international organization (International Co-operative Alliance), include European cases (the co-operatives working in Vauban) and work with a new case in Argentina (co-operative *El Hogar Obrero*).

**Proximity vs. Distance:** Five researchers were involved in the case study. Facundo Picabea, Iris Kunze, Andrea Philipp and Agustín Bidinost as author, and Lucas Becerra as coordinator. Facundo Picabea conducted research activity in cases study about ICA Networks and El Hogar Obrero. Agustín participate in the elaboration of the El Hogar Obrero case. Facundo has been working in Housing Area in Latin America since 2010, when he began coordinating the Habitat and Local Development Area in the Instituto de Estudios sobre la Ciencia y la Tecnología of UNQ for a IDRC project. He worked in deferent projects of housing cases in Argentina, Brasil and Uruguay and in this process was involved in different institution and co-operatives organizations (Moa, INNOVA, FUCVAM, Hogar Obrero) and second grade institutions like Co-operative Housing International (ICA) and Cooperativa de las Américas. Agustín is a junior researcher and he is working on NGO activities

# transformative social innovation theory

related to affordable housing in Argentina. Lucas Becerra is senior researcher in the Instituto de Estudios sobre la Ciencia y la Tecnología (UNQ) and he coordinate the area of Social Studies on Development. Lucas has not direct relation with co-housing organization before this work and, in this sense, provide analytical distance to the observables.

Iris Kunze, has studied intentional communities and ecovillages for 13 years. The case of Vauban is known by Iris before she started with the research. Iris grew up in the city of Freiburg and know the time of the French military. She left Freiburg before Vauban was started and just noted its development from time to time over the years, also the local political changes in Freiburg. In her scientific career, she started to develop an interest in these initiatives coming from a transdisciplinary perspective of searching experiments and fruitful practices for sustainable living as well as theoretically from a sociological perspectives asking about new forms of community. For examining intentional communities and ecovillages empirically, she conducted mainly qualitative (Kunze 2003, 2006, 2009, 2012), but also quantitative studies (Dierschke et al. 2006; Grundmann/Kunze 2011). A major research method has always been participant observation, which turned out to be the most suitable and fruitful approach. Also, she organized student research seminars in ecovillages. In 2012, she came with an EU- education program workshop on sustainable living to the Vauban in Freiburg. Since the late nineties, she was personally involved in three initiatives aiming at founding co-housing projects.

Andrea Philipp has a background in urban planning and environmental management, with a focus set on participatory approaches and practices of good governance. During her studies at BTU Cottbus, she was cooperating in a research project of the Chair of Social Ecology on the involvement of tenants in the restructuring of socialist concrete slab apartment blocks. We conducted interviews with the respective tenants to find out whether the participatory approach in the re-design of the flats and building has influenced their sense of place and belonging. After finishing my Master on the potential of community gardening in Germany, she moved to Freiburg in 2005 to work as project officer in the European Secretariat of ICLEI Local Governments for Sustainability. This office is hosted by the city of Freiburg, and she got to know well about the local “Green City” development, both from professional collaboration with the municipality (e.g. a promotional case study on the integrated planning process of Vauban) and from personal commitment in particular for the urban gardening group of Transition Town Freiburg, and most recently, as official trainer of the international Transition Network.

**Normativity:** Argentinean researchers are not formally involved in the international network and in the cases studied. This allowed a judicious positioning of the testimonies and documents examined. However, their participation in public policy advocacy in Argentina and Latin America aimed at sustainable habitat and local development are important elements for research.

**Reciprocity:** To do this research was primarily involved the collaboration of the Regional Director of Cooperativa de las Américas (ICA regional institucion), and the Hogar Obrero President. In both cases it was agreed to share all research products and conclusions. Especially in the case of *EL Hogar Obrero* was agreed to continue dialogue on impact of cooperatives in policy and conduct in 2016 a workshop co-organized on Cooperatives and Sustainable Habitat at the University Nacional de Quilmes.

**Research subject vs. research object:** The main object of the research was to analyze the links between the international movement, the global network, regional organizations and local

# transformative social innovation theory

organizations, to understand the different dynamics of interaction that promote best / worst results in the development of social innovation initiative. However, the research was based on the interaction and conversations with interviews to local actor (in the case of Vauban and El Hogar Obrero) and Latin American actors (in the Case ICA).

## Methods

### 2.1.1 Overall methodology

The overall research methodology we used for this study was based on TRANSIT's methodological guidelines (Søgaard Jørgensen et al. 2014; Søgaard Jørgensen et al. 2015). Our research was guided by the empirical research questions outlined in these guidelines, and based on the preliminary conceptual framework of the TRANSIT project (Haxeltine et al. 2014).

In line with the methodological guidelines and as an appropriate approach to the ICA, EHO and Vauban quarter we combined document review with empirical methodologies to explore empirical phenomena. The research was based on combinations and triangulation of interviews, participant observation, document review, as well as a media analyses.

For the cases of Vauban and EHO, document review turned out to be particularly important. Both cases are highly documented, but there are differences in terms of in-depth studies. Vauban was more researched in terms of ecological and social city development; for EHO analysis were conducted in terms of the relation of co-operatives with social development (focusing in affordable housing). ICA was almost not researched before this TRANSIT work. In fact, the CHI has very few document about its own history.

For Vauban and EHO, participant observations happened in attending and planning events. We had the chance to attend gardening activities, learning and working seminars, and countless personal contacts in the restaurants, events and in people's homes.

Especially, for the case of Vauban, researchers have been in the "Quartiersladen" organic membership food store which is hosted by the Genova co-housing project and other sustainable stores on site. Before TRANSIT, researchers had different kinds of contacts and conversations on the development, culture and living conditions in Vauban over the years. For TRANSIT, we had a range of (semi-)structured and unstructured interviews.

In the co-housing projects, researcher are confronted with case studies of a private environment where people live rather than being publicly active. Sometimes it was delicate to not enter the private sphere too much. We also observed that the benefit of interview data is limited, because the interviewees only explain obvious aspects while the most relevant things, consuming most time and energy in these communities is happening in daily co-living and interaction in work, decision making processes, eating, child care, free time and the interlinkages between all areas of life.

#### **Approach to Vauban and Genova**

Our first step was to analyse the websites of our case Vauban, as well as Genova cooperative. A broad information on the planning process, the participatory ambitions and its realisation as well as the

# transformative social innovation theory

administrative framing and the financial funding is introduced and the currently ongoing networking activities of the quarter.

I, Iris Kunze (IK), have observed the Vauban quarter and the developments of Freiburg as Green City since the nineties from time to time. In 2012, I organized an EU-Grundtvig exchange meeting in Vauban to explore the sustainability and green living conditions in this quarter. For the TRANSIT study I contacted the Quartiersarbeit.

I, Andrea Philipp (AP), made use of diverse personal contacts with residents and stakeholders in Vauban as well as people involved in green city activities (both by the municipality and by the citizens). Most of these contacts have arisen from my professional work as environmental consultant and official partner of the municipal Green City Office for study visits to Vauban and other “green sights.” In addition to that, my voluntary involvement in initiatives of sustainable agriculture and urban gardening has led me to encounter many like-minded citizens of Vauban. I used this pool for the TRANSIT study and approached representatives of Genova cooperative, of the DIVA Centre of Services, Arts and Craft, of a “Baugruppe” group of builders-owners, and of SUSI association.

In the case of Vauban, there is a large body of literature to find including surveys, political documents, film documentaries by state TV, studies that have been done by Vauban inhabitants themselves, and articles which have been published in local and large German newspapers as well as in the international media (see appendix...). After we had already retrieved detailed data and information on the development of Vauban from these documentaries we started to approach Vauban citizens we already knew, mainly from Andrea Philipp’s contacts. It was not easy to commit actively engaged, thus publicly visible Vauban citizens for an interview, because most of them receive a high number of information requests. We also approached persons who were involved in the planning of the Vauban quarter and members of the City council, who are not living in Vauban, and thus provided an outside perspective.

## **Approach to ICA and EHO**

For this research the methodological guidelines were followed. Regarding interviews, some questions were omitted or changed the terms for a better comprehension for the actors or about the issue. Also some sub questions were made to adapt the guide line to the specific objectives of the case study.

In the case of *El Hogar Obrero*, there is a large body of literature to find including surveys, documents, and consulting multiple online videos with information about its history, testimonies of actors, interviews, conferences and others. The set of questions about “system innovation” was considered particularly difficult to be understood for the actors but, exchange a few words was enough. For the participant observation we created a short questionnaire of three questions designed for the occupants of the houses in the neighborhood Paso del Rey. However, the previous chats and institutional links between the research team and some actors facilitated the concepts translation.

We have to note the observational difference between the ICA (the international network) and EHO (the local case). For EHO, researcher could see material representations (housings, neighborhoods, project blue-prints) of the SI narratives. For, ICA, the analyses were performed in a more discursive level. This is because, ICA perform activities in relation to housing co-operatives, but housing co-operative performs activities in relation to person situated in particular places.

# transformative social innovation theory

## 2.1.2 Interviews

The list of interview questions we developed in a team work process within the TRANSIT project was very useful. Most of the interviewees focused on specific areas of their expertise while other questions have been dropped. Most of the questions had to be translated into practical and concrete aspects of each case, which was not easy and we had to learn how to pose the questions adequately. For instance, asking to which larger political events Vauban is referring to or why change in economic context affected so much EHO, just caused rejection or simply misunderstanding.

### **For international Co-operative Alliance (transnational network)**

By geographical proximity and previous links with the regional office, the interviews were conducted only actors of the Cooperative of the Americas, based in Costa Rica and representatives across the continent. Interviews with stakeholders of the housing cooperative movement of Argentine and Uruguayan linked with the regional offices and the international network were also conducted. 4 Interviews were conducted and transcribed with a total length of approx. 250 min. All ICA-interviews were conducted not in English, but in Spanish. We translated central quotes of these interviews from Spanish into English.

### **For El Hogar Obrero (Argentinian Local Case)**

The interviews were central to the investigation. The President of the institution and several of its top executives interviews were conducted. It could also be done to cooperative housing associated brief surveys. 6 Interviews were conducted and transcribed with a total length of approx. 300 min. All EHO-interviews were conducted not in English, but in Spanish. We translated central quotes of these interviews from Spanish into English.

### **For Vauban (German Local Case)**

Four Interviews were conducted and transcribed with a total length of approx. 305 min. Another 8 conversations with valuable and precise information were partly protocolled. All Vauban-interviews were conducted not in English, but in German. We translated central quotes of these interviews from German into English. The interviews are cited in this report in the following way: VB indicated that the interviewee is interviewed on Vauban. The number behind the acronym indicates the number of the interviewee.

## 2.1.3 Participant observation

### **For International Co-operative Alliance**

Team members participated in a national event on co-housing of the Directorate for Habitat Argentina's Central Workers-

16 October 2015 (8 hours) – Buenos Aires (Argentina)

### ***Jornada de Hábitat Popular y cooperativismo (Popular Habitat and Co-operativism Meeting)***

Meeting performed in the Buenos Aires City Council and called by Directorate for Habitat Argentina's Central Workers. In this meeting several organization related to housing issues participated; like *Movimiento Territorial Liberación (MTL- CTA)*, *Movimiento de Ocupantes e Inquilinos (MOI- CTA)* (from Capital City, San Martín, Tierra del Fuego, Rosario, Santa Fé), *Comedor*

# transformative social innovation theory

*Los Pibes (CTEP)* and its cooperative COVILPI, *Camino de los Libres*, *Luz y Progreso*, *Cooperativa Argentina Puede* and *Cooperativa Desde el Pie*. During the activity the different presentations of the speakers were heard and concerns of co-housing movement Argentine through their interventions and brief talks were collected.

## For *El Hogar Obrero*

11 september (4 hours) – Paso del Rey (Argentina)

Participant observation was conducted at meetings of cooperative members of the EHO in Paso del Rey neighborhood. A visit to the cooperative-neighbour "El Hogar Obrero", held brief talks from a questionnaire with neighbors about the experience of living in a cooperative space, its path to become cooperative housing, the reasons for it and its perception of the cooperative movement as a social transformer instrument.

12 september (5 hours) – Paso del Rey (Argentina)

Participant observation was conducted at meetings of cooperative members of the Working Home in Paso del Rey neighborhood. We participated in a meeting of the district in which two topics were discussed: 1- setting the criteria for the construction of the fifth and final module of the complex; 2- management "barbecue" or multipurpose room and use of common spaces recently opened.

## For *Vauban and Genova*

Participant observation was not the most important method to use. Unfortunately, there was no residential assembly during our field research time which would have been the most really relevant and open accessible event to take part in. However, one of the joint cooking and dinner events at "Kantine" restaurant which was co-organized and attended by Andrea Philipp on October 16, 2015 provided valuable insights into the community life in Vauban: when a passer-by with his daughter was knocking the door of the restaurant, they were spontaneously invited to join the arranged event, and the conversations over dinner revealed more of the openness and community spirit of many Vauban citizens. As an example, every Sunday since September 2015 Kantine restaurant is inviting refugees which are currently living in a nearby camp for a free meal, cooked jointly and with ingredients donated by the local shops in Vauban.

Nevertheless, we got to know Vauban before TRANSIT during the following events over the years:

- 2009 – today, "Green City" guided tours with focus on Vauban as model eco-district; facilitating exchange of experience between interested visitors and Vauban stakeholders, (AP)
- 2010 - 2012, main period of involvement in initiatives of urban gardening and community supported agriculture, attending meetings in Vauban and organizing events (AP)
- 2012, May 3-6, EU-Grundtvig-education workshop on the sustainable lifestyles in Vauban, organizing and facilitating exchange (IK)
- 2013, June, 20 years anniversary celebration of SUSI, attending and hearing from SUSI members (AP)
- 2014, October 22, Workshop on renewable energies and energy saving in households, organised in Haus37 (AP)

We noticed that without being recorded, the persons shared more detailed information.

# transformative social innovation theory

## 2.1.4 Document reviews

**International Co-operative Alliance – Cooperativa de las Américas.** For this work, extensive bibliography at different levels and sources were reviewed, according to the complexity of the network analyzed. Methodologically, we consider that the most appropriate mechanism was the reading of official documents of each institution that belongs to the International Co-operative Alliance. These documents were identified through web searches and recommendations of key stakeholders interviewed.

In a first moment, we began by the Global Network. We reviewed International Co-operative Alliance's bibliography and blueprints. In the web, the Alliance have a several kind of documents that represent its objectives, mission, vision and another ideas that will allow us to know its identity and narratives about its own action.

Alliance's documents are divided in five criteria distinguished today in terms of the "Co-operative Decade", like an global strategy "of" and "for" co-operatives: Participation, Sustainability, Identity, Legal Frameworks and Capital. We reviewed two general documents and five specific blueprints by theme.

Them, follow the global network; we reviewed bibliography about the **Co-operative Housing International (CHI)**, a Sector of International Co-operative Alliance. We reviewed three documents: *Profiles of a Movement: Co-operative Housing Around the World* (CHI, 2012); *Profiles of a Movement: Co-operative Housing Around the World 2* (CHI, 2013); and *Co-operative Housing International Activity and Governance Plans, Blueprint Mapping and Budgets* (CHI, 2013). Finally, in a third level, we reviewed documents and blueprints about "Cooperativa de las Américas", the International Co-operative Alliance Regional Office for Americas.

We reviewed the academic reports (Informe de Actividad Académica) of "Cooperativa de las Américas". Five documents were included, for the years 2005 (Argentina), 2007 (Argentina), 2010 (Uruguay), 2011 (Costa Rica) and 2012 (Bolivia). In the three levels we bibliographic research in Google, academia.edu, Scielo, and Latindex the terms: "Co-housing international", "Co-housing movement"; "Cooperatives and social transformation", "CO-housing experiences", "Social innovation and Co-housing".

**El Hogar Obrero (Argentinean case).** The first level was to read specialist literature (secondary sources), about the case EHO: Dunowicz 2012; Ballent, 1989 and 2007; Repeto, 1935. In a second level, we look for official documents (primary sources) able to clarify terms or projects mentioned in the interviews or in participant observations. We started checking EHO own documents and bibliography, in part given by EHO. Desk research was done through secondary sources and other resources. There are many papers and other type of publications (academic and not) in the web, but priority was given to the newest ones.

**Vauban and Genova (German case).** We started the document review by checking Vaubans' own materials – mainly official websites in which the key initiatives and institutions present their aims, activities, and their organizational structures. It shows the image Vauban stakeholders intend to create to the outside world, including advertisements for their businesses and educational events. Please check Annex 1.1 for details on our document review of Vauban. The Municipality of Freiburg has their own interests when presenting Vauban as pilot model for a green city and social integrative quarter. Secondly there is a large body of scientific literature both for the area of green city

# transformative social innovation theory

development and for social dynamics in co-housing and cooperative living in Vauban (e.g. Sperling, C. Ed., 1999; Sommer, et al. 2014<sup>1</sup>; Melia, S. 2006). Please check the literature list for scientific literature on the Vauban in chapter 7.

Unusually large and rich resources of information about Vauban are media reports like newspaper articles, magazine articles, films, and radio reports. The regional newspaper “Badische Zeitung” has reported regularly on Vauban with valuable information on the progress of development or specific data like the demographical structure of the inhabitants. Other newspapers, like New York Times which featured Vauban on the front page in May 2009<sup>2</sup> introduce Vauban in general or discuss it in terms of its sustainability achievements. Please check Annex 1.3 for the detailed document reviews on media.

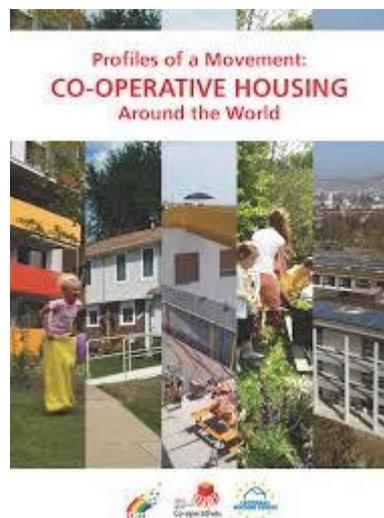
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<sup>1</sup><http://www.vauban.de/component/jdownloads/finish/26-buecher-und-hefte/1875-ulrike-sommer-carolin-wiechert-lernen-von-vauban/0?Itemid=267>

<sup>2</sup> [http://www.nytimes.com/2009/05/12/science/earth/12suburb.html?\\_r=0](http://www.nytimes.com/2009/05/12/science/earth/12suburb.html?_r=0)

## 3 Transnational network(ing): CHI/ICA

By Facundo Picabea and Lucas Becerra



Source: <http://www.housinginternational.coop/co-ops-worldwide>

### Emergence of International Co-operative Alliance – Cooperativa de las Américas

#### 3.1.1-Aims, goals and organization of International Co-operative Alliance

The Co-operative Housing is an international movement which involves more than 150.000 co-operatives around the globe. Most of this co-operatives belong to national and regional networks which in turn are part of the International Co-operative Alliance (ICA). The housing issue is so important for the ICA that, in the 50' ICA created an entire section dedicated to co-operative housing, named Co-operative Housing International (CHI).

In the cases of Argentina and Germany the relation between the international level and the local level is as follow:

1. For Argentina: Housing co-operatives are associated to different national second-level organizations. One of the most important is *Cooperar* (*El Hogar Obrero* is member of

# transformative social innovation theory

*Cooperar*). Then, *Cooperar* is a foundational member of ICA-Americas (*Cooperativa de las Américas*), which in turn is a section of ICA-Global.

2. For Germany: Housing co-operatives are associated in 15 regional association which are member of Federal German Housing and Real Estate Organisation (GdW). GdW is the main German Institution in Co-operative Housing International (CHI). However, Genova is member of ICA, due to its membership in the Dgrv - Deutscher Genossenschafts- Und Raiffeisenverband E. V. (the national organization of co-operatives).

The narrative of change of the cooperative movement is proposed as an option for the transformation of society.

First, the movement proposes cooperation against competition. That is, their main objective is to strengthen the cooperative values and cooperation between cooperatives at local, regional and international levels. The aim of the movement is no competition and overcoming other (in terms of zero-sum game), but social cooperation for mutual benefit.

Secondly, the cooperative movement despises the spirit of individual gain (in fact cooperatives do not generate profit rate) in order to activate dynamics of economic and social welfare.

In recent years the cooperative movement in general has set objectives for a "co-operative decade 2010-2020". In this regard, each section of the ICA established its main goals in a specific action plan, approved by the Assembly and oriented to the general goal of ICA:

“The main objective of ICA is to promote and to strengthen independent co-operatives all over the world. By means of international, regional and national activities ICA also tries:

- ▶ to encourage and defend the values and principles of the co-operative movement;
- ▶ to stimulate mutually beneficial relations between its member organizations;
- ▶ to favor the economy and social progress of people, thus contributing to security and international peace”<sup>3</sup>.

In particular, the Co-operative Housing International (CHI) defined five strategic objectives for its sectoral plan:

1. Enhance the participation and governance. Increase participation of partners. And not only partners but also listen to those who are not members of the alliance but have opinions on cooperatives, i.e., what the public thinks about cooperatives, both internationally and locally
2. Strengthen social, economic and environmental sustainability,
3. Preserve the co-op identity,
4. Adequate legal frameworks, and
5. Build-up equity.

For this, CHI establishes three lines of action for the co-operative housing and mutual self-help housing organizations around the globe by:

1. Seeking members throughout the developed and developing world;
2. facilitating regular communication and joint action among the members;

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<sup>3</sup> See, <http://www.aciamericas.coop/What-is-the-International-Co-operative-Alliance>

# transformative social innovation theory

3. Assisting national movements in their efforts to form regional bodies<sup>4</sup>.

**The history of the global network under study dates back to the late nineteenth century and continues with great force and agency early twenty-first century. Therefore a reconstruction of this path to take into account its breadth, diversity and complexity is necessary.**

**To rebuild in a clear and consistent manner the spatial and temporal dynamics of the international network is necessary to raise three points. The first one will refer to the beginning of the cooperative movement and its conformation as a global network (European first), now ICA. The second point is the inclusion of Latin America in the international alliance, which then led to the ICA-Americas. Finally, due to the creation within the ICA of a specific sector dedicated to social housing (housing), the Co-operative Housing International (CHI) is analyzed.**

## 3.1.2- History and development of International Co-operative Alliance

In 1844 the Rochdale Pioneers founded the modern Co-operative Movement in Lancashire, England “to provide an affordable alternative to poor-quality and adulterated food and provisions, using any surplus to benefit the community. Since then, the co-operative movement has flourished, extending across the globe and encompassing all sectors of economy”(ICA website).

After the first modern co-operative foundation by the Rochdale Equitable Pioneers Society in the mid-nineteenth century, the co-operative movement began to grow in Europe and the entire world, until to create an international alliance. The traditional history telling that the International Co-operative Alliance was founded in London, England on 19 August 1895 during the 1st Co-operative World Congress. In that opportunity in attendance were delegates from co-operatives from Argentina, Australia, Belgium, England, Denmark, France, Germany, Holland, India, Italy, Switzerland, Serbia, and the USA. Representatives established the Alliance's aims to provide information, define and defend the Co-operative Principles and develop international trade.

In Germany, influenced by British examples, housing co-operatives were first established in the 19th century. The first co-operative housing was founded in 1862 in Hamburg and the first rental housing co-operative in 1885 in Hannover. The adoption of the Co-operative Act in 1889, limiting member's liabilities, saw a breakthrough in co-op housing development. In Argentina, the Hogar Obrero (one of our case under study), was a first member institution not european, incorporated in 1905 by the influence of Juan Bautista Justo, intellectual and socialist activist Argentine.

The Alliance was one of the only international organizations to survive both World War I and World War II. Overcoming all the political differences between its members was difficult, but the Alliance survived by staying committed to peace, democracy, and by remaining politically neutral.

**Table 1. World Members of Co-housing International Alliance (CHI)**

Africa	Asia y Pacific	The Americas	Europe	
Algeria	Australia	Argentina	Austria	Poland
Egypt	China	Brazil	Belgium	Portugal
Ethiopia	India	Canada	Bosnia and	Romania

<sup>4</sup>See, <http://www.housinginternational.coop/about-us>

# transformative social innovation theory

Kenya	Indonesia	Chile	Herzegovina	Russia
Senegal	Iran	Colombia	Croatia	Slovakia
South Africa	Israel	Costa Rica	Czech Republic	Spain
Tanzania	Japan	Dominican Republic	Denmark	Sweden
Uganda	New Zealand	El Salvador	Estonia	Switzerland
Zambia	Pakistan	Honduras	Finland	Turkey
Zimbabwe	Philippines	Jamaica	France	United Kingdom
	Syria	Mexico	Germany	
	Taiwan	Panama	Hungary	
	Thailand	Paraguay	Ireland	
	Vietnam	Uruguay	Italy	
		United States of America	Netherlands	
		Venezuela	Norway	

Source: <http://www.housinginternational.coop/co-ops-worldwide>

Today, the cooperative sector is estimated to have around 1 billion members. Co-operatives employ, directly or indirectly, 250 million people around the world. The world's top 300 co-operatives by themselves have an estimated global turnover of 2.2 trillion USD, as revealed by the 2014 World Co-operative Monitor. The International Co-operative Alliance is organized into 4 distinct regions, each with its own office and staff team: Africa, Americas, Asia & the Pacific and Europe as a result of the decentralization process initiated in the late 1980s (ICA website)

The first regional hub was in New Delhi (Asia and Pacific, supported by Sweden), then Kenya in Africa. European headquarters are in Brussels. Regional Offices operate within the administrative structure of the Alliance, to support the work of the Secretariat in Brussels and as a tool for cooperative link between each of the continents and the global network.

## **Cooperativa de la Américas (ICA-Américas)**

The Regional Office of the Americas was established in 1990 in San José, Costa Rica. Its main objective is "to make the case for the co-operative model within the new economic, political, social and commercial order supporting the member organizations of ICA-Americas in the promotion and defense of the co-operative identity, the promotion of business and the development of human resources".

The Regional Office is the connection between the cooperatives of the American Continent and the worldwide network. This gives every cooperative the opportunity to participate in specialized areas so that they get involved with the sector of their interest. In addition, it is responsible for implementing the decisions taken by the regional political organs of ICA-Americas and putting in operation the development projects

The creation of the regional office was an initiative of the International Co-operative Alliance, through the process of decentralization. Thus, members of the Cooperative of the Americas actually are members of the International Co-operative Alliance, since membership is global.

Regional offices are organizational and administrative arrangements for each region:

The Regional Office is the link between cooperatives in the Americas and the global network, which facilitates participation in specialized networks enabling them to engage with the sector of interest. In addition, it is responsible for implementing the

# transformative social innovation theory

decisions taken by the regional political bodies of ICA-Americas and operationalize development projects (Interview with Manuel Mariño, ICA-Americas Head Director).

Therefore the ICA-Americas perfectly represents the narrative of the International Co-operative Alliance since its main function is as a mere body of world integration and not the project locally. The strategy is to work at the macro level, representing the cooperative sector in the region to governments and international organized.

## **Co-operative Housing International (CHI)**

In 1950's, the International Co-operative Alliance created de Co-operative Housing International, a sectoral organization. It was established "to promote the development of co-operative housing in all countries, and in particular developing countries, as an economic and social contribution to the problem of providing shelter." They mission is to unite, represent and serve the international movement for co-operative and mutual self-help housing.

Co-operative Housing International has 65 countries members and more 150.000 co-housing institutions. Co-operative Housing International is one of the eight sectoral organization of the International Co-operative Alliance. As a global organization for housing co-operatives, CHI defines:

Vision: "Through our efforts, co-operative and mutual self-help housing will win recognition and respect throughout the world for its unlimited potential and practical achievement in providing secure, affordable shelter controlled by those who call it home"<sup>5</sup>.

Mission: "Co-operative Housing International unites, represents and serves the international movement for co-operative and mutual self-help housing."<sup>6</sup>

Mandate: "Co-operative Housing International will unite co-operative and mutual self-help housing organizations around the globe by: i) seeking members throughout the developed and developing world; ii) facilitating regular communication and joint action among our members; and iii) assisting national movements in their efforts to form regional bodies".<sup>7</sup>

Thus, our analysis of the transnational network references interchangeably the international center, the regional office, and the sectoral organization.

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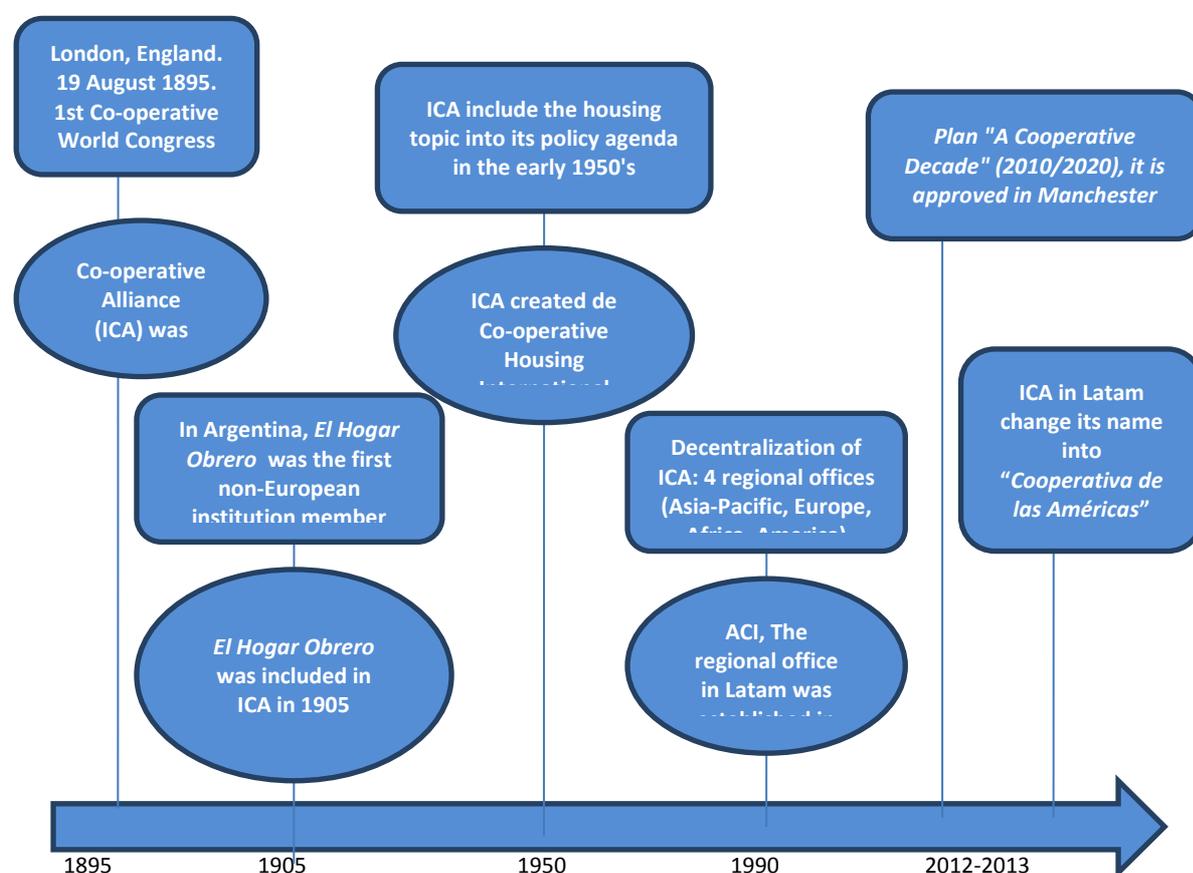
<sup>5</sup>See, <http://www.housinginternational.coop/about-us>

<sup>6</sup> Ibid

<sup>7</sup> Ibid

# transformative social innovation theory

Figure 3: Timeline of Network:



Source: Own elaboration

Table 2:

Year / period	Important activities/changes/milestones in transnational networking	Importance in the development of ICA Network	Who
<i>ICA Network</i>			
1895-1905	The traditional history telling that the International Co-operative Alliance was founded in London, England on 19 August 1895 during the 1st Co-operative World Congress. Representatives established the Alliance's aims to provide information define and defend the Co-operative Principles and develop international trade.	In Germany, influenced by British examples, housing co-operatives were first established in the 19th century. The first homeownership housing co-operative was founded in 1862 in Hamburg and the first rental housing co-operative in 1885 in Hannover. The adoption of the Co-operative Act in 1889, limiting member's liabilities, saw a breakthrough in co-op housing development.	In this opportunity in attendance were delegates from co-operatives from Argentina, Australia, Belgium, England, Denmark, France, Germany, Holland, India, Italy, Switzerland, Serbia, and the USA.
1905	In Argentina, <i>El Hogar Obrero</i> was the first member institution not European, incorporated in 1905 by the influence of	The Alliance was one of the few international organizations to survive both World War I and World War II. Overcoming all the political differences between its members	<i>El Hogar Obrero</i> was admitted on September 10, 1910 in Hamburg Assembly, led by Juan B. Justo. <i>El Hogar Obrero</i> founded with other

# transformative social innovation theory

	Juan Bautista Justo, intellectual and socialist activist Argentine.	was difficult, but the Alliance survived by staying committed to peace, democracy, and by remaining politically neutral.	cooperatives in 1932, the Argentinean Federation of Consumer Cooperatives.
1950	Cooperative Housing International, as ICA sector started in the early 1950's.	It was established "to promote the development of co-operative housing in all countries, and in particular developing countries, as an economic and social contribution to the problem of providing shelter." Their mission is to unite, represent and serve the international movement for co-operative and mutual self-help housing.	The International Co-operative Alliance to create Co-operative Housing International, a sector organization.
1990-2010	The Regional Office of the Americas was established in 1990 in San José, Costa Rica "	ICA-Global has 4 regional offices (decentralization Korea 2001), 1 <sup>o</sup> regional organization was Nueva Deli (Asia and Pacific).	The decentralization was an ICA initiative oriented to improve the contact between its members.
2012	Plan "cooperative decade" was adopted in October 2012 in Manchester. The duration of the Plan is 2010-2020.	The plan has 5 main axis: 1-Participation and governance 2- Social, economic and environmental sustainability 3- Equity 4- Legal Framework 5- Identity.	Was an initiative of ICA-Americas
2013	In 2013 the name of the regional office of America was changed to "Cooperative of the Americas" region of the ICA. It's the same with the other regional offices.	Main objectives decentralize decision-making; provide better administrative and operational services for members; cooperative defend interests in the region; strengthen links with other civil society organizations; and guide the regional financing to cooperatives.	Key Actors::ICA, the Administrative Council, the General Assembly and the regional organizations.

Source: Own elaboration

## 3.1.3- Social innovative dimensions of International Co-operative Alliance

The way to build the relationship problem-solution habitat by the State has been to present the creation of specific promotional instruments (financing, management and construction), executed through massive programs of housing construction..

Government intervention may be characterized as a "linear, isolated and generic" model for solve the housing deficit. Linear as implemented by the state with little or no interaction with other actors such as R & D institutes or users. Isolated intervention because the style of housing policies only promote housing construction in response to the problems linked to habitat, minimizing the urban dimension and / or social integration (Picabea and Fressoli, 2015). Finally, the style is generic since it faces the problem of providing housing implementing "turnkey" projects characterized by the massive deployment of uniform designs and materials, regardless of the local characteristics (Cravino, 2006; Fernández Wagner, 2007; Herrera *et alli*, 2010; Núñez, 2011).

Thus, centralized, linear and isolated intervention generates a series of additional problems, among which are:

# transformative social innovation theory

- *Construction of the territory exogenous solutions.* The model for building affordable housing consolidated centralized management, providing uniform products and processes for cities and beneficiaries (Rodulfo, 2007). In practice, this involves the imposition of designs, materials and construction methods that are not necessarily best suited to the territory and difficult to adapt to local conditions.
- *Consolidation of housing recipients as users or consumers (but not as active participants in the design or construction).* Pre-designed and centralized plans prevent the actual participation of local actors in the identification of needs and available solutions. The lack of user participation in the design of homes and neighborhoods, promotes a disjointed and non-cohesive urban development, with weak social networks, leading to lack of territorial referents legitimized by the community itself (Nunez, 2011).
- *Disconnection between housing and local infrastructure solutions.* While the public areas are covered in the design phase and construction of neighborhoods, there is not a budget and equipment planning for the necessary maintenance (Carrion Mena, 2008).
- *Housing programs create new spaces, distant and loosely connected with urban centers where used to live the relocated population.* Due to the major population concentration in urban area, the expansion of space to less dense areas is a valid and even inevitable process. The problem is that the dynamics of the new sites use to show: lack of control by the State; very few access roads to the districts; non-commercial, educational, health centers, recreational, religious, security, etc. spaces. This leads to a socio-political discontinuity of new developments coming into conflict with the right to the city (Nunez and Brieva, 2012).

Cooperatives are an alternative form of access to affordable housing. In particular, the CHI promotes, through its co-operative in each of the member countries, access to housing through a collective, participatory and democratic process. Where people (ie, end users) play a leading role in generating their own habitat.

“I say it's good to be cooperative because you cannot buy the land in one trip, and the house in one trip. In the cooperative we can go slowly paying ... it takes more time and effort but in the end we will have something good. A better way of life.” (cooperativist, Co-operative Housing *Juntando Manos*, Nicaragua)

The ICA and the CHI contain, as already noted, a patchwork of housing cooperatives. Therefore, the character of social innovation is higher or lower, depending on the type of cooperative in question, but always involves a noticeable difference with standard methods and processes of access to affordable housing.

In this sense, we can identify at least two distinct types of housing cooperatives that belong to the ICA: i) prior-savings cooperatives; and ii) mutual-aid cooperatives.

Prior-savings cooperatives are characterized by bind its members as members of a common area and are strengthened from joint accumulation. Social innovation of these cooperatives lies in the horizontality of the decision-making (between the actors involved) and social practices that develop once built housing. According to the characteristics of the project, users can have more or less weight in the design of the units, financing, etc, but always have a leading role in the design and regulation of public spaces.

A further innovative case is that mutual aid cooperatives, in which the users of housing, in addition to providing capital for construction, also collaborate with their own labor to build the houses. In this way, they acquire a special relationship with their housing, with the processes of design, with the constructive style, with quality control materials. In short, they constitute decision makers how they live in the world..

# transformative social innovation theory

In summary, we can conclude that the co-operative way to make housing (fostering from the international movement and the ICA and the CHI) is an alternative, social innovation, way to produce habitat.

## TSI dynamics of the transnational network(ing)

### 3.1.1 SI in relation with social context, societal framework, and institutions and structures

Throughout the twentieth century, the International Cooperative Alliance grew and consolidated, occupying different spaces within the social structure in Europe and the Americas, especially in immigration countries such as Canada, USA, Argentina, Brazil and Uruguay.

Historically, the welfare state model, developed after WWII expanded social security coverage to the working class. So, the cooperative movement slowed its growth in the mid-twentieth century. However, from the 1970s, the advance of neoliberal policies favored a revival of the cooperative movement worldwide.

In the 1980s and 1990s, the quest for economic progress often failed to recognize the potential of co-operatives. Instead they were often portrayed as models from a previous era that had 'served their time'. In 2002, the International Labour Conference adopted a new 'Recommendation' (Recommendation 193, on the Promotion of Cooperatives), an international policy guideline, which provides a framework for co-operatives for the 21st century.

- Raising public awareness on cooperatives through evidence based advocacy and sensitization to cooperative values and principles;
- Ensuring the competitiveness of cooperatives by developing tailored tools to cooperative stakeholders including management training, audit manuals and assistance programmes.
- Promoting the Inclusion of teaching of cooperative principles and practices at all levels of the national education and training systems; and,
- Providing advice on cooperative policy and cooperative law, including participatory policy and law making and the impact on cooperatives of taxation policies, labour law, accounting standards, and competition law among others.

This link between the international Co-operative Alliance and the International Labour Organization shows the social impact of the network and its capability to foster social innovation in different sectors

Now the extraordinary power of the simple idea of co-operatives – democratically owned and controlled enterprises, serving their members' needs, rooted in their communities – is again proving popular, as co-operatives demonstrate themselves to be 21st century businesses<sup>8</sup>.

About the core values of the cooperatives movement, ICA and CHIICA and CHI have developed a strong conceptual framework that promotes social innovation at different levels: alternative forms of social organization, management decision-making and access to housing for worker sectors and lower middle class; styles of innovation in housing construction methodologies and components, common spaces and use. The cooperative movement is essential both in Europe and in the world to identify social problems and build an alternative to the links that modern civil society (capitalism and representative democracy), especially from the practice of direct democracy, collective

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<sup>8</sup> See, <http://www.housinginternational.coop/2013/10/promoting-cooperatives-international-labour-organization-ilo-recommendation-193-promotion>

# transformative social innovation theory

ownership and socialized control, education, freedom of information and commitment to the community.

In recent decades, the movement has gained momentum. In particular, it has leveraged critical events in social, economic and environmental level. A case in which to appreciate the potential and scope of the movement was the prominence it reached following the earthquake in Haiti. On that occasion, the International Co-operative Alliance launched a call for projects worldwide to help those affected by the quake. The call raised a large sum of money to finance a project. The Cooperative of the Americas understood the importance of his presence in the territory and with the support of We Effect (ex-Central Cooperative Swedish) and FUCVAM (Uruguayan Federation of Co-operatives Housing of Mutual Aid), presented a project to build housing for mutual aid from the creation of housing cooperatives.

Finally the project was approved, along with US aid organizations, which also submitted a proposal. The project was successful and although it was a pilot project, it was intended as an alternative design and construction of houses which articulated the need for houses with training (as a requirement of mutual aid), local development, and the associative and social cooperation. For ICA-Americas the project provided visibility, and he brought the movement to new actors willing to incorporate the principles of cooperation in the housing sector.

## 3.1.2 SI in relation whit dominant discourses and external actors

According to the different moments in world history, narrative and cooperative actions have been closer or more distant from the dominant narratives. Faced with global participatory and democratic processes, the cooperative has had greater institutional agency, influencing public policies that consolidated their transformative practices. In the most concentrated and authoritarian processes, cooperative narratives resisted the dominant narratives reaffirming the more established institutions, structures and networks at national and international level. At that level, the action of the ICA was essential to safeguard the transformative values and principles of the movement.

According to Manuel Mariño, Director of the Cooperative of the Americas, “the cooperative sector should expand their influence to other actors of civil society and participate in experiences of collaboration between multiple stakeholders who share the same interests and values, to increase its impact on the economic development”. This can be evidenced by the multitude of popular leaders and policy makers participating in the annual convention of cooperativism. In Latin America in the last decade, many leaders (presidents, governors and mayors) have given speeches opening and closing of the events organized by the ICA-Americas..

“Cooperatives need to establish a fluid and consistent political dialogue with decision makers. Cooperatives may reach its full potential only if an enabling environment is established. Therefore, a political dialogue with the public authorities is necessary to ensure a level playing field between cooperatives and other forms of enterprises”(Declaración Cooperativa de Cartagena 2014)

In recent decades, the cohousing movement has found that social transformation narrative claiming centuries-old values of cooperation as promoting the voice of minorities, user communities, anti-corporate struggle, collective ownership or direct democracy. In turn, the co-housing movement has aligned itself with new transformative narratives of "end of the century" as ecological sustainability, proper use of natural resources, using renewable energies, freedom and decentralization of information, among others. Either way, the cooperative movement has strengthened its transformative narratives, expanding its membership and its transforming agency.

The co-housing movement is opposed to individual private property and proposes the social control of corporations and the state apparatus. Promoting the generation, dissemination and social appropriation of the benefits of innovation. This was one of the main impact of the ICA in terms of TSI..

# transformative social innovation theory

There is no global organization that openly question the principles of cooperation. However, mutual proposals, cooperation and solidarity of the movement found in corporate and centralizing practices the main opponents to its narrative. Thus, frequently, generally associated with economic crises, cooperatives, individually are faced with the trend of the capitalist economic concentration and are often dismembered, absorbed or replaced by traditional companies, as in the case of *El Hogar Obrero* in 1980s in Argentina..

The neoliberal postulates on free enterprise and free trade, centrality of capital, the promotion of competition, the promotion of individualistic and private profit maximizers values are the main narratives opposed to the principles and narratives of the ICA; and also they are the main target of the transformative action.

### 3.1.3 SI in relation with intended/unintended impacts on transformative change

The International Cooperative Housing is a plural and open organization. However, throughout its history it has presented difficulties to incorporate new members. According to the promoters themselves, the main obstacle to joining ICA is the cost of the membership of the institution. The burden is quite onerous for small and medium cooperatives, so that over the years the growth was not great. However, in recent years the policy of ICA began to change.

“ICA then began to wonder if she wanted to be an elite organization or a global organization representing cooperative movement. In 2009 then the membership system was changed making the cost more affordable especially for medium-sized cooperatives. From 2017 it is considering a new formula that includes a little small cooperatives”. (Manuel Mariño, Director of ICA-Americas)

# transformative social innovation theory

## Agency in (T)SI

### 3.3.1- Visions, strategies and theory of change of ICA

In 2014, the ICA-Americas held their Summit III. This time, the regional institution prepared a document "Declaración Cooperativa de Cartagena 2014", in which four axes for the development of intervention strategies were specified. In the interviews and meetings and in the publications review it was possible to identify how the visions and narratives of the movement turn into strategies of change. These are challenges of the cooperative movement in general and in particular for co-housing.:

**1. Integration and social cohesion:** In Latin America are more than 250 million people linked to the cooperative sector, according to the actors themselves, they have failed to draw attention to the social and economic impact of cooperatives.

#### Strategies deployed:

- *Strengthen inclusive democratic structures, promoting associative practice and business management. Be the model that promotes the revival of local economies over globalizing, neoliberal and exclusionary practices of the most deprived population.*
- *Prioritize joint economic cooperation and solidarity, promoting economic cycles in the industry, incorporating the use of new technologies.*
- *Promote research projects that will allow us to deepen and disseminate knowledge to the whole society.*
- *Encourage projects that more developed cooperatives support the creation of new solidarity organizations, especially women's and youth made up.*
- *Develop an advocacy strategy for the promotion of public policies at all levels, local, regional, national, and continental.*
- *Strengthen democracy throughout the cooperative structure by horizontal participation and social inclusion.*

**2. Innovation for the transformation of society:** With innovation for social transformation, ICA aims to analyze and display the new cooperative models that have emerged in response to the changing context, and will require new strategies for research, innovation and new forms of collaboration.

#### Strategies deployed:

- *Design management programs that mainstreamed gender equity and youth, promoting employment, family reconciliation and community relations.*
- *Promote cooperative management efficiency in promoting the development of human talent.*
- *Incorporate appropriate information and communication to optimize the management and encourage participation technologies.*
- *Promote environmental policies that promote good living.*

**3. Growth, internationalization and identity:** It is a challenge to maximize the competitive advantage of the cooperation and increase the impact and reach of cooperatives to regional and global level without affecting the cooperative identity. Are essential economic and social models that allow greater redistribution of wealth and the relationship between humans and nature. Therefore, the best indicator of effectiveness of economic policy is the reduction of poverty that goes beyond the growth indicator. From this perspective, the cooperative system must be an effective instrument for inclusive development and a powerful platform for social transformation.

# transformative social innovation theory

## Strategies deployed:

- *Boost growth strategies through the addition of new partners, especially the inclusion of women and youth.*
- *Strengthening political and productive integration within the sector to the defense and development of associative interests.*
- *Promote systematic census and statistics cooperatives to obtain information to support advocacy processes.*
- *Interlacing regional value chains in the sector, to strengthen cooperative production model against globalization.*
- *Achieve inter-cooperation between cooperatives in the same country and also with other stakeholders such as trade unions, professional organizations, SMEs, among others.*
- *Boost from cooperative behavior aimed at promoting sustainable development in social, environmental and economic fields.*

**4. New and prospective cooperative society:** The cooperative provides a social and economic model that builds a better world, because it puts the person at the center, shared wealth, promotes more democratic and participatory societies and is committed to the environment and communities. For this reason, the cooperative movement has to take a leading role in promoting new paradigms in society, and become an actor of social change.

## Strategies deployed:

- *Influence politically in the legal systems to prevent cooperatives replicate practices of speculative financial capital.*
- *Promote Good Governance policies and implement cooperative tools evaluation.*
- *Promote the construction of a new society based on cooperation, which requires consistency of our thinking and actions, as well as the necessary strategic alliances with various sectors that affect society.*
- *Develop models of communication to all cooperative levels, networks, committees and own wide-ranging, based on integration as an alternative to the current mainstream media.*
- *Promote advocacy processes by cooperative communication companies for the formulation of public policies and legislation that support the development of the cooperative movement*

Finally, Co-operative Housing International (CHI) has a key role as a reference for the whole housing co-operative movement. CHI shows:

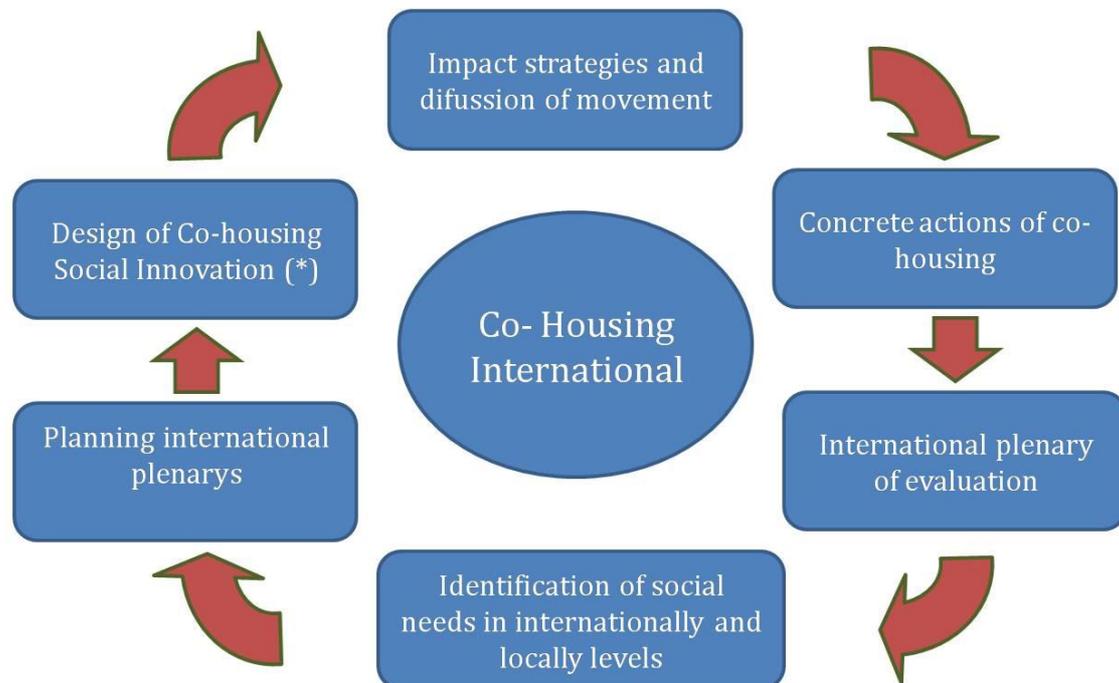
- 1- *A sustained role for Co-operative Housing International as a centre of knowledge and information sharing on best practices for housing co-ops in governance, management and sustainable development;*
- 2- *A capacity to assist our members when required and advisable in their dealings with public authorities;*
- 3- *The strategic themes of the Blueprint supported and promoted within Co-operative Housing International;*
- 4- *Raised awareness of ICA and Co-operative Housing International within member countries<sup>9</sup>.*

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<sup>9</sup> See, *Co-operative Housing International Activity and Governance Plans, Blueprint Mapping and Budgets Revised December 2013.*

# transformative social innovation theory

**Figure 4: Social Innovation dynamics process, underlying Co-Housing International Network actions regarding social innovation: detection of social problems, reflection, planning transformative actions, concrete action, evaluation and new detection of social problems.**



(\*) Social Innovations to change society of co-housing movement: co-operative management, knowledge generation, formalization and socialization of learning and democratic participation.

Source: Own elaboration

## 3.3.2- Agency and empowerment /disempowerment

For leaders of the Alliance, one of the most important features of the cooperative movement at the international level is the social empowerment of the cooperative. The co-housing model proposes alternative forms of life through self-management and associativism; collective ownership and direct democracy.

“In my view the most remarkable element of the model of co-housing is: People having in their own hands the destiny of the community, it makes the further development of the people themselves. Because we cannot speak effectively for participation if the political leadership is not in the hands of the same stakeholders”(Gustavo Gonzales, Coordinator of the Regional Program of Housing and Habitat for Latin America).

The main axes of the agency of cohousing movement is the self-built collective housing and social practices that this lifestyle entails. Houses can be owned by associated owners, but also houses can be used in terms of co-ownership or usufruct, which means a big difference with the acquisition and use of standard housing. That is, an associate who planned to live in a cooperative will interact very differently with his home that whoever acquires a house on the market.

In this sense, the practices of the International Cooperative Housing empower its members through building a global organization, with visions, goals and objectives framed in cooperative values. To the extent that members of the network participate in the activities and the movement grows, they

# transformative social innovation theory

are empowered sense of agency and build their own values, goals and practices. In recent years, the Co-operative Housing International has developed, supported by its members, five cornerstones of transforming intervention

**Participation:** the transnational network of housing co-ops recognize participation as member engagement in the democratic and community life of the co-op. They embrace democratic involvement at the governance and membership levels. They encourage the sharing of the good governance principles. They support and encourage models of participatory governance and member service. Housing co-ops foster a welcoming, inclusive co-operative culture that creates strong, diverse co-operative communities.

**Sustainability:** housing co-operatives place a priority on longterm economic success over short-term, unsustainable financial benefit through comprehensive asset management and long-term financial planning. In this way, housing co-ops contribute to the sustained social well-being of the citizens whose housing needs are met through co-operation. The Co-operative Housing International aim for a superior level of environmental sustainability as they add energy savings measures and green technologies to their assets.

**Identity:** what sets housing co-ops apart from other forms of housing is a unique co-operative identity, as defined by the core values of co-operation and the international co-op principles. Identity is fundamental to housing co-op members as they live, work and interact daily within a co-operative community. Housing co-ops actively communicate their co-op identity, both internally among members and within the broader community. They apply co-operative values to their role as good co-operative corporate citizens.

**Legal Frameworks:** the success of co-operative housing enterprises depends on enabling legal and regulatory frameworks. The Co-operative Housing International promoted the legislation creation for their founding, development, continuity and corporate good-standing, legal standards for governance structures, the rights and responsibilities of members, and all other legal frameworks governing the co-op's finances, property and membership. National co-op housing organizations look to their international network to help them safeguard enabling legal frameworks and to seek their enhancement where necessary, through representation to government and policy advocacy.

**Financial Capital:** co-housing network experiences are capital-intensive forms of enterprise. They need access to financial capital so they can invest in the sustainable development, regeneration and expansion of their co-operative housing assets. Housing co-ops accumulate financial capital through member contributions and the financing and refinancing of their property. Where possible housing co-operatives meet their financing and banking needs through partnerships with the financial co-operatives and by accessing co-operative lending arrangements, in the spirit of co-operation among co-operatives.

On the other hand, there are numerous experiences of political construction of the cooperative values. The ICA-Americas, for example, was a key institution for passing to National States, the concerns of its local members when it was necessary..

A case in point is that we have written to several presidents and ministers of the member countries. For example, Eduardo Duhalde in Argentina in 2002, not to adopt a series of measures recommended by the IMF, which would harm the cooperative movement. Our advocacy in government are always at the request of the national cooperative movement. There is a unique cooperative law. In the case of Colombia we wrote to President Santos for a cooperative interventions in the country. In Peru the former president will write about the tax ITAN, completed eliminated. And the same in Paraguay and Puerto Rico, in general cases have been relatively successful, mainly

# transformative social innovation theory

thanks to the mobilization of the national cooperative sector (Manuel Mariño, Director Regional de Cooperativa de las Américas).

On the other hand, ICA-Americas, developed a Incidence Manual in Public Policy (*Manual de Incidencia en Políticas Públicas*), whose main objective is to identify social problems, definition, development of proposals for the design of strategies, implementing interventions and evaluating the process. The document clearly states how to identify power relations and "friendly" actors and players "non-friendly" in relation with co-housing.

Power analysis is a tool for identifying the power relations established with organizations, institutions, media, businesses, people with whom we act and whom we call actors. These actors will be classified as allied people, opponents, undecided, our subject of change (or those who will target the proposal) and the persons or organizers sectors that are responsible for implementing the strategies for the growth of our organization. Allied sectors or people: it is considered an ally or partner the actor or actors that can support the specific proposal that the organization intends to achieve. They are the people and institutions that support efforts to bring about change, as will also benefit; they can be persuaded (as) easy to back the efforts of the incidence due to shared interests or values (*Manual de Incidencia en Políticas Públicas*, ICA-Americas, 2007)

## 3.3.3- Governance, monitoring and evaluation, resources and social learning

### Internal and external Governance, Resourcing and monitoring, Evaluation

Like any cooperative organization, the Alliance is governed from different levels of assemblies in which the interests of its members are represented. The same is established for their sectors. Specifically, the internal governance of the Co-operative Housing International is constituted by a board consists of a President, a Vice President, a Treasurer and six other members elected at duly constituted Plenary meetings from among the voting delegates appointed by the member organizations<sup>10</sup>. Board members will normally serve for four years, beginning at the close of the Plenary meeting at which they are elected and ending at the close of the Plenary meeting four years later. The Board has responsibility for making many of the key decisions of Co-operative Housing International. In 2014, the CHI promoted the Co-operative Housing International Good Governance Charter, and Good Governance Test and its supporting software; demonstrated the tools more broadly within ICA.

Today, the current Board members are Nicholas Gazzard (Co-operative Housing Federation of Canada, President), Guido Schwarzendahl (GdW, Germany, Interim Vice-President), Anders Lago (HSB Riksförbundet, Treasurer) and vocals Errum Sharif Bhajji (KCHSU, Pakistan), Mehmet Aksoy (TURKKENT, Turkey), Herbert Ludl (GDB, Austria), Luciano Caffini (Legacoop Abitanti, Italy) and Thor Eek (NBBL, Norway). In November 2015 re-elect the board members

At its last annual meeting, the board reported the following activities for the year:

- *Hold two face-to-face meetings of the board of directors.*
- *Hold up to two online board of directors meetings.*
- *Report to the board meetings on progress against the workplan.*
- *Hold on-line meetings of the executive committee at least quarterly.*
- *Report on ICA Housing activities to members through the e-bulletins.*
- *Encourage broad-based member engagement in ICA Housing activities.*
- *Develop a financial strategy to secure the future of ICA Housing.*
- *Participate actively in the Sectoral Organizations Liaison Group.*

<sup>10</sup> See, <http://www.housinginternational.coop/about-us>.

# transformative social innovation theory

- *Ensure adequate staffing to support sound, informed governance.*

The International Cooperative Alliance promotes a logic of cooperation, self-management and collaboration among its members, including prioritizing dynamics that tend to horizontal discussion of the generation of new capabilities. In relation to the management and organization of Latin American housing cooperatives, members of the movement say:

“Direct control of the partners in the production and distribution of the assets of the cooperative are a real exercise in defense of collective heritage, unlike capitalist enterprises, cooperatives have a real planning which is thought in terms of generating quality before profit” (Alicia Cambra, Executive Secretary of Uruguayan Co-operative Centre.).

In many housing cooperatives and building systems design focusing on the participation of cooperatives that are responsible for the direction and execution of the works..

In another level, the CHI established formal ties with housing institutions in countries with member associations. The CHI develops, like the ICA, strategies for influencing public policy and analyzes the different legal frameworks to assist its members in the best management practices and housing construction for each country. In this sense, in 2014 CHI organized one conference to explore the enabling legal frameworks for housing co-operatives in different countries.

The principal resources of Co-operative Housing International are: International Co-operative Alliance Sectoral Income (85%), Supplementary member contributions (15%) and Conference fees (0%) in a 2014 budget<sup>11</sup>.

The Co-operative Housing International has explicitly, different activities and strategies for to monitor and to evaluate his actions and to collect the voices of their international members.

- Monitor movement's achievements in providing secure, affordable housing in different regions of the world;
- Building-up a database of information on mutual-help and co- operative housing models and systems throughout the world;
- Develop a strategy for disseminating information about the movement and facilitating dialogue within it;
- Take steps to make membership in Co-operative Housing International accessible and attractive;
- Identify best practices in the members' international development programmes and promote their wider adoption;
- Seek opportunities for joint international development programming;
- Organize one or more thematic seminars or conferences for members each year;
- Seek appropriate support for co- operative housing development from the European Union;
- Co-operate with other regional and international bodies whose mandate is to promote sustainable human settlements;
- Test members' satisfaction regularly and change our working methods as needed to earn our members' continuing loyalty;
- Ask members to meet their financial commitments to Co-operative Housing International.

These mechanisms of evaluation and monitoring allows to the Co-operative Housing International define: how the different constituent bodies interact, the powers they have and the rules that exist

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<sup>11</sup>See, *Co-operative Housing International Activity and Governance Plans, Blueprint Mapping and Budgets*.

# transformative social innovation theory

to govern them. This ensures, at least in the cooperative institutional narrative, democratic governance and representation of interests.

The organs of representation and government intended greater empowerment of the cooperative movement in society and the cooperative housing sector. The increase membership of the CHI and construction of housing cooperatives worldwide, and its influence on public policy confirms the power of the movement, while the meetings guarantee the representation and empowerment of members.

In terms of social learning, two features are important to understand the working of the CHI and the co-housing movement.

## ***Participatory Design***

For the cohousing movement, the design is participatory, learning is collaborative and knowledge is social. The narratives are explicit objectives of social transformation. Therefore, beyond its history of more than a century, cooperative practices in the field of housing are initiatives of social transformation and empowerment of its members.

The Co-operative Housing International encourages housing cooperatives to generate designing and building systems for the individual units and common areas, focusing on the active participation of cooperatives in the management and execution of the works.

“Through various committees, cooperatives are responsible for the ongoing monitoring of financing, cost planning, accounting, social assistance and construction management team” (Gustavo Gonzales, Regional Coordinator of Housing and Habitat Program for Latin America) .

## ***Collaborative Learning***

In the cooperative logic underlies an opposite principle of competition. The same rationale that directs toward the inside of the cooperative production units can be deployed (and in practice this applies to associated cooperatives or associations) between cooperatives. Cooperative enterprises can (and tend specifically) interact more with each other and share more knowledge than standard capitalist enterprises. Well then, if the root of innovation is shared knowledge, labor unions can be local innovation actors who create greater transformative potential than traditional styles (linear, isolated and generic)

The Co-operative Housing International actively promotes and develops the generation of processes of production, systematization and sharing of new knowledge. Following the principles of cooperation, this knowledge is conceived and fostered with / for an active participation of cooperatives.

### **3.3.4- Changes in social relations and new ways of making social habitat**

As shown in other sections, the Cooperative Housing International builds visions of democratic change, social practices and promotes inclusive socially appropriated knowledge generated. The normal logic of a network of cooperative housing is also of institutionally empowered and empowering its members, sharing experiences, learning, management and use of technologies. In terms of innovation and transformative potential: socializing skills, methods of management, social impact experiences, technologies and building styles, strategies for social transformation. Housing cooperatives do this because its organizational constitution promotes rationality, narratives and actions which cooperate is the normal way of being a cooperative..

Therefore it can be understood that the Cooperative Housing International is a socially innovative experience. Since its founding principles and objectives, its activities in the creation, design and management of inclusive technologies, involves an alternative proposal to the traditional processes. Their forms of internal government express a direct democratic vision and motivation, because

# transformative social innovation theory

although meetings are composed by representatives, unlike the democratic system, if they do not meet the direct mandate from their constituents can be quickly removed. The same applies to the ongoing dialogue with other civil, private and public institutions to promote the incidence of movement, compared with those who represent, without distinguishing party flags, the interests of its members. In turn, the characteristics of its resource allows ICA and CHI to enjoy full independence from concentrated sectors and / or short-term government.

## Summary, synthesis, conclusion

### *Main aspect of innovation*

The main innovative aspect of the ICA and CHI networks is its ability to articulate, coordinate, organize and promote the cooperative movement worldwide. With an international committee and four regional offices, the International Co-operative Alliance brings together the visions, interests and activities in over 100 countries and millions of cooperatives.

Its most important task is to ensure the free government and promote the development of different sectors, among which is the International Co-operative Housing. CHI is responsible for promoting co-housing sector worldwide, promoting social innovation in the field of habitat.

### *Dynamics of transformation*

For its activity, CHI develops a set of transformative dynamics among which include:

- 1- Promote and make visible the values of cooperation in the field of habitat and housing internationally;
- 2- To coordinate the different national programs and create conditions for exchange and cooperation between countries;
- 3- Generate reflections and analysis about the practices of co-housing in the world;
- 4- Promote design, systematization and socialization of knowledge and learnings between cooperatives and especially between countries;

Thus, the principal CHI dynamics is an intensive process of identification, articulation, visibility and reflection about the practices of co-housing in a world in order to confront the mainstream ways of production of habitat: the market provision (for middle and high classes) and the Estate provision (for poor-population). In this sense, the TSI dynamics lies in the empowerment of communities in terms of actual decision-making spaces related to where, when and how people want to live.

### *Agency and empowerment*

#### Agency and empowerment

CHI does not exercise the agency directly, but through the member countries of the organization. Thus, the greater or lesser capacity to achieve the goals set at the international level depend largely on the ability of local agency of the national members. However, over the years, the different regional offices were evolved in creating mechanisms to influence public policy at the local level, with significant results. Currently, the incidence is a central axis of the cooperative movement.

# **transformative social innovation theory**

Finally, for more than 100 years, the cooperative movement globally fought for the empowerment of the working class through the assertion of their rights and promoting the association and cooperation as organization strategy. Today, this is still one of the main goals of ICA and CHI.

## 4 Local Initiative #1: The Co-operative “El Hogar Obrero” (The Worker’s Home)

By Facundo Picabea and Agustín Bidinost



Source: <http://www.eho.org.ar/>. *El Hogar Obrero, Paso del Rey Argentina*. Four full modules of co-housing and one under construction.

### 4.1 Emergence of Social innovation (SI) and SI-initiative: El Hogar Obrero

#### 4.1.1 Aims, goals and organization of International Co-operative Alliance

The cooperative El Hogar Obrero (EHO) is much more than the creation of an alternative production mechanism of housing and habitat, aimed at inclusion of vulnerable sectors of society. The agency as TSI goes far beyond the sector and is linked to its transformative narrative for over 100 years.

From the beginning, the cooperative aimed to improve the housing conditions of the working classes in 1907 (Ballent, 1989). For managers of EHO, narrative and cooperative actions were (and are) clearly transformers of society, based on innovation and mutual aid:

The cooperative was founded as a cooperative housing. See the conditions in which they lived, the *conventillos*, the plague, as indicated Juan B. Justo, the wound *conventillo*, overcrowding, lack of basic health, comfort, common latrine, a sink for washing, the exploitation of the value of those rents, management had some violent that existed in the *conventillos*. Everything was functional to a state of things in this

# transformative social innovation theory

message come to pose a transcending way, not only in the oral approach it but in fact was in the way. This could be done by convening these sectors that with hard work, saving pennies, they could turn those possibilities into concrete actions (Daniel García, Representant of Hogar Obrero).

To achieve this goal of social transformation, a framework strategy was created, that linked the habitat construction, provision of credit and the expansion of consumption of these groups. As a cooperative, the main objective of EHO was from its inception, and still is, to promote alternative forms of partnership and social cooperation for access to housing for the working class. From there, the objectives were identified in terms of concrete actions: 1. To provide money for building; 2- To Buy lands to build on them and sell them to partners or building for rent; 3- to lend to partners (Repetto, 1935).

## 4.1.2 History and development of *El Hogar Obrero*

EHO is a centennial organization, so its pathway has been divided into five phases due to analytical clarification:

- a) Origin: 1905-1913
- b) Take-off: 1914-1955
- c) Consolidation and scaling up: 1955-1989
- d) Crisis and backward: 1989-2005
- e) Revival: 2005-present

### **Origen (1905-1913)**

The main actor in the founding of EHO was the intellectual Juan B. Justo. His most important actions were the foundation of the Argentine Socialist Party, the newspaper "La Vanguardia" and the cooperative. These three initiatives constitute a set of actions aimed at implementing a new form of social life for workers and vulnerable groups, based on cooperative and collective action.

Based on a call issued in 1905, the founding assembly of the credit and housing "El Hogar Obrero" was held. (Repetto, 1935). The housing situation of the working class was characterized by a set of prototypical four square meter rooms, poorly ventilated and sunny, where families slept, ate and cooked in rainy days. Families living in *conventillos* lacked kitchen, latrine or suite: "It was not cheaper to live in the *conventillos*, renting a piece consumed much of the income of families" (Dunowicz, 2013).

The few government responses only limited to get better the quality of life in the *conventillos*; for example the mayor of the City, Torcuato de Alvear, proposed a draft motion to make improvements in the roofs. So, EHO emerged as a solution to deal with the problem of the working class and the poor housing situation.

EHO was established on the basis of a "Building Society" US housing construction for shares, but mixed, as partners not build and have the edifying society savings accounts, which receive dividends in cash for the shareholding: *The independence of the cooperative, according to the principles of the Rochdale Pioneers, was to incorporate broader social sectors that transcend the boundaries of the Socialist Party* (Ballent, 1989).

According Anahí Ballent, architect and specialist in urban issues in the initial trajectory of EHO, cooperative operation occurs for two reasons: *1. the situation of tenants of Buenos Aires move people to the anarchist movement. These mobilizations occurred due to the appalling living conditions of the tenements, where entire families live in one room and create conditions favoring disease due to*

# transformative social innovation theory

*overcrowding, 2- creating a narrative from the model of "building society" (Ballent Anahí, Architect, PhD in Social Science).*

Thus, the initial strategy of the EHO was the association of workers in order to compete with private capitalist firms (firms which obtained profits from the monopoly of the use of urban land). For this it was necessary to consolidate a network of actors to build the cooperative viability. The EHO, such as housing and loan cooperative, enlisted actors from a model focused on the consumer strategy. The partner approached to the EHO, as a future user of a salary-good (the house), which was provided by housing cooperatives, financing by credit and oriented to enhance the consumption.

During this first phase the number of homes built in Ramos Mejia (on the outskirts of Buenos Aires) amounted to 21 homes, and the first collective building in Buenos Aires ("Juan B. Justo" building) consisted of 47 homes.

## **Take-off (1914-1955)**

During the takeoff, the EHO conducted a series of actions in order to build a cooperative network: it made the first Congress of Argentine Cooperatives (1919), in which it proclaimed for a common purchases, and the need to organize and group the cooperatives in a federal agency; in 1923 EHO was the first non-European cooperative entity affiliated with the ICA; and in 1932 when established the Argentine Federation of Consumer Cooperatives this membership was transferred.

The WWI reduced the influx of money and caused that members of the cooperative withdraw money they had deposited in the cooperative in a massive way; causing similar to a bank run phenomenon. In turn, the crisis led to the abandon of many houses and declining rents by 10%. The type of solution adopted by the EHO was opening of a book in which requests for withdrawal was taken, to be served in quotas. While waiting for the turn, the applicants were entitled to withdraw monthly consumer goods small sums. After the war, the cooperative sought to rearrange its cooptation of financial resources. To do it, in 1923 the cooperative developed a "Saving Bank".

Saving bank paid interest of 4% for deposits at least 60 days and were capitalized interest every six months on the account of each partner. Same for bonus and titles, and should be expected several days for authorize the withdrawals. The amounts deposited in the "Savings Bank", 50% were invested in guaranteed income securities (bonds, domestic credit), the remaining 50% is directed to refund withdrawals of capital or new loans for construction.

Thus ends to shape the model designed by Juan B. Justo, the cooperative managed to maintain activities in the areas of housing construction, consumer goods and financial services.

## **Consolidation and scaling up (1955-89)**

In the late 1950s and early 1960s, EHO faced problems resulting from social, political and economic context: inflation liquefied savings cooperative and the institution could not reasonably compensate the partners to divert their income on consumption and not savings.

The strategy to overcome this situation is divided, according Dellepiane (2013) in the antinomy "grow" or "vegetate". In this context EHO began a merger of consumer cooperatives which prevented judicial liquidation and bankruptcy; while the prestige of the cooperative system was saved. A new innovation occurs in the cooperative in October 1976, when the "Mutual Association Workers Home" was created. Its objectives were: a) mutual assistance among its members, b) provide financial services, c) grant subsidies for social function, d) make loans to its members, e) provide housing for its members.

The savings (deposited in the Mutual Association) were guaranteed by the assets of the EHO. While cooperatives could not operate raising funds from savings banks, the prohibition does not apply to mutual associations. This differentiation occurred because many mutual funds were created and

# transformative social innovation theory

managed by members of the armed forces; who had taken over the government after the coup of March 1976.

Increased funding allowed EHO to add new services, including health care, sports and recreation centers, among others.

Thus, EHO could build throughout his life more than 150 buildings with 46,000 housing units, in which over 240,000 people were housed (Dunowicz and Boselli, 2011). By the end of 1990, EHO had 1.9 million members, 220,000 depositors, invoiced goods and services for \$500 million and had granted 35,000 mortgages. The Supercoop (cooperative markets for popular consumption) totaled 300 branches and 13,500 employees.

Despite the country's economic crisis of the end of '70, caused by the failure of an economic plan, EHO continued its activities. In this context, political, economic and social cooperative opened new branches and beginning the construction of other shopping centers: Abasto and Spinetto. The first was opened in 1988 and the second building had to be sold to another company.

In the area of housing production EHO had signed an agreement with the government to build 5,000 homes and continued to expand its production cooperatives, among which stand the cold, the poultry, the bread and pork production. At the same time new services such as health savings afforded coverage and financial services expanded. At this stage the EHO cooperative became the sixth service company of the country and the most important national company with 300 stores in the country and a capital of 650 million dollars (Dunowicz And Villaveirán, 2013).

## **Financial crisis and contraction of the cooperative**

In December 1989, the Argentinean government had a new financial crisis that threatened to end the system under a hyperinflationary spiral which would reach 4823% annual inflation. The strategy implemented by the government on January 1990 was the appropriation of private savings by issuing 10 years government bonds as compensation. It is estimated that appropriation reached 60% of the monetary base of the Argentinean economy (Rodriguez and Capece, 2001). While government bond funds seized 200,000 people saved in mutual cooperative. Because of its status, the cooperative found cash required to ensure the return of those savings to its members. The cooperative had placed their physical assets as collateral deposits in mutual partners.

To settle its obligations, the cooperative sold their markets, collective housing and large construction projects in Buenos Aires. The great expansion that had lived in the previous phase, generated financial obligations in this new phase. These obligations were so big that became a death trap for the cooperative. By the end of 1991, the cooperative and all its branches go for bankruptcy. This situation extends until May 26, 2005, when control of the cooperative was able to return to their partners. During those 15 years the cooperative was dismembered, its assets sold and no new housing projects were made.

## **Recovery and repositioning**

Since 2005, with the recovery of EHO, its partners began a phase of return to cooperative housing. This meant reactivate the initial activities of the cooperative identity as the construction of housing for lower-middle population, providing lending to its members. It was established as a mission "Cooperate, create cooperation and form cooperative working on meeting human needs and desires, contributing to access decent housing, social credit and consumption organized by and for society. Currently, the cooperative has over 4,000 members.

# transformative social innovation theory

**Figure 5: Cooperative Neighborhood- “El Hogar Obrero” – Paso del Rey, Moreno City, Buenos Aires Province.**



Source: <http://www.eho.org.ar/>

**Figure 6: Cooperative Building N° 107 “Antonio José Cartañá**



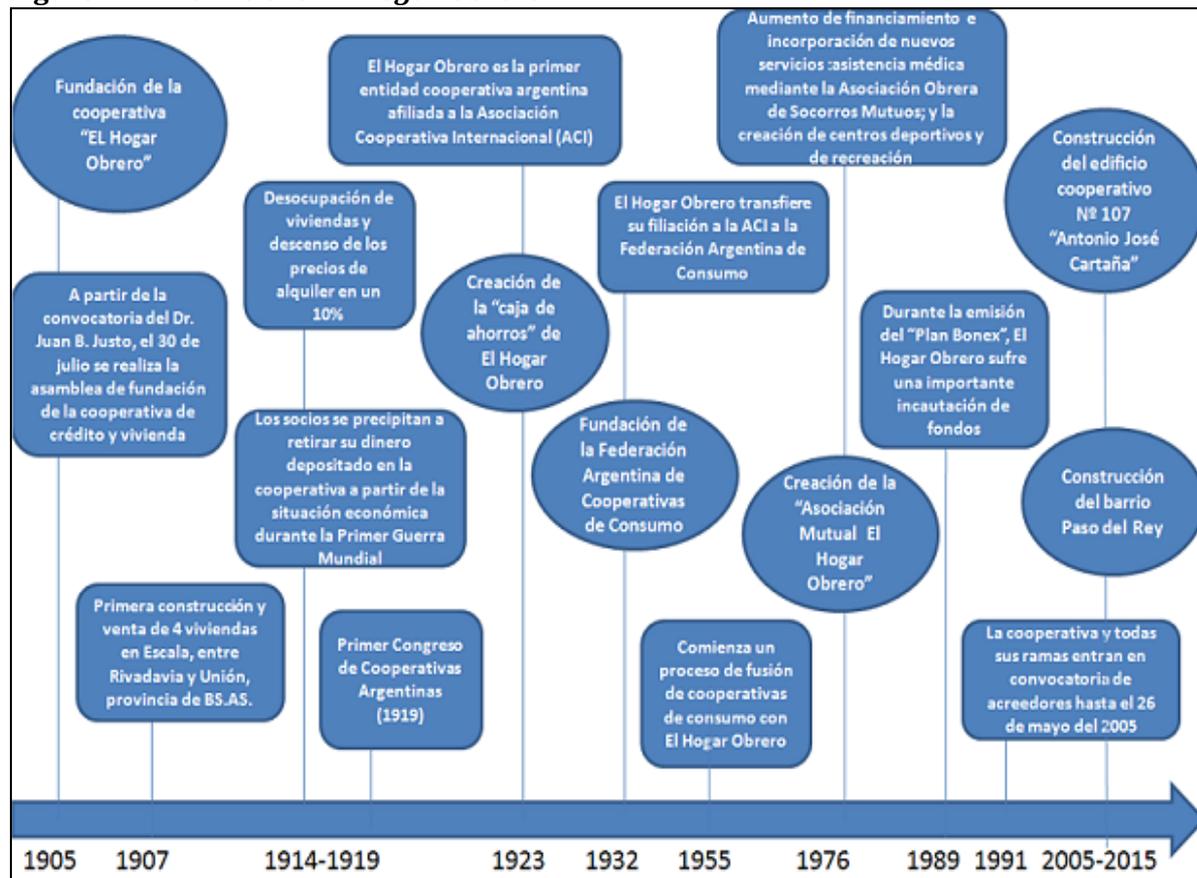
Source: <http://www.eho.org.ar/>

The construction of housing projects carried out by EHO currently kept its historic features that favor ventilation and sunlight. The design considers the common meeting spaces as quinchos (babicure) of the housing complex "Paso del Rey", building roofs "Antonio Jose Cartañá" or multipurpose rooms of both buildings are very important.

Today, EHO considers a group of users that their income is not enough to qualify for loans from banks, but not so low as to be assisted by the planned construction of housing at state expense: "It is not easy for people to adapt to the use of common spaces ... because people come to individualism formed with the idea that this is mine, do not touch me, the dog got into my garden, these things are nonsense. They are, unfortunately, part of an individualistic structure that we are against and try not to ban things, but generate agreements to make the rules" (Rubén Zeida, President of EHO).

# transformative social innovation theory

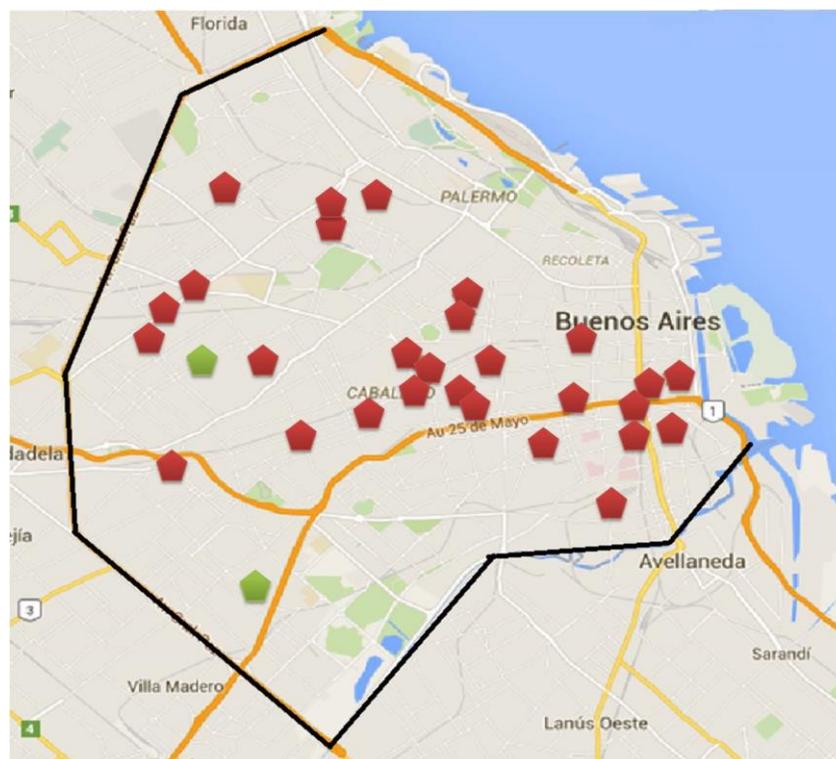
Figure 7: Timeline of SI *El Hogar Obrero*



Source: Own elaboration

# transformative social innovation theory

Figure 8: Spatial map of SI – initiatives deployed by *El Hogar Obrero* in Buenos Aires City



Source: <http://www.eho.org.ar/>

Table 3

Year period	Important activities/changes/milestones in El Hogar Obrero Worker's Home	Importance in the development of El Hogar Obrero	Who
1905	The July 30, 1905 was performed the founding assembly of the cooperative credit and housing "El Hogar Obrero"	Among the main actions of Dr. Juan B. Justo is the foundation of the Argentine Socialist Party, the newspaper "La Vanguardia" and the cooperative "Home Worker". These three initiatives form a block constructed a narrative of change and social innovation for workers and vulnerable groups, based on cooperative and collective action.	The cooperative was created at the initiative of Juan Bautista Justo, Nicholas Repetto and seventeen other founders linked to socialism
1907	In late 1907, EHO bought a plot of 901 square meters in Buenos Aires.	In 1907, after the first mortgage loan was granted, was builded the first four houses: 3 of 3 room units, and 1 unit of 4 rooms	El Hogar Obrerocooperative
1914 1919	The WWI made damage the Argentinean economy and the activities of EHO. However, It was possible created a cooperative network to organize of the first Congress of Argentine Cooperatives, emerged in 1919.	From the war, money income fell and caused the partners to rush en masse to withdraw money they had deposited in the cooperative, causing something similar to a bank run phenomenon. In turn, the crisis led to the evacuation of homes and declining rents by 10%. The organization of the first Congress of Argentine Cooperatives in 1919, proclaimed the need to make joint purchases and grouping cooperatives in a federal agency.	EHO and First Congress of Argentine Cooperatives

# transformative social innovation theory

1923	In 1923, the Working Home was the first cooperative Argentina affiliate of the International Cooperative Alliance (ICA). After the war, the cooperative developed a "Savings Bank".	After the creation of the new "Savings Bank", other workers associations was invited to deposit their funds. These include the Workers Mutual Aid Association, the Federation Grafica Buenos Aires, the Federal Union and the Union of Municipal Workers	El Hogar Obreroand International Cooperative Alliance
1932	With the establishment of the Argentinean Federation of Consumer Cooperatives in 1932, EHO transferred the affiliation in the International Cooperative Alliance (ICA)	The objectives of the Federation were buying wholesale, dissemination and propaganda. Wholesale purchases were implemented in 1947	El Hogar Obrero, Argentinean Federation of Consumer Cooperatives and International Cooperative Alliance
1955 1976	In the 1950s and 1960s, EHO responded to problems from spreading consumer cooperatives. There was another innovation with the creation of the "Mutual Association Home Workers" in October 1976.	The objectives of the "Mutual Association EHO" was: a) mutual assistance among its members; b) providing financial services; c) grant subsidies to social function; d) make loans to its members; e) provide housing for its members.	El Hogar Obreroand Mutual Association EHO
1989	During the broadcast of "Bonex Plan" (confiscation of private savings by issuing 10-year government bonds in compensation), implemented by the Argentinean government, EHO lost funds of 200,000 members that had been deposited in cooperative.	Due to its statute, the cooperative was forced to return, in cash, the money of his members, to ensure those savings. Thus, the cooperative was forced to sell its markets, collective and large housing construction projects in Buenos Aires City.	El Hogar Obrero
1991	In late 1991, EHO entered for bankruptcy. This situation lasted until May 26, 2005, the date on which control of the cooperative was able to return to their partners.	During this period, until recovery in 2005, EHO sold its assets and made no new housing projects.	El Hogar Obrero and cooperative neighborhood Paso del rey
2005 2015	Since 2005, with the recovery, EHO started construction of cooperative neighborhood "Paso del Rey", in the Buenos Aires state. In 2012 the Law "right to housing" was promulgated	In 2005 begins the period of resurgent activities of the cooperative. Today EHO affirms its historic mission: "cooperate, create cooperation and to form cooperativists, contributing to access decent housing, social credit and consumption organized." Today the cooperative has 4,000 members and in less than four months after the launch of the Project "Cooperative Building N° 107", have been sold in full, so that during the second half of 2015 the possession of the homes will be delivered. in 2012, was driven by EHO among other institutions was signed the Law 14449, of access to the habitat of the Buenos Aires province.	El Hogar Obrero, cooperative neighborhood Paso del rey Cooperative Building N° 107 "Antonio José Cartaña", Law "right to housing". Law 14449 of access to the habitat.

Source: Own elaboration

## 4.1.3 Characterization of SI – Initiative: *El Hogar Obrero*

We can define the social innovation of EHO, as the generation of an alternative mechanism of production of housing and habitat-oriented to cooperative and collaborative inclusion of vulnerable sectors of society, which guaranteed access to the city for low-income groups. To achieve this goal of social transformation, EHO established an framework strategy that linked co-housing construction, credit provision and the expansion of consumption for those groups

# transformative social innovation theory

One materialization of this narrative of change is undoubtedly, the way homes are built. They are characterized by simple designs that favor ventilation, sunlight and low cost housing (Dunowics, Ballent 2013 and 1989). These characteristics are due to the ideology of the cooperative members founders, that were mainly socialists doctors. In this sense, it show a co-construction between technology and ideology which is embodied in a new way to design and produce co-housing.

Juan B. Justo, in occasion of the opening of the housing complex in Ramos Mejia said: "And because our society has the renewing power of genuine workers' organizations, it has also come to revolutionize the kind of economic house, abandoning the old mold of the room lying on one side of the field, with access to the air and light of a one side (...) the houses of this group (...) have a much better ventilation, and because the sun enters them freely is sure to keep the doctor away" (Ballent Anahí, Architect, PhD in Social Science).

## 4.1.4 Social innovative dimensions of *El Hogar Obrero*

### **The social construction of habitat as SI**

As we seen before, in the international network analysis, different authors characterized the housing standard solutions promoted by the state as a kind of isolated solution, linear techno-productive style, with central financing and providing "turnkey" housing in which implement massively uniform designs and materials (Núñez, 2013 y Carrión Mena, 2008; Cravino 2006; Fernández Wagner, 2007).

Such solutions produced additional problems:

- 1- construction of exogenous solutions to the intervened territory (centralized management of support processes and uniform conception of the cities and beneficiaries);
- 2- non-strengthening local actors (users or consumers), determined to the available solutions (that promote a urban development with weak social networks, that lead to the lack of territorial referents legitimized by the community itself); and
- 3- disconnect between housing and local infrastructure solutions (without planning or without budgeting equipment necessary for the maintenance of public spaces).

By contrast, the style developed by EHO solution is aimed to tackle systemic problems, generating empowerment of low-income sectors of society. These systemic solutions are articulated so that the cooperative built his viability. The savings sector allowed the finance loans of EHO, to apply for housing construction and consumption of wage goods. In turn, both operations (savings and loan) allowed EHO to continue the process of building houses.

From a construction point of view, several of the dwellings had cooperative supermarkets in their plants. The building structure of collective housing created the consumption section members, which in turn are funded by the consumption of goods. In turn, the houses design is aimed at reducing hygiene problems and the spread of disease of its users, the design that favors ventilation and sunlight in the spaces.

In the education and cultural activities areas, EHO formed a circle of belonging, he confirmed their narratives and reaffirmed its identity. Finally it is seen a substantial change in the role of users in these two ways of constructing housing solutions. On the one hand, isolated solutions built a passive user, who is the recipient or beneficiary of the actions of another. Instead, on systemic solution produced by EHO, the strategy built a type of active user who is part of a process that must be committed and act as a transforming agent.

# transformative social innovation theory

Experts in social housing and co-housing, highlights these features of EHO in Argentine, since its formation until 1943: "It really was a popular and self-managed organization. I think the Socialist Party was a model in terms of building people's organizations (cooperatives, popular libraries, socialist unions) who were part of a very intense experience, in search of self-improvement and self-construction, and was an idea that demanded a lot of people had to work, be educated, to enter the path of progress. With regard to housing, I point types of housing, raised political debates in Congress on the deliberative council, were great educators of the lower middle and working class. It was to organize and build the popular field through instruction. Then, when Peronism arised, they could no longer compete" (Ballent Anahí, Architect, PhD in Social Science).

## TSI dynamics of Hogar Obrero in social context

### 4.1.5 SI in relation whit social context, societal framework , and institutions and structures

#### **Argentina´s consolidation in the international market**

Argentina's economy in 1880 was consolidated in the production of grain and meat, allowed by the comparative advantages of the Pampa in relation to Europe (commodity-exporting economy). From external demand (mainly Britain), the process encouraged the inflow of capital and labor. When the exogenous momentum ran out, the economic system could not sustain its rate of expansion it started happening from 1914 until the crisis of the model in 1930. (Nochteff, 1994)

Many people came to Argentina from Europe, and the problem of housing for excluded groups began to emerge as an issue of the public agenda.

#### **WWI and economic crisis**

The WWI created a contraction of the global economy that hit the cooperative movement. The EHO money decreased and plunged a massive withdrawal of funds deposited in the cooperative, triggering similar to a bank run phenomenon. In turn, the crisis led to the abandonment of many homes and declining rents by 10%. Cooperative faced the first financial crisis of its history, caused by the war in Europe but with effects in a dependent economy like Argentina. At the same time, changes in the international context and the characteristics of the Argentinean economy inhibited the transformative power of social innovation carried on by EHO. At the same time, the international context prompted other innovations generated to solve the financial problems of Argentine cooperatives.

After WWI, EHO rearranged their methods to generate financial resources and in 1923 created the "Saving Bank". Other workers associations were invited to deposit their funds in the new "Saving Bank" which that year added more than twenty workers' societies as depositors. Among the organizations that deposited money were the Workers Mutual Aid Association, Graphic Federation of Buenos Aires, the Railway Union and the Union of Municipal Workers. This section operated until legislation limited to banks and mutuals. The global crisis of 1930, product of the stock market crash on Wall Street condemned the end of the commodity-exporting economy.

#### **Industrialization and Welfare State 1943-1980**

In the 1940s Argentina had its demographic transition from rural to urban. This mobilization genre urban growth while agglomeration, unemployment, urban poverty and a range of socially negative

# transformative social innovation theory

result. During this period, the main actor in the process of construction of housing and popular habitat was the national state. This did not prevent the cooperative continue its construction activities. Among them are the construction of four apartment buildings totaling 327 housing units (Dunowicz, 2013). Housing neighborhoods should be added in Villa Lugano in 1945, where 54 homes chalet style with their cooperative pantry where members could buy items for use and consumption were built; Bernal constructions neighborhood in the Municipality of Quilmes, where 87 homes and a new pantry were built in the period 1949-1952.

Thus, EHO pioneered the decentralization of the production chain. Much of their work and services were organized through interaction with other cooperatives and in 1960 established a cooperative network that created his own chain of partner cooperatives that provided food to the Supercoop . In the building industry, it created the Cooperativa Constructora Coop, who executed the works of EHO (Dunowicz And Villaveirán, 2013)

## **National economic crisis and its impact on EHO (1980-2000)**

In December 1989, the Argentinean government had a new financial crisis that threatened to end the system under a hyperinflationary spiral which would reach 4823% annual inflation. The strategy implemented by the government on January 1990 was the appropriation of private savings by issuing 10 years government bonds as compensation. It is estimated that appropriation reached 60% of the monetary base of the Argentinean economy (Rodriguez and Capece, 2001). While government bond funds seized 200,000 people saved in EHO's mutual fund. Because of its status, the cooperative found cash required to ensure the return of those savings to its members. The cooperative had placed their physical assets as collateral deposits for mutual partners.

To settle its obligations, the cooperative sold their markets, collective housing and large construction projects in Buenos Aires.

## **Economic recovery and revival of EHO**

Since 2005, with the recovery of national economy and the modification of economic regime, EHO could start a process of rehabilitation. Low-middle income class recover a huge part of its purchasing capability and this settled the conditions to re-start the process of housing construction based in previous-saving, solidarity lending and co-operative housing production. Now, the cooperative has over 4,000 members.

## 4.1.6 SI in relation whit dominant discourses and external actors

### **Transformative social innovation strategies**

The main strategies of social transformation made around cooperative housing are oriented to the construction and dissemination of cooperative ideals and the advantages of an orderly life collectively. For this, EHO makes educational and cultural activities that are part of the institutional framework of cooperative for over 100 years. The most important institution in this area is the Institute for Cooperative Education. Different kinds of activities take place, from trade schools to musical events.

The creation of mechanisms for strengthening the cooperative values and cooperative areas for training are central to the strategy of social transformation. In turn, the cooperative created an specific space for it: The Institute of Cooperative Education (IEC), a creation of the Board of EHO in 1973.

# transformative social innovation theory

In the IEC are based the magazine "La Libre Cooperation", the choir of the entity, the gym of EHO Mutual Association, the Cooperative Confederation of Argentina (COOPERAR), the Argentine Institute for Research and Information Economy Cooperative and Public Partnership (Argentinean subsidiary of CIRIEC), the Organization of Cooperatives of America (OCA), The Argentinean Union of Housing Cooperatives, the Center for Prevention and Rehabilitation of Cardiovascular Diseases (ASCAR-DO), and Rochdale House Photo Cinema Club Cooperation.

These spaces also expressed the importance of EHO in Argentine and the region, as well as their place in the institution's educational activities, like the Light Society Popular University, created in 1913. Women and men that were learning different trades such as: tailoring, calligraphy, Spanish, shorthand, courses for combustion engines, applied electricity, physics, chemistry, typing, etc.

Since the training received in these courses, workers gained access to qualify for industry jobs, improving their working conditions and their quality of life. The magazine "La Libre Cooperation" was created for disseminate the values, experiences and cooperative knowledge, (first cooperative publication of the country), published monthly by EHO since November 1913 to February 1991.

Thus, the various educational and cultural activities carried out by the cooperative, are aimed at creating conditions for the working class inclusion in the labor market. The technical training workshops help to instill the cooperative principles, and benefits of collective life against the individualistic. At the same time, the assignment of IEC spaces for other cooperatives federations like COOPERAR or OCA, it functions as a center of linked institutions coordination.

## 4.1.7 SI in relation whit intended/unintended impacts on transformative change

Given the long history of the HO it is possible to identify two distinct moments in the scale of Intended and unintended impacts. For the first time (since its inception until the crisis of the late 1980s), the cooperative managed to implement a comprehensive strategy on production of habitat with a cooperative methodology. Scale which in turn was reinforced by complementary activities aimed at expanding access to goods and services for social sectors of low and middle income.

As already mentioned, these complementary activities were established as a trap for the survival of the cooperative. In this sense, the expected impact of the scaling-up of the cooperative in terms of a social transformation of a significant portion of Argentinean society (until the end of the 1980s, came to explain the 6% GDP) generated an unexpected result in terms of their dynamic: 1- the buildings was abandoned; 2- the supermarkets were taken over by domestic concentrate capital; 3- a negative narrative about the action of the cooperative as providers of goods and services was built.

For the second time, learning of the previous path led EHO to a strategy review (see section 4.3.1), which still impacts should be analyzed, because this strategy is recent.

## Agency in (T)SI of Hogar Obrero case

### 4.1.8 Visions strategies and theory of changes of *El Hogar Obrero*

# transformative social innovation theory

The EHO vision is explicit in its central purpose: "Beautify life cooperate to satisfy needs and desires in society". To achieve this, the Cooperative the Working Home holds as core values which constitute the main transformative tools:

- 1- Integrity, from a behavioral model in constant search of moral perfection, with unwavering integrity and absolute honesty;
- 2- Education, as the basis for formation of cooperators and generating of cooperation and moral elevation;
- 3- Free cooperation, referring to the "solidarity for do" implementation "now or never" for the "moral perfection" through work and solidarity.

In that vein, EHO stated aim for the next two decades: constituted as an cooperative example of the XXI century, valuing the experience and innovating to improve, with over 200,000 members participate actively in the next 20 years<sup>12</sup>.

To EHO, his core mission it is "to cooperate, to create cooperation and to train cooperators working on meeting human needs and desires, contributing to access to decent housing, to credit and to social organization by, and for, society."

Linked to these goals, in the last five years EHO implements three distinct strategies.

- 1- Retrieve national and international viewing. At present, EHO is in a recovery and repositioning phase of the cooperative movement in Argentina. Ruben Zeida, head of EHO is also member of the Argentinean Cooperatives Federation "COOPERAR", and advocate for Guarco Ariel nomination for President of the International Co-operative Alliance. In this way it shows the link between the cooperative and the federation as a strategy that allows "carry" the values and visions of the institution at the national and international level.
- 2- Recover membership through an active campaign on the trajectory of the cooperative throughout the twentieth century.
- 3- Back to the beginning of EHO as an national and regional reference in co-housing construction. Evidence of this is the project of Paso del Rey neighborhood and projects in Buenos Aires city.

The theories of change, while not made explicit by the actors (as it is an analytical reconstruct of the practices and discourses), can be understood in this way: following the diagnosis of the growing housing crisis as a violation of the right of access to housing and the city (see section 4.3.2), the cooperative deploys a concept associated with the construction of housing in the city (which in the XXI century is defined as the metropolitan area of Buenos Aires), ensuring compliance for those rights violated.

## 4.1.9 Agency and empowerment / dis-empowerment

### **The inclusion of EHO in the law of "right to habitat and access to the city"**

The first EHO objective of strategy around urban building it found in practice delimited by the conditions of possibility and constant readjustment. In that sense, the scope of his agency found place in some projects of collective and cooperative housing. Gradually, the popular consumer sector was growing until it became the most prominent sector of the cooperative.

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<sup>12</sup> [http:// www.elhogarobrero1905.org.ar/quienes-somos/mision-y-vision](http://www.elhogarobrero1905.org.ar/quienes-somos/mision-y-vision)

# transformative social innovation theory

The cohousing continued to be a priority and was part of the strategy to access to the city of the working class. While EHO always confirmed their party neutrality (linked to political freedom of the cooperative movement), its visions and transformative narratives were directly associated with the proposals of the Socialist Party. Thus, the expansion of its activities and its capacity as a transforming agent, in practice it presented as an enrollment mechanism for empowerment of actors in an organizational strategy aimed at realizing the collectivist life (Ballent, 1989).

Gradually, while the institution grew and grew his agency, the cooperative was inserted into the debates on urbanization of Buenos Aires and the metropolitan area as an active organization. This made it through their media, like the newspaper *La Vanguardia*, and in political level, through the Socialist Party and its own action in everyday folk practices such as consumption and housing.

Currently, the position taken by EHO in the public policy over housing, it places as a pioneering institution in this contemporary debate over the right to access to decent housing as a human right. In that sense, the trajectory of EHO constitutes in itself a tool for public policy agency. Proof of this is the recent law on cooperative movement, in which EHO performed a key role.

Law 14449, of access to the habitat of the Buenos Aires province, signed in 2012, was driven by EHO among other institutions. Between one of its clauses, the explicitly mention the role of cooperatives as a privileged instrument of access to housing:

Article 18: Promotion of collective organizing. The Enforcement Authority and the municipalities must encourage, through specific programs, all projects and housing and urban development initiatives that promote collective organizing self-help, mutual aid and self-management housing through cooperatives, mutuals and associations civil duly constituted non-profit, including management and administration of cooperative housing projects, once built.

In another section, the Law highlights the importance of cooperatives in terms of social innovation, especially at developing management technologies and design for the construction of affordable housing:

ARTICLE 16 Incorporation and enhancement of organizational experiences and practices of the popular sectors, stimulating the processes of self-management housing through cooperatives and other associations, supporting research, experimentation and development of appropriate technologies such processes.

Finally, the law gives priority to housing cooperatives as institutions for the acquisition of public credit:

ARTICLE 43: Support for Credit Cooperatives. The Enforcement Authority, by itself or in partnership with other public and private institutions should support all initiatives of credit cooperatives in housing and habitat, existing or in formation, to consolidate resources from savings for its members, and guarantee access to financial services and mortgage loans obtained for the production, improvement, expansion or acquisition of their homes.

The model of state intervention is characterized by the relocation of settlements in areas outside the city, which implies fundamental services offer, limited and precarious (concentration, mobility, culture, education, sports, etc.). Therefore, for more than two decades, the field of social housing discussion with the governments is access to urban land.

In 2015 the debate on the right to the city, not yet incorporated in the legislation continues. The creation of a law on access to habitat clearly represents a way to empowerment housing cooperatives. First as active players in housing policy agenda; then, in terms of real empowerment, because now have a state law that supports and promotes cooperative practices. While traditional forms of access to housing (direct purchase, individual self-construction or outsourced), continue

# transformative social innovation theory

to dominate social practices, the law reflects the relative importance of movement, and the EHO as a founding institution.

## 4.1.10 Governance, evaluation/monitoring, resourcing, and social learning

The main body of the administrative structure of EHO is the Board of Directors, and the representatives. Directors and trustees are elected by the members of the cooperative considering their honor, their attachment to the cooperative doctrine and, in general, the knowledge that the rest of the member has on their lifestyles and their family and social behaviors. Currently the Board of EHO is integrated by: President: Rubén Emilio ZEIDA, Vicepresident: Eduardo Pablo Rodríguez, Secretary: Alfredo Fernando GÓMEZ, Accountant: Gustavo Guillermo Trípodí<sup>13</sup>.

The obligations of members of the Board, are established in the bylaws of EHO. The powers of the President and Vice President are regulated in Article 36, they are, fulfill their obligations and enforce the resolutions of the Board. For de Board of Directors: overseeing compliance with the statutes and the proper functioning of the cooperative; chair meetings of the Board of Directors and the Assemblies; temporarily resolve urgent matters; reporting to the Board of Directors at the first meeting to be held; sign documents of payment obligation or contract requiring the cooperative; sign the deeds of operations authorized by the Board of Directors; write the memory exercises each year and put approve balance sheets.

Articles 22, 23 and 24 regulate the functioning of the Assembly. Regular meetings are held annually, within four months from the closing date of the exercise. In the assemblies cannot be dealing with other issues than those contained in the agenda. The resolutions of the meetings are taken by majority vote. Each member has one vote, whatever the number of his capital shares. In the Assemblies of Delegates Each delegate shall have one vote. It is prohibited from voting by proxy.

At the level of external government, EHO is a member of the COOPERAR (Argentinean Cooperative Confederation), member of the International Co-operative Alliance. In practice, the relationship between the cooperative and the Confederation is fluid, because part of the Board of Directors of EHO are members to COOPERAR. For example, the current President of EHO, Ruben Zeida, is the Trustee of COOPERAR. Since this position, Zeida seeks to empower cooperatives; maintaining the autonomy and independence of these institutions in accordance with the principles of the pioneers of Rochdale.

Annual meetings and committee work, are centenary tools of the cooperative movement for the evaluation and monitoring of their activities. In turn, EHO has a mechanism for reflection and research on the permanently contextual analysis of the situation and own initiatives of the cooperative.

Until the 1990s, the main mechanism for generating resources of EHO were generated in its supermarkets, secondly, property income and, finally, the contribution of the partners. Currently, the resources of EHO are generated by the contribution of the partners of the cooperative and income generated by the different properties it owns.

As mentioned, EHO is a generating institution of social learning and social transformative actions, through their own values and cooperative mission. The Institute of Cooperative Education (see IEC,

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<sup>13</sup> [http://www.elhogarobrero1905.org.ar/Estatuto%20Social%20EHO\\_0](http://www.elhogarobrero1905.org.ar/Estatuto%20Social%20EHO_0)

# transformative social innovation theory

4.2.2), was a central space for the generation and sharing of knowledge that transformed the lives of its members and promote their empowerment.

Moreover, from the IEC, EHO laid the material basis to reaffirm its cooperative values and social transformation. The IEC was founded by the Provisions of the Cooperative National Law No. 20.337, which established that the cooperatives should give five percent of surplus to be allocated to cooperative education. However, EHO accomplished these obligations before the enactment of the Law. In this sense, the generation, systematization and socialization of knowledge was a feature of EHO, both over their practices as for their narratives.

**Figure 9: EHO President, Rubén Zeida, in his rol of Trustee in a COOPERAR meeting**



Source: <http://www.cooperar.coop>

## 4.1.11 Changes in Social relations and new ways of making social habitat

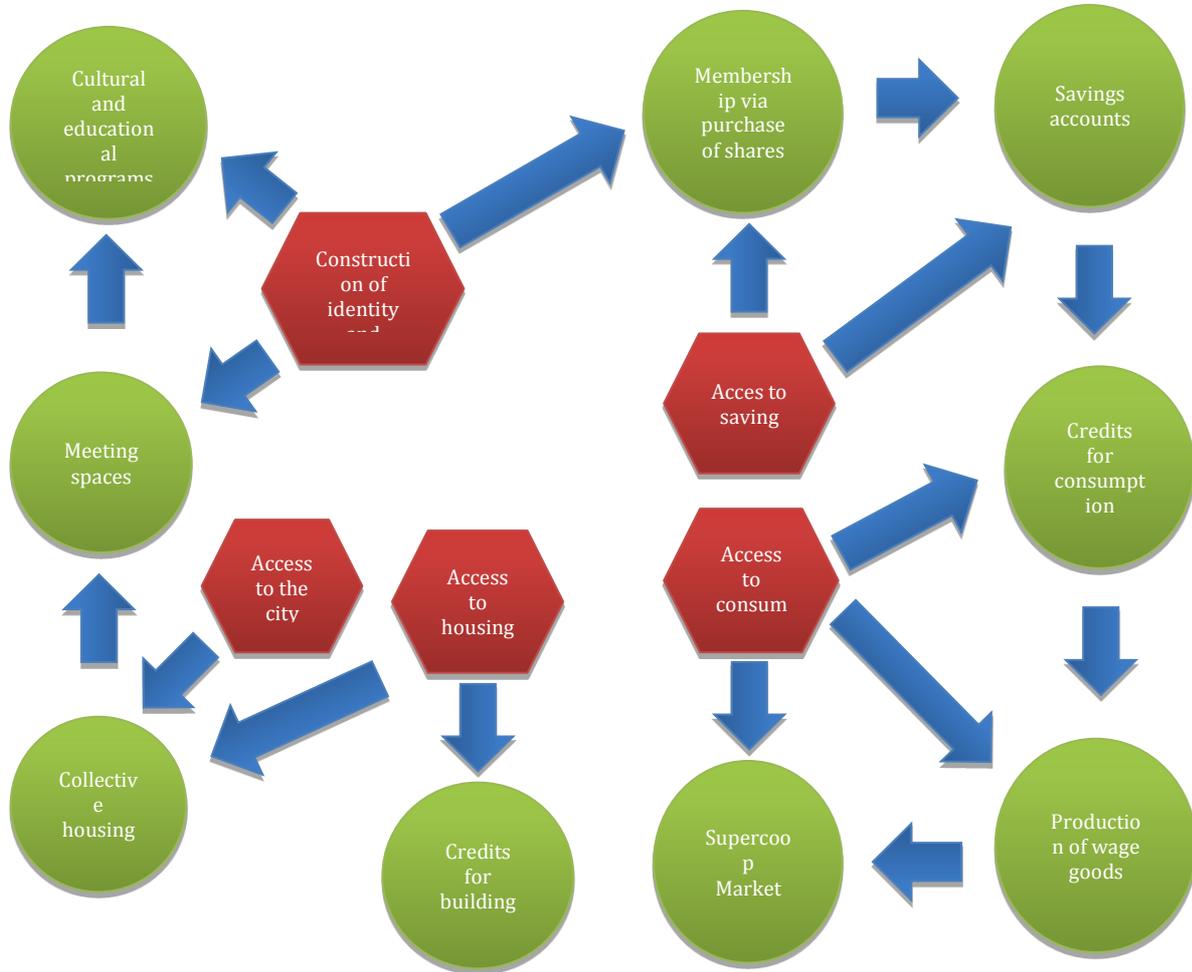
The figure shows the links between different elements of the transformative social dynamics and innovation of EHO. In red, it can see needs and social problems identified by EHO (access to the city; access to housing, democratic governance; construction of identity; among others) while in green, the figure highlights the social innovations and transformative actions (meeting spaces, collective housing, meeting spaces, among others).

Thus, two levels of analysis of local case study were identified. On the one hand EHO actions of identifications of a set of social needs like housing, consumption and the lack of tools to solve working class demands. On the other hand, social innovations as mechanism of satisfaction of needs and build "a better society", as institution building, promoting associative, generation and sharing

# transformative social innovation theory

of knowledge, spaces for discussion and dissemination of ideas and, obviously, housing construction by cooperation.

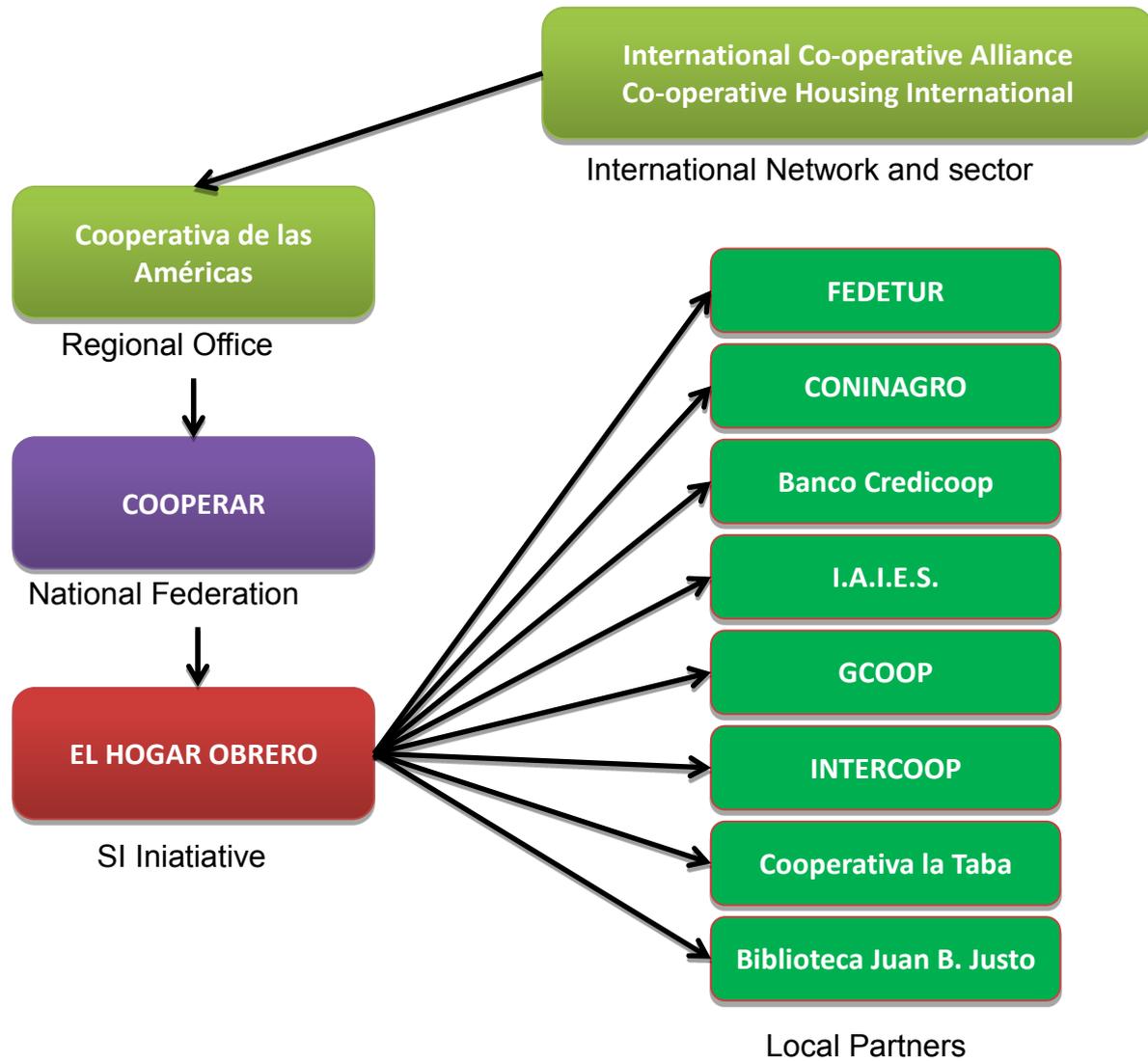
**Figure 10: Social problems, needs and transformative actions of EHO dynamics**



Source: Own elaboration

# transformative social innovation theory

Figure 11: Actormap EHO



Source: Own elaboration

# transformative social innovation theory

## Summary, synthesis, conclusion

### *Main aspect of innovation*

The main innovative aspect of the SI initiative EHO is savings and mutual aid cooperatives. Historically EHO is a founding institution of cooperative values in Latin America, and after 100 years and a bankruptcy on your shoulders, is responsible for more than 50 co-housing projects in Argentina. Against housing policies that leave the access to decent housing to market, EHO says that free association and cooperation are the way to build lifestyles that guarantee the rights of individuals.

The generation of an alternative mechanism of production of housing and habitat-oriented to cooperative and collaborative inclusion of vulnerable sectors of society, which guaranteed access to the city for low-income groups. To achieve this goal of social transformation, EHO established an framework strategy that linked co-housing construction, credit provision and the expansion of consumption for those groups.

The style developed by EHO (in the generation of habitat solution) is aimed to tackle systemic problems, generating empowerment of low-income sectors of society. These systemic solutions are articulated so that the cooperative built his viability. The savings sector allowed the finance loans of EHO, to apply for housing construction and consumption of wage goods. In turn, both operations (savings and loan) allowed EHO to continue the process of building houses.

### *Transformative dynamics*

Since its activity, EHO developed a set of transformative dynamics among which include:

- 1- Promoting the values of cooperation as a strategy against to representative democracy and economic concentration;
- 2- Creating opportunities for debate and construction of realy democratic government, from its media, assemblies and participatory governance;
- 3- Design, systematization and sharing of knowledge and lessons learned, from the development of specific organs for these activities as the IEC;
- 4- Access to goods and services for the working class, from its more than 50 buildings and more than 300 supermarkets across the country until 1990.

Thus, the trajectory of EHO is a proposal that, for nearly 100 years was actively involved in Argentinean values and social practices, especially in the field of co-housing and consumption.

### *Agency and empowerment*

Throughout more than 100 years, EHO showed a great capacity for agency at different levels. First, from the positioning of the cooperative as a way of organizing people in Argentina and the region and installing cohousing as a form of access to housing for the working class. Second, achieving significant volume production and distribution of goods and services. Third, focusing agency on public policy in the field of co-housing and consumption in different governments since 1905 to today.

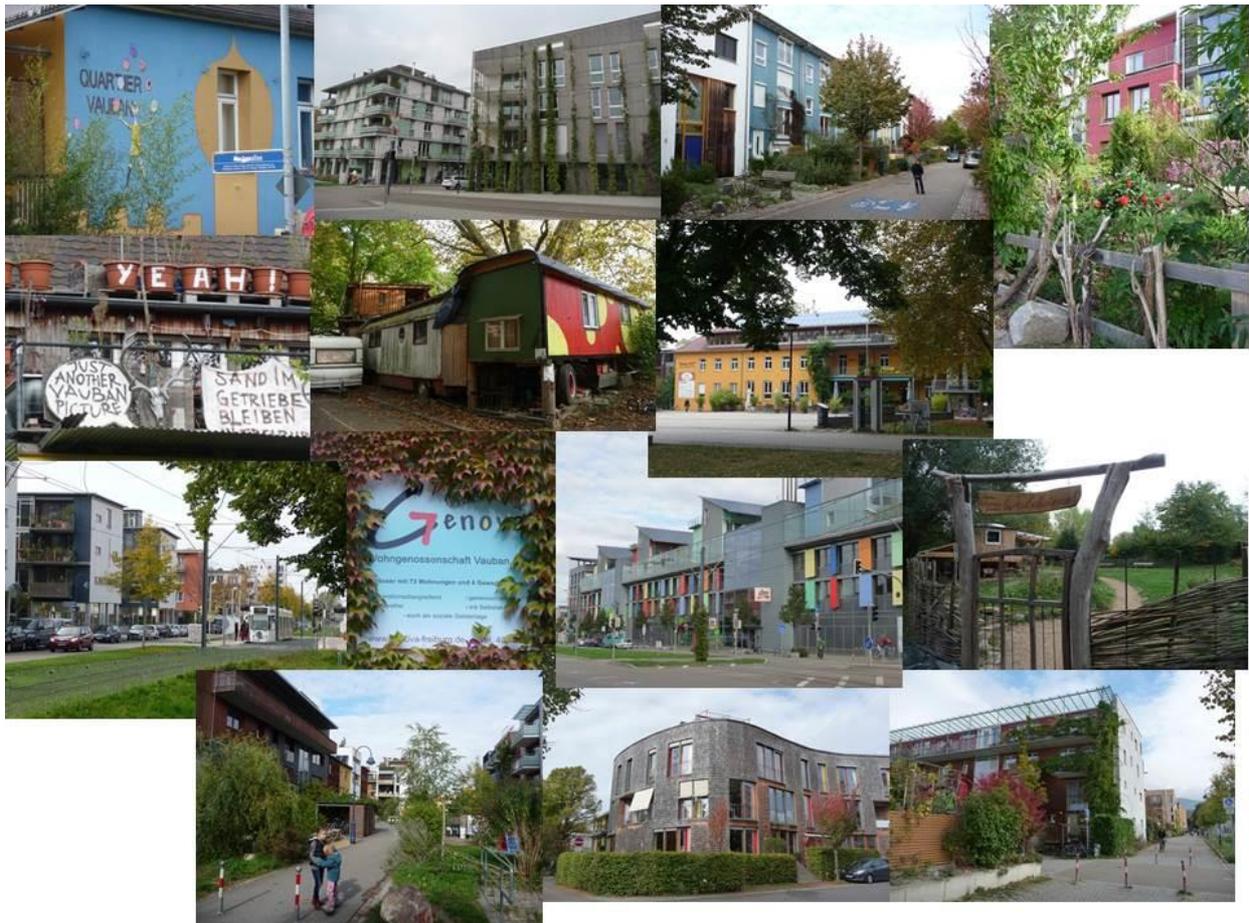
# **transformative social innovation theory**

These levels of agency involved undoubtedly EHO's empowerment as an institution, that after a bankruptcy, recovered and repositioned as the first Argentinean cooperative. In turn, the important results achieved in its history involved the empowerment of the working class, from the cooperative, exercised rights, expressed needs and agreed to goods and services previously had were restrictive to the middle class.

## 5 Local Initiative #2: The eco-district of Vauban and the co-housing project GENOVA

By Iris Kunze and Andrea Philipp

Figure 12: Vauban pictures



Source: Own elaboration. Impressions from Vauban: In the middle, the yellow district center ‚Haus 37‘ (photos: Iris Kunze)

### 5.1 Introduction to Vauban in Freiburg

Vauban is a special model district of sustainable living and participatory planning in which several co-housing initiatives have been realized. The Vauban district is not a single co-housing project, but a whole, somewhat unusual – and as such very specific and innovative – city quarter which is hosting a variety of different housing projects, with a special focus on citizen-lead building initiatives and private co-housing projects. Legally, Vauban is a newly build, just finished district providing 2000 housing units for about 5.500 residents of the city of Freiburg / Breisgau, which is located in the state of Baden-Württemberg in Germany. The area had been a French military base until 1992. After the departure of the military, the Vauban district was designed and rebuilt anew during a unique

# transformative social innovation theory

citizen-involvement process – for which it has been awarded several times – by the City of Freiburg together with the citizen-lead association ‘*Forum Vauban*’ as a bottom-up actor with a mandate in the Vauban city planning council. The citizen initiative had a strong vision to realize a sustainable, ecological, green district with participatory planning, cooperative ownership and affordable housing. There are controversial opinions as to whether these aims have actually been realized or not. In fact, Vauban has seen its last house being completed just this year<sup>14</sup>. It now has more than 70 resident-organized co-housing projects<sup>15</sup> – either private or by cooperatives – on a surface of about 70% of the total area of 41ha of Vauban. Furthermore, Vauban citizens are extremely content (see chapter monitoring) and a new business area has been created, serving urban planners and mayors from all over the world by guided study visits through this experimental district to learn from its example. Due to its innovative, ecological and car-reduced policy, Vauban is the greenest and most densely populated city district of Freiburg. It is located quite centrally in the Southern part of Freiburg.

Even though Vauban is not a classic, single co-housing project, we have chosen this case for three reasons. First, it is an ecological, sustainable district which has consciously set itself social objectives such as inclusiveness and affordable housing, as well as short distances. Second, Vauban hosts several housing cooperatives and co-housing projects and is therefore a quarter offering space for multiple kinds of co-housing. And third, it is an internationally known project and model that has inspired cities all over the world in view of sustainable planning especially with regard to citizen involvement. Due to the intention of TRANSIT to choose a co-housing project as case study, Vauban is especially interesting because it consists of different types of co-housing projects and ownership models. We decided to choose the largest and oldest co-housing cooperative of Vauban, called GENOVA (Wohngenossenschaft Vauban), as a specific case to describe in more detail. Therefore, we will offer two separate subsections during most of the report, on Vauban as a whole and on GENOVA in particular.

In order to understand the character of the Vauban district, we will first make some introductory comments about the cooperative movement in Germany. The cooperative link-up group is the largest economic organisation in Germany in terms of members, with over 20 million members. Of these, 3.8 million are members of housing cooperatives.<sup>16</sup> In Germany 2.000 housing cooperatives own and run more than two million apartments. The Cooperatives Act, first adopted in 1889, was reformed in 2006. This legal framework rules the housing cooperatives in Germany by determining the cooperatives’ organizational rules, including their business conduct.<sup>17</sup> Although the absolute number of new cooperatives has not increased since 2006, their market share has clearly increased (Enkeleda 2011).

Second, we will introduce the socio-political situation in the city of Freiburg. Freiburg has about 220.000 inhabitants and is one of the strongest growing cities in Germany due to its geographical

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<sup>14</sup>For more Vauban site facts see e.g. Simon Field, ITDP Europe Case Study Vauban“

<sup>15</sup> See study of University RWTH Aachen: [http://www.freiburg.de/pb/site/Freiburg/get/params\\_E-1133256332/745547/kl\\_Praesentation.pdf](http://www.freiburg.de/pb/site/Freiburg/get/params_E-1133256332/745547/kl_Praesentation.pdf) slide 24; 2015-12-11

<sup>16</sup> <https://www.dgrv.de/en/aboutus.html> 2015-12-04

<sup>17</sup> Second, the Rent Regulation Act is relevant, which rules the obligations and responsibilities of all landlords of rental dwellings, including housing cooperatives such as rent increases (ICA) (Enkeleda 2011).

# transformative social innovation theory

and cultural attractiveness, and multiple leisure time facilities. It has a large 550 years old university and is considered to be one of the warmest and sunniest cities in Germany. Located close to the French and Swiss borders and to the Black Forest, it has become a cultural and economic regional hub, offering a high quality of life. For these reasons Freiburg has become one of the most expensive cities in view of the housing situation in Germany, similar to Munich or Frankfurt. While Munich and Frankfurt are major cities with a much more important and more international labor market, Freiburg is a so called 'regional metropolis' lacking a labor market which would pay adequate wages as compared to its average housing prices. This conflict which is especially affecting students and other citizens with low income has become increasingly severe since the eighties. This has resulted in a series of causes and effects: first, a high pressure on the housing market, second, creative forms of alternative living like trailer home communities, and third, ongoing urban planning activities of the municipality, trying to explore and build new areas and quarters.

Freiburg has a reputation as an 'eco-minded' city for a long time already, not the least because of its university with a strong social, philosophical and psychological tradition attracting many critical thinkers. Martin Heidegger, Edmund Husserl, Hannah Arendt and others have studied and taught in Freiburg. The emergence of what is today considered as the spirit of "Green City" Freiburg is usually dated back to the civil protest movement against the state government's plans for a nuclear power plant in the nearby village of Wyhl. The protest united various critical, politically "left" groups of academics, as well as regional farmers with a rather conservative background. Later, Freiburg was the first city in Germany which voted for a green political majority. Since 2002, the City is ruled by Lord Mayor Dieter Salomon of the Green Party, now in his third term in office.

In the following chapters, we will first explain the chronological development and spatial structure of Vauban, listing the projects, mainly co-housing ones, inside the Vauban quarter. Then, we will discuss how social innovation emerges through new ways of framing, organizing, and doing. In the second section on transformative social innovation, we will show dynamics, especially between the top-down planning processes of the city and the bottom-up planning approach of the citizens of Vauban. In the third section, on agency, we will explain the transformative social innovation processes observed in Vauban and describe their impacts on the quarter's structures and activities in the fields of internal and external governance, social learning, resourcing and monitoring.

## 5.1.1 Development and data of Vauban

Based on the many available (re)sources on Vauban, the following sections first introduce the chronological development of the Vauban quarter. Secondly, we introduce spatial aspects of Vauban which appear particularly important, because it was intended to realize the sustainable city district of short distances as a sustainability innovation.

# transformative social innovation theory

## 5.1.1.1 Timeline of the development of Vauban <sup>18</sup>

The development of the Vauban quarter as it exists today is a story over more than two decades, with manifold actors and interlinkages between various events. The Vauban quarter has been created through the conversion of former military barracks (originally developed as a military base in 1936; occupied by French troops after 2nd World War, thus named after French military architect Sebastien Le Prestre de Vauban) into a civic housing area. The French military left Germany in August 1992, after the end of the Cold War and the presence of the Allied forces in Germany.

The well-educated, collegiate and ecological milieu of Freiburg was in need of housing. The expected liberation of the French Vauban barracks at a central location in Freiburg generated desires and creative ideas. The time span until the sale to the Federal Republic was settled could be used for establishing a professional forum, the *Forum Vauban*, from within the citizenry from 1994 on. This forum started to develop serious urban planning concepts. At the same time, the area was occupied by a decent number of trailer homes, and a youth centre was taking space in one of the former military caserns. When the Federal Republic sold an area of 34 ha to the city, another part was immediately bought by the SUSI initiative, another by the student office, which created student homes there (4 ha altogether).

Building activity in the Vauban district started in 1996 and was planned to be finished in 2006. But in fact, the last building complex has only been completed in 2015. During the planning and building process, both the municipality and the citizen-lead initiative '*Forum Vauban*' received also external funding (see chapter resources) because of the sustainable and participatory character of the project.

The following table introduces important milestones of the district's development in terms of setting a framework for co-housing, and parallels them with the emergence of the housing cooperative GENOVA. Of course, the development should be looked at in relation with "external" events framing it, such as related resolutions of the Freiburg City Council, the publicity Vauban received in the international press, and global events of political importance.

**Table 4: timeline and development of Vauban (by Andrea Philipp)**

Year / period	Important activities/changes/milestones in local case Vauban	Important activities/changes/milestones in GENOVA	Important changes in context
1938	Foundation of Schlageter military base in Freiburg		
1945	French military takes over the area as military base, renaming to "Vauban" after a French military architect		End of World War 2.

<sup>18</sup> Sources: <http://www.vauban.de/en/topics/history/281-timeline-abstract>; SUSI reader, 5<sup>th</sup> edition 2002; <http://www.syndikat.org/de/projekte/susi/>, <http://www.vauban.de/themen/buergerbeteiligung/31-vauban/energie/279-susi-s-%C3%B6kokonzept-von-1995>, <http://www.vauban.de/themen/geschichte/220-geschichte-2008-bis-2013>

# transformative social innovation theory

1973			Strong environmental movement is growing in Freiburg, partly because of resistance against the nuclear planned power plant in Wyhl near Freiburg on the river Rhine. Resistance for years taking the form of law suits, squatting the building site, founding a radio broadcasting channel, demonstrations.
1983			30.000 people demonstrating against the nuclear power plant. In 1995 it was finally decided to not built the plant, the area is a nature reserve ever since.
1989			End of the Cold War, Allies are leaving their military bases in Germany.
1990	As French troops plan to leave the barracks, ideas surface for the creation of an eco- district and of a citizen-organized independent housing project (SUSI).		German reunification
1992	Soldiers move out and the area becomes property of the Federal Republic of Germany. In an interim phase until 2003, the Federal State of Baden-Württemberg uses some of the buildings to host asylum seekers.		Freiburg city council decides on low-energy housing standards for new buildings in Freiburg (in support of their climate protection strategy and targets)
1993	SUSI supporters squat one of the barrack buildings ("Haus C") and later receive an official rental contract. The former military canteen "Haus 37" is used as canteen for the workers and as a kindergarden		Freiburg city council decides to create a new district with civic participation
1994	Freiburg citizens interested in settling in Vauban try to have a stake in the planning process, thus establishing the Vauban Forum as an association ( <i>Forum Vauban</i> e.V.) and the citizen-organized Independent Housing Project LLC (SUSI GmbH)		Freiburg municipality buys the area of 34ha from the Federal Republic of Germany. An urban planning competition is launched, with a winning masterplan by Kohlhoff/Billinger/Luz, a joint working group of architects, engineers and open space planners
1995	SUSI buys 4 buildings on 1.5ha of land from the Federal Republic of Germany Start of the demolition, and renovation work respectively		Establishment of extended participation rights for Vauban residents and creation of a specific city council working group (GRAG)
1996	Car-free mobility suggestions of <i>Forum Vauban</i> are taken up by the municipality. Demolition of "Haus 37" is prevented by intervention of <i>Forum Vauban</i> – city agrees to use the building as a district center. SUSI's eco-concept is awarded the annual Environmental Prize of the city of Freiburg		The municipality publishes the district development plan and organizes a campaign "Wohnfrühling" together with <i>Forum Vauban</i> . The concept of Vauban is awarded 'Best Practice' at the United Nations Human Settlements Programme's Habitat II conference.
1997		Foundation of GENOVA housing cooperative	
1998	First construction phase begins - first residential buildings and roads get built (development of the district in 4 timely subsequent sections).	Registration of GENOVA at the Local Court of Freiburg (Nr. GnR 103)	

# transformative social innovation theory

	<p>Vauban Forum organises extended participation rights for its residents, and conducts research projects, including one for the EU.</p> <p>Establishment of the association "Autofreies Wohnen" (Car-free Housing) to support the suggested mobility concept.</p> <p>Municipality and <i>Forum Vauban</i> organize participatory workshops for the design of the open public spaces.</p>	<p>Start of construction of first complex of 2 buildings "GENOVA"</p>	
1999	<p>The first Vauban residents move into their new homes</p> <p>Karoline-Kaspar primary school starts teaching Vauban children</p>	<p>One of the first GENOVA buildings serves as „pilot model building“ for the LIFE project of <i>Forum Vauban</i></p> <p>First tenants move into "GENOVA I" with 36 flats, guest room, and community building</p>	
2000	<p>The Vauban Forum participates in the "StadtVisionen" ('Envisioning the City') conference and is assigned the responsibility for "Quartiersarbeit" neighbourhood work</p>		<p>The highly energy efficient solarplus settlement adjacent to Vauban is exhibited at World Expo Hannover</p>
2001	<p>Second construction phase begins</p> <p>"Haus 37" future district centre is renovated with voluntary help of Vauban residents</p> <p>Inauguration of "Quartiersladen" organic district supermarket in Haus37, run by an association</p>	<p>Finalisation of "GENOVA II", the second complex of two buildings, with guest room and community room</p> <p>Opening of three shops (bakery, second-hand shop, "Quartiersladen" organic district supermarket which is run as a cooperative)</p>	
2003	<p>"Drei5Viertel" joint initiative of GENOVA and SUSI to protect and renovate 3 of 5 remaining barrack buildings for affordable housing fails, since the municipal deadline for presenting a financing concept cannot be met</p>		
2004	<p>The City continues with the disputed demolition of barracks</p> <p>Inauguration of the combined heat and power plant, sustainably fuelled by wood chips</p> <p>The Vauban Forum association is forced into bankruptcy by the EU</p>		
2005	<p>More than 4000 residents live in Vauban</p> <p>Establishment of "Stadtteilverein" district association (as follow-up organization of <i>Forum Vauban</i>), coordinating the "Quartiersarbeit" neighbourhood work from 2006</p>	<p>214 GENOVA residents - 94 children, 111 adults&lt;60years, 9 adults&gt;60years</p>	
2006	<p>Inauguration of the tram line to Vauban, with 3 stops inside the district</p>		
2007	<p>Inauguration of the district center in the renovated "Haus 37" run by the association "Stadtteilzentrum Vauban 037 e.V."<sup>19</sup></p>		<p>The City of Freiburg officially uses the term "Green City" in its marketing strategies</p>
2008	<p>Appeal proceedings by EU against the Vauban Forum association are dismissed, as no fault could be found</p>		

<sup>19</sup> <http://www.haus037.de/> 2016-01-26

# transformative social innovation theory

	Most of Vauban is developed, except for the central "M1" property at the entrance of Vauban – when rumors spread about plans for a single block office centre. Protest forms amongst the citizens. Stadtteilverein organizes a workshop to collect alternative design ideas for M1, promotes them in a campaign. "Quartiersladen" supermarket expands in larger shop area and is converted into a cooperative		
2009	Third construction phase is completed: Vauban gives home to about 5000 residents, 38% of which are children and youth; 420 of the more than 1000 households are car-free The 'Rhino' collective of trailer tenants occupies the property M1 The district acquires an efficient gas-generated combined heat and power plant		Vauban is featured on front page of New York Times: "In German Suburb, Life Goes On Without Cars"  Foundation of eco-business "Cluster Green City Freiburg"
2010	'Quartiersarbeit' organizes „Vauban 10 plus“, a series of workshops to discuss the development of the district		Vauban is exhibited as model eco-district during World Expo Shanghai
2011	"Rhino" collective is evacuated from the M1 area by police force, but temporarily hosted by the 'Vaubanaise project', one of the housing cooperatives in Vauban (see table 5) The city-owned construction company starts construction works for hotel and office/apartment building on "M1"	Start of charity project "GENOVA kindergarden in India"	
2013	Opening of "Green City Hotel Vauban" as an inclusive hotel, employing handicapped people.		German President Gauck and a delegation of about 150 ambassadors visit Vauban
2015		GENOVA cooperative has 384 members, but a reduced number of residents, and varied age structure, tending towards elderly persons: out of 182 GENOVA residents - 70 are children, 95 adults<60 years, 17adults>60years More than 90% of GENOVA residents do not own a car Financially balanced – no new investments needed. Investment capital 7,33 Mio	

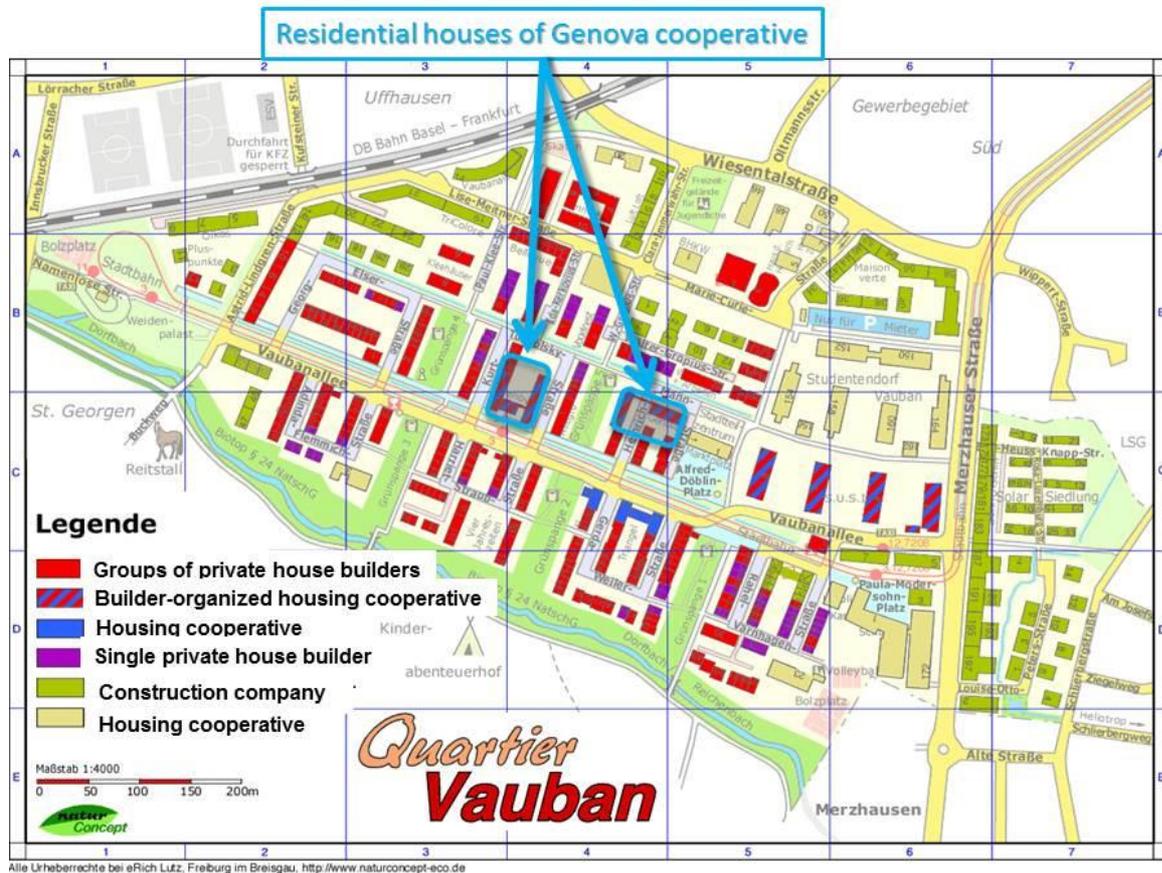
## 5.1.1.2 Spatial differentiation: Vauban as a cluster of multiple forms of housing

The following map gives an impression of Vauban, its population density, green areas and infrastructure. It allows for an overview of the different forms of ownership and visualizes the majority of cooperatives and *Baugruppen* projects over those of real estate developers. The term „*Baugruppe*“ can be translated into English as an **organized group of private housing builders/ owners or of a cooperative**- the planners are the future residents. For reasons of simplicity, we will use the German term "*Baugruppe*" from now on. Most of these houses – red in the map – were built by privately organized *Baugruppen*. Housing cooperatives that were not necessarily motivated

# transformative social innovation theory

by the residents are marked in blue. The blue-red-striped houses have been built by residents-organized housing cooperatives, like GENOVA, which is explained in detail throughout the report.

**Figure 13:** map of ownership structures in Vauban



Source: Rich Lutz, naturconcept-eco.de, added by Iris Kunze.

# transformative social innovation theory

## 5.1.1.3 Socio-demographical data

Vauban has a much smaller share of single person households than the rest of the city (36,6 % as compared to 52,2 %). This is probably due to the relatively high share of children in Vauban (inhabitants below age 18: 28,1% as compared to 16,2%) and family households (36,3 % as compared to 17,3 %). It has further to be noted that the inhabitants of the student dormitories are counted among the single person households, even though these households only consist of small rooms with external kitchens. Actually, these would have to be counted as shared flats warden (Interview VB1). So there is a high number of shared flats and thus, shared usage of living space.

In two regards, Vauban is a young city quarter. The number of inhabitants over 65 years of age is only 2,3% (as compared to 16,8 % in the rest of the city). The number of inhabitants with foreign origin officially is slightly below that of the whole city, but according to one of our interview partners (Interview VB1) there is a high number of inhabitants with migration background who are actively involved as citizens in the quarter's daily affairs<sup>20</sup>.

## 5.1.1.4 Vauban – a framework of housing projects

Vauban hosts a number of co-housing cooperatives, private initiatives for housing and other projects and cooperatives dealing with various aspects of daily life. The participatory framework established in Vauban has allowed these multiple forms of ownership to emerge.

A particular feature specific to Vauban is the already mentioned “*Baugruppe*”, an association of future home (here: apartment) owners which get together in the planning phase for implementing a common housing project. Cost savings (taxes, construction and infrastructure costs) are the main benefits of this practice for “*Baugruppe*” co-builders, but many groups have also been established around shared ideas on sustainable construction, community life etc.

The table below gives an overview of some of the most noteworthy projects and initiatives, their actors, intentions and the innovations brought about by them. The table is organized along the three categories of co-housing cooperatives, the “*Baugruppen*”, and further initiatives which provide relevant infrastructure to the Vauban district and its citizens. However, the list is non-exhaustive: many more such projects exist, such as the “*Baugruppe Vogelnest*” (8 builders, finalised 2006), “*Baugruppe14*” (14 builders), “*Quartett*”, “*Momo*”, as well as the service centre “*Amöbe*” which provides studios, offices and workshops for different companies. Furthermore, we list those non-housing projects of Vauban, which are relevant for the co-housing character and the sustainability dimension of the model of Vauban.

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<sup>20</sup> the social worker, employed in Quartiersarbeit from 2000 till 2015 had a Spanish migration background

# transformative social innovation theory

**Table 5: co-housing and other important projects in Vauban**

Name and location	Founding process, initiators, background	Members and political activities	Innovations, form of ownership structure and co-housing governance
<b>COHOUSING COOPERATIVES</b>			
<b>SUSI e.V.</b> <sup>21</sup> Registered association Vauban-Allee 2a	The "Self-Organized Independent Settlement Initiative" SUSI was founded 1990 by a group of students, single parents and unemployed who aimed to prevent the barrack buildings from being demolished, and convert them into living space for people with low incomes.  With self-help and support of friends and experienced craftsmen, the members succeeded in renovating all 4 buildings which they had bought from the Federal Republic of Germany in 1993.	50% students (as a condition for a loan given by Studentenwerk), but also architects, teachers, craftsmen, unemployed, etc. living in SUSI as singles, in families or - like the majority – in shared flats of up to ten rooms.  SUSI runs a café, a library, different workshops; it has initiated the day care center in "Haus 37" and cooperated with GENOVA for the Drei5Viertel project to renovate further barrack buildings.	Buildings are self-administered by SUSI tenants / the members' assembly and specific working groups (e.g. coordination of construction); all resident members commit to contribute 105 hours of self-help ("Muskelhypothek"). Ownership is with SUSI Ltd. (with SUSI members as shareholders) and "Mietshäusersyndikat.", a cooperative holding company which steps in to ensure that the flats remain common property and will not be sold at a later stage.
<b>GENOVA eG</b> <sup>22</sup> Registered cooperative Lise-Meitner-Straße 12 (Office)	GENOVA was established 1997 (with 384 members today, incl. non-residential) as a social project, open to residents of different ages and cultures, including such with handicaps. 2 blocks of 2 buildings each (finalised 1999/2001) with 73 flats (49 rental, 24 freehold flats) plus 2 guest apartments, 2 additional community buildings, three shops.  Ecological construction (solar heating, wooden facade, wooden floors, no PVC etc.)	GENOVA has 182 residents – among them 70 children, 95 adults<60 years, 17adults>60years. GENOVA inhabitants established a charity project for children in India, teamed up with SUSI for the Drei5Viertel project to renovate further barrack buildings	Cooperative as ownership structure; all residents are co-owners. Initial deposit of 35000€ can be paid in 2 parts (or over a longer period upon request - see example of Kitty Weis)  Reduced rental prices for elderly people from 66 years on and for long-term/ founding members from 10 years membership on and low income residents
<b>VAUBANAise e.G.</b> <sup>23</sup> Registered cooperative Lise-Meitner-Straße 14	Project of the German cooperative ÖKOGENO which engages in housing and photovoltaic projects, finalized 2013	5 floors, 3 units for people with care needs,  Milan association (non-registered) with 15 adults (30-77years and 10 youth (1-20years) moved into 10 units of VAUBANAise  Wohnen-Leben-Plus e.V. organizes a community flat „VaubanaisePLUS“ with medical assistance to handicapped people	Cooperative members have common ownership.  Intergenerational, integrative social housing project with different tenants

<sup>21</sup> [http://susi-projekt.de/?page\\_id=15](http://susi-projekt.de/?page_id=15), <http://www.freie-radios.net/portal/content.php?id=20492> [3]

ab 02:50min

<sup>22</sup> [www.genova-freiburg.de](http://www.genova-freiburg.de)

<sup>23</sup> <http://www.oekogeno.de/content/projekte/vaubanaise.aspx>,  
<http://www.mitundfuer.de/index.php/projektgruppen/milan-vaubanaise>

# transformative social innovation theory

<p><b>Drei5Viertel i.G.</b><sup>24</sup> Cooperative in process of foundation</p>	<p>Housing cooperative with about 70 members started 1993 as a joint initiative of GENOVA and SUSI in order to protect 3 of 5 remaining barrack buildings from demolition</p>	<p>Concept to renovate 3 of 5 remaining barrack buildings for affordable housing, 45 apartments planned</p>	<p>Not realized! Initiative failed to meet tight municipal deadline for proposing a financing concept, and barracks were demolished</p>
<p><b>"BAUGRUPPEN" WITH PRIVATE AND SINGLE OWNERSHIP STRUCTURES</b></p>			
<p><b>Wohnen&amp;Arbeiten</b><sup>25</sup> Walter-Gropius-Strasse 22</p>	<p>Co-housing project, started 1996 by a group of 16 private builders/owners ("Baugruppe") initiated by architect Michael Gies and biologist Jörg Lange, finalized 1999</p>	<p>"Living &amp; Working" modular construction system provides 20 units for 37 residents, in a mix of apartments and office space for 5 companies (owned by the residents).  Ambition to realize apartment blocks in passive house standard and with innovative sanitary concept (zero waste water house), received funding from German Environment Foundation DBU for scientific support from Fraunhofer ISE Institute of Solar Energy Systems</p>	<p>Association of owners share ownership. During construction phase, a legal association of builders "Wohnen &amp; Arbeiten Bau GbR" was founded with a management board of five members to coordinate the project.</p>
<p><b>WOGÉ e.V.</b><sup>26</sup> Registered association Heinrich-Mann-Str. 20</p>	<p>WOGÉ association was founded to establish a housing community for demented persons, and is member of both Freiburger Modell, an umbrella association for similar projects, and Mietshäusersyndikat association</p>	<p>WOGÉ housing community in "Sonnenhof" building was occupied in 2009, offering healthcare for 10 demented persons, organising a Café on Saturdays for demented persons and their relatives</p>	<p>The WOGÉ tenants (or their legal representatives) constitute an association of buyers ("Auftraggebergemeinschaft") which have domestic authority, deciding about selecting tenants, interior design, contractors, use of budget</p>
<p><b>Kleehäuser</b><sup>27</sup> Paul-Klee-Str. 6,8</p>	<p>Co-housing project initiated 2004 by <i>Baugruppe</i> of 24 builders, modular system allowing flexible options for apartment construction, finalised 2006</p>	<p>25 apartment units: 14 owned flats and 10 rental flats for about 73 residents plus 1 unit used as 2 holiday apartments. Building complies with passive house standard or "zerohouse" (reference to 2000Watt society), inspired and supported by "Wohnen &amp; Arbeiten"</p>	<p>Association of owners share ownership. Intergenerational project of residents from 0-80 years</p>
<p><b>VIVA2000</b><sup>28</sup> Lise-Meitner-Str. 3</p>	<p>Co-housing project by "<i>Baugruppe</i>" Bellevue, finalized 2002</p>	<p>Living space for 15 families, and 1-2 guests in holiday apartment (since 2009)  Hosting the "Backhausinitiative" project for "open bread making" in wood oven</p>	<p>Association of owners who share ownership.</p>
<p><b>OTHER INITIATIVES</b></p>			
<p><b>DIVA GmbH&amp;Co. KG</b><sup>29</sup> Limited partnership with a limited</p>	<p>DIVA was founded after the joint initiative of <i>Forum Vauban</i> and "Take Five" in 2003 prevented the demolition of the former barrack</p>	<p>About 30 tenants of different professions: musicians, architects, consultants, craftsmen, teachers, artists, IT specialists etc.</p>	<p>Self-administered house of services, arts and craft, with focus on tenants with a relation to Vauban</p>

<sup>24</sup> <http://www.vauban.de/themen/geschichte/235-projekt-drei5viertel>

<sup>25</sup> <http://www.passivhaus-vauban.de>

<sup>26</sup> [www.wogevauban.de](http://www.wogevauban.de)

<sup>27</sup> <http://www.kleehaeuser.de/>

<sup>28</sup> <http://www.bg-bellevue.de/>

<sup>29</sup> <http://www.diva-freiburg.de/>

# transformative social innovation theory

liability company as general partner Lise-Meitner-Strasse 12	building "Haus50" (renovated by the city in 1993). DIVAs idea was to use the building for a mix of local offices, studios and workshops		
<b>Autofreies Wohnen e.V.</b> <sup>30</sup> Registered association Alfred-Döblin-Platz 1 (office)	Association founded 1998 by members of <i>Forum Vauban</i> to support the suggested mobility concept by <i>Forum Vauban</i> , with 46 members (2013)	Vauban tenants or home owners without cars file a contract with the association and pay 3,700€ plus 15€ annual administrative costs. In return the association provides space for further parking facilities	Membership association, but contracts with car-free Vauban households
<b>Villaban</b> <sup>31</sup> with <b>Restaurant Kantine</b> <sup>32</sup> Marie-Curie-Straße 1	Mixed-use building with apartments, workshops, offices etc. around a 10*10m covered patio	Villaban hosts a bike shop, a carpenters' workshop and the "Kantine" restaurant which is a member of Slowfood. Currently, Kantine organizes joint cooking/ eating events with refugees	Wooden structure over 3 floors; common patio provides space for exchange and interaction between the tenants, and visitors/customers
<b>Quartiersladen e.G.</b> <sup>33</sup> Registered cooperative Vaubanallee 18	The local organic shop was started by committed Vauban residents as an association in 2000, renting premises in "Haus37" district centre. After removal of "Quartiersladen" to larger space at Vaubanallee, it changed its legal status to a registered cooperative	Quartiersladen cooperative supermarket for local organic supply is supported by about 440 member households (figures of 2008), but is open to non-members as well.  Offer has expanded to a full-service supermarket incl. wine.	Cooperative is funded by members which pay an initial amount of 153€ and 5€ per month. In return, they have 15-20% discount on the products while regular customers pay the full price. Members commit to 2 hours of voluntary help in the shop per year
<b>Kinderabenteuherhof of Freiburg e.V.</b> <sup>34</sup> Registered association Alfred-Döblin-Platz 1 (office)	The association was founded 1996, initiated by parents in order to set up a children's farm playground	In 2015, 353 member families (representing about 1,100persons), activities in animal-keeping, nature education and handcrafts for children from 6-14years, but also their parents (and other adults)	Kinderabenteuherhof offers regular open activities free of charge as well as paid workshops with registration

Source: Own elaboration. Andrea Philipp.

## 5.2 Emergence of Social Innovation in Vauban

In terms of social innovation, Vauban is the creative 'product' of a strong environmental and alternative movement in Freiburg. It can be seen as a unique and successful citizen-supported initiative to create an ecological, socially just city quarter with a completely new level of citizen involvement in the course of planning and building processes. In the following section we will explain the emergence of the citizen initiatives, their interlinkage with the city planning process, and the resulting manifestations in the organizational structures.

<sup>30</sup> [www.autofrei-verein.de](http://www.autofrei-verein.de)

<sup>31</sup> <http://www.zmh.com/holzhaus-objektbau/objektportraits/detail/villaban-freiburg.html>

<sup>32</sup> <http://www.kantinefreiburg.de/>

<sup>33</sup> <http://www.quartiersladen.de/>

<sup>34</sup> <http://www.kinderabenteuherhof.de/>

# transformative social innovation theory

## 5.1.2 Aims and values of Vauban

Vauban has been a collaborative project of the City of Freiburg on the one hand, intending to plan a new district to meet the extremely high demand on living space in Freiburg and the *Forum Vauban* on the other hand, formed by engaged citizens who had the vision of an ecological, socially just and self-organized city quarter with lots of green space and affordable housing. An interviewee said she was motivated to move into Vauban because the concept fit her personal needs: car-free, ecologically aware, with more space for kids, self-organized, open-minded, based on a spirit of innovation, including building in cooperative ways, and surrounded by like-minded, dedicated people with experience in building houses (Interview VB2).

*Forum Vauban* united a wide range of different interest groups: from approaches of squatting, living in trailer homes, communal living approaches to creative milieus of craftsmen as well as middle-class, educated families looking for a healthy neighborhood to raise their children. Of course, there were also dissensions amongst the aspiring Vauban residents about what the district should become. While some followed a radical path of squatting houses and initially moved their trailer homes illegally onto the free area left behind by the military. –, others wanted to maintain good contacts with the city council. Finally, it seems that the different groups involved in the design and development of Vauban managed to cooperate in a productive way to realize this district project due to a great balancing act between innovative visions and the reality of existing city planning laws. The diversity of the district map (see chapter 5.1) mirrors the different interests and groups and their 'areas'. *Forum Vauban* was aiming at a green, car-reduced district with eco-housing standard, and even more importantly: affordable housing, planned and managed by its residents. Next to the ecological aims, the motivation of Forum Vauban activists was to create a district of higher quality of life in social aspects, especially for children for example by reduced traffic und numerous 'play-streets' with a tempo limit of 7 km/h. Green and also rural aspects like the animal adventure farm for children had a high priority for parents.

The City of Freiburg as the owner of the territory of Vauban is responsible for its planning and opening up for development. In the course of this, social and ecological goals and standards have been set from the beginning as part of the official guidelines by the City of Freiburg: compulsory low energy standard for new buildings, connection to the tram network until 2006, rain infiltration on the very territory, socially mixed inhabitant structure and a priority of giving away land to private builder-owners and collective building projects (Life-Projekt)<sup>35</sup>. However, aims and values were not always set unanimously within the City (councillors and responsible departments).

## 5.1.3 The emergency of a citizen movement for planning the district

At the moment when the impending departure of the French military troops became public in 1990, there was already a broad environmental network and movement in Freiburg, mainly around the resistance against the planned nuclear power plant Wyhl. And years before the city of Freiburg started the planning competition for Vauban, the initiative SUSI was set up by students at the University of Freiburg in order to claim a stake in the development of the area. Some SUSI supporters squatted the military barracks and later received a permanent rental contract in 1993 for the land

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<sup>35</sup> <http://www.vauban.de/themen/buergerbeteiligung/238-das-life-projekt>

# transformative social innovation theory

and could buy four barrack buildings from the German State real estate trust after intensive negotiations.

With enough time to perform till 1994 the citizens' initiatives constituted themselves in the context of *Forum Vauban* through which they were able to make themselves heard with a clear voice. The *Forum Vauban* was based on civic engagement and served as an open forum. In 1994 it started to invite interested citizens to get together around issues of developing the quarter. Vauban started off with new ways of knowing. Citizens demanded to be informed about and to participate in drafting the plans of rebuilding this new district on a former military territory. The *Forum Vauban* invited, organized, and coordinated professional expertise around planning, ecological housing, funding and forms of ownership brought in by interested citizens. This could be realized because the city of Freiburg agreed and provided a frame and organizational innovations to cooperate with the citizen-lead *Forum Vauban*. From this platform emerged various building groups, some of which came up with the idea of cooperative building (Interview VB1).

Because of the tight housing market in Freiburg, these initiatives quickly gained momentum and sympathies inside the population. At that time the internet was not a common means of exchange yet. Three aspects seem to be relevant in the process of formation of the initiatives of Forum Vauban and SUSI: First, face-to-face meetings, for instance at demonstrations and regular meetings of environmental groups like Greenpeace; second, certain locations where people met, for instance at the student board office at the university, where the office of SUSI had been installed since 1992. And third, in a later phase, when the planning process had started, print media for information and exchange became important platforms for education and exchange, namely the 'Vauban actuel' district magazine, which is published four times a year since 1996.

Activists in *Forum Vauban*, including students of architecture, initiated and facilitated a professional process in the course of which the different interest groups came up with a joint development and utilization plan. First, this process was realized on a voluntary basis. However, after official registration as an association *Forum Vauban* succeeded to obtain various funds (see chapter resources). It is quite remarkable how the activists kept up their motivation without being present at the intended location of their projects over a period of four years (from 1992 to about 1996 when concrete planning finally became possible), especially since a number of conflicts and set-backs happened during this period. The Vauban website explains:

*„The combination of idealism, expertise and (limited) economic possibilities was a cause of Forum Vauban's success. The participative process, combined with a PR campaign, mobilized the first new inhabitants to get together, to bring in their ideas, to form building communities and thus, to become active citizens of Vauban. The Forum actively helped partners to come together: citizens, interested builders, architects and engineers, experts in financing, people with experience in community building and others.“<sup>36</sup>*

The citizen-initiative was the driving force in establishing the participatory planning and “learning while planning” methods.

*„One has to say that the [municipal] construction department wasn't really used to citizen involvement. But this has meanwhile changed: performances on the topic citizen involvement take place.*

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<sup>36</sup> <http://www.vauban.de/themen/mobilitaet/194-verkehr-kapitel-4>

# transformative social innovation theory

Nevertheless, dependent on the department and on single co-operators they aim more or less at public information rather than real participation in the sense of influencing the decision making process “  
(Interview and e-mail feedback VB1)

## 5.1.4 Participatory planning process: City of Freiburg and Forum Vauban

When the City of Freiburg bought 34ha of the 41ha large area inside the city, the responsibility and the chance of developing a new district emerged. The city planning council started an architectural competition for a city quarter with mixed utilization. Due to the successful formation process of SUSI and Forum Vauban, the urban planning institutions found themselves confronted with a civic actor they could not ignore. The *Forum Vauban* was officially assigned agency for extended public participation and for the neighbourhood work, and was invited to delegate one advisor to the ‘Vauban City Council working group’ (GRAG).

In hindsight, events alongside the planning competition are considered as having been the starting point for the emergence of an independent project working group of the city of Freiburg, which was separated from the usual municipal hierarchies and directly assigned to the head of the construction department. This opened up possibilities for the representatives of the citizenry to directly contribute to the work of this group. It allowed for an „early and extended participation of citizens, for continued participation after conclusion of the district development planning process („Bauleitplanverfahren“), and for organizing workshops for co-creating the design of streets and the open green spaces in between...”<sup>37</sup> Another small example – in this case with a clear message in terms of gender justice – is that streets are mainly named after famous women (for instance Astrid Lindgren, Marie Curie, Paula Modersohn, but also regionally engaged, less known women).

In the process of designing the Vauban quarter, an innovative approach has been chosen from the beginning for framing this experiment of urban development. The citizen-lead *Forum Vauban* has been at the table from the very start as a full-fledged negotiation partner who co-decided about buildings and design. The city itself defined certain criteria of social innovation and sustainability from the start of the planning, tender and design competition processes itself.

With the principle of „learning urban planning“, the city of Freiburg practiced a planning method which was able to react to new developments quickly and flexibly. This allowed for “enlarged” citizen involvement processes going far beyond the usual demands of the construction law. In result, multiple suggestions from within the citizenry were included into the planning process. The inhabitants also experienced this kind of “learning urban planning” as a very positive method, allowing them to influence the City’s conception of the Vauban quarter. “It allowed for movement”, recalls an interviewee (Interview VB2).

### 5.1.4.1 Residents plan their houses: process of “Baugruppen”

The Forum also supported future inhabitants with finding suitable building groups (Sommer/ Selle et al. 2014: 95). The participatory vision was also implemented with regard to the practice of building in *Baugruppen*.

*„As a building community (Baugruppe) one saves when buying land. The tax on purchase of real estate has to be paid only for the price of the estate (not for the building, EF). Another saving happens when*

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<sup>37</sup> [<http://www.dbu.de/media/240506043601da6f.pdf>]

# transformative social innovation theory

*the members of the group agree upon a primary structure predefined by the architect but still leaving room for individual flexibility.”<sup>38</sup>*

This new way of framing and organizing the planning process made room for a great variety of ownership models: The territory was divided into small parcels of land which were given preferably to single home owners and co-housing groups (“*Baugruppen*”)<sup>39</sup>. Some of the former barrack buildings previously used by the French army are now hosting student dormitories run by the university owned student office (“*Studentenwerk*”) which is governed by the Federal State of Baden-Württemberg. Furthermore the Freiburger Stadtbau (social housing company) and investors (Green City Hotel Vauban etc.) own buildings. The structures of participatory planning created during the planning phase are still visible in the Vauban quarter today, both in the design of garden spaces which are taken care of by the inhabitants themselves, or in initiatives such as the community “*Wandelgarten*” (transition garden). Besides, the overall design principles are of course also visible inside the individual co-housing projects.

## 5.1.4.2 Participatory and ecological planning of public spaces with residents

The space between the houses is generally not dedicated to traffic, but to green areas. The so called five “*Grünspangen*” (see map in chapter 5.1) have only been conceived in 2001 till 2006 after the first inhabitants had moved in, in order to let them express their ideas on the base of living on site. The only conditions by the City, as the coordinator of the planning process, was that an urban planner and a social worker were engaged together, and that a playground for small children, a water pump and seating accommodations were provided. In this regard, specific architectural templates have been developed which allow for saving and flexibly using the available space, thereby turning Vauban into the most densely populated quarter in Freiburg, even though the abundant green areas and the small number of roads create a different impression. The semi-public spaces (such as access-galleries, community gardens and rooms) were created mainly by GENOVA- and other cooperatives as well as *Baugruppen*-projects.<sup>40</sup>

During the overall design phase of the quarter, existing natural elements have been integrated from the beginning. The village creek and the vegetation at its shores could be preserved. The 60 years old tree population was mapped, and all valuable trees were conserved. The specific quality of these old trees for the quarter has been highlighted several times during interviews as being of high value for the inhabitants’ identity (survey in Sommer/Selle et al. 2014: 93f).

## 5.1.5 Cooperative living

Those who finally live in Vauban find themselves in a different context than it is the case in a usual city district, not only in terms of car-reduced mobility and living in energy efficient houses. At least half of the Vauban citizens are co-owners of the multi-household buildings they live in – either in housing cooperatives or private co-ownerships and therefore are active in administrating and caring for their properties collectively. In the perception of some inhabitants the participatory processes set off at the beginning of the experiment are still going on, in a less spectacular, but consistent and routinized way in the individual ‘*Baugruppen*’. Neighbourly support and collaboration is an aim in

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<sup>38</sup> <http://www.kleehaeuser.de/kontakt.shtml>

<sup>39</sup> [source Quartier Vauban, Municipality of Freiburg]

<sup>40</sup> <http://www.vauban.de/en/topics/history/276-an-introduction-to-vauban-district>

# transformative social innovation theory

itself and thus definitely of higher value than in other districts. However, there is also certain exhaustion or overwhelming with social processes happening, which is why some have also left Vauban again.

The activities of the district's "Quartiersarbeit" - neighbourhood work inside Vauban are much more important than in other city quarters. Even after the completion of the construction of the district, it continues to organize meetings to discuss the further design and development, as well as topics such as the situation of families and elderly people or working with refugees. Also, the rooms of *Haus 37* - Vauban's district center - can be rented cheaply for activities by anyone.

Vauban is one of the most secure quarters of Freiburg. With only 1,6 acts of violence per year per 1000 inhabitants in 2010, Vauban had only one eighth of similar acts as compared to the city average (13,8).<sup>41</sup>

## 5.1.6 Energy-efficient housing

In the Vauban quarter, a number of social and technical innovations in the fields of energy and low carbon building requirements have been realized: the municipality of Freiburg introduced a low-energy housing standard for all buildings, namely a maximum of 65kWh/a of the primary energy consumption. As part of this energy concept, PV installations have been realized on the two large car parks at the edges of the quarter, which add to the combined heat and power station supplying the district with electricity and heating (supported by many private solar collectors).

## 5.1.7 Car-reduced living

Vauban serves as model eco-district and as an example for sustainable, car-reduced ways of living<sup>42</sup>. Ideas in this regard have first been generated in 1996 and have then been further elaborated in the course of *Forum Vauban* workshops - a car-free district has never been brought forward as a serious option. The concept which was finally realized provides that no parking is allowed in most of the housing streets, but only in the commercial area and at the main road of Vaubanallee which is also the axis of the tram line. There are no through roads to connect with the adjacent districts, and a general speed limit of only 30km/h or below. There is a rich net of cycle and pedestrian paths through Vauban. No parking lots exist in front of the majority of buildings. An innovative „deal“ could be concluded in view of car-free living: The question was how to deal with the legally compulsory establishment of space for car parking by each builder-owner without having to use the valuable property for parking lots. So whoever comes to live in Vauban with a car is obliged to buy a parking space in one of the two parking garages between 18.000 and 22.000 €. <sup>43</sup> Instead, inhabitants without a car only pay 3.700 Euros to a dedicated association called "car-free living" when moving into Vauban. Out of this money, the association provides a territory inside the district where another parking lot could be built if necessary (Interview VB2; Sommer, Selle et al. 2014). So far this has not been necessary and therefore serves as a green area where urban gardening has created a community garden.

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<sup>41</sup> All percentage figures were solicited from: <http://www.quartiersarbeit-vauban.de/index.php/home/vauban-in-zahlen> and <http://www.badische-zeitung.de/vauban-im-bz-faktencheck>, 01.05.2012

<sup>42</sup> 2009 waren von den über 1000 Haushalten waren 420 autofrei.<sup>42</sup> 2013 wurden 172 Autos per 1.000 Bewohner verzeichnet.<sup>42</sup>

<sup>43</sup> <http://www.vauban.de/themen/mobilitaet/195-verkehr-kapitel-5>

# transformative social innovation theory

Since the Vauban quarter has been completed, its daily life is characterized by car free mobility, large green areas, relatively low danger for kids to move freely across the whole quarter, and by an important cultural and leisure program. Vauban hosts next to the fundamental consumption services – like a supermarket, a drug store, a bicycle and a computer shop – a particularly high density of services related to sustainable living, be it yoga schools, a so-called repair café where citizens help out each other with technical problems of all sorts, an organic canteen, and various related events, mostly held in Haus 37, the community center.

## 5.1.8 Co-housing case GENOVA

The cooperative co-housing group of “GENOVA” has emerged as a result of the *Forum Vauban* in 1998. It started off with 60 members. GENOVA can be seen as a positive example of cooperative, participative planning methods in Vauban. The innovative and visionary approach of GENOVA is manifested, for example, in the methods which have been used in the course of the participatory processes. The citizens have been explicitly invited to propose utopian visions of the future and to discuss their potential for implementation with the help of a method called „future workshops“. However, experience shows that a number of problems have only come into being during the phase of implementation, which might result in the need of modifying initial plans. The participatory process at GENOVA therefore has been extended to include the construction phase as well (Sperling et al. 1999). Both constitutional and energy and resource saving materials have been used. An improved low energy standard (below 50kWh/m<sup>2</sup>a) even undershoots the value prescribed in Freiburg-Vauban by 20% (Sperling 1999). One of the management board-members and two representatives (male and female) of the future inhabitants were directly involved in the decision-making process with a delegate of the architects in the 'leading planning group' - in cooperation with the assembly of the members.

In the planning phase, the aspiring GENOVA inhabitants were able to agree on the distribution of the apartments without an external mediation. The decision process took advantage of the diversity of the members representing different needs: elderly people preferring upper floors, families the ground floor etc. (Interview VB1). Mainly because of financial reasons it has been a declared concern to cater both for people who could afford to buy their own residential property and for those who could not do this. Other decisions that have been taken at the beginning and have proven to be successful ever since were to co-finance guest rooms for two persons, as well as common rooms via the rental prices of the individual apartments.

## 5.3 TSI dynamics in Vauban

To describe the transformative social innovation dynamics of Vauban, we will follow a chronological order to distinguish the two main stages of Vauban: the planning and building process and the final stage of living in the completed district. Therefore motives of the early pioneers are explained, followed by development dynamics. The planning process was signed by top-down and bottom-up dynamics that have led to innovative practices of participatory planning, nevertheless not without conflicts.

### 5.1.9 Motives and transformation of Vauban activists

Most of the aspiring Vauban citizens were ready to work voluntarily in the participatory planning processes and to participate in the organization of their co-housing projects. In addition, they were

# transformative social innovation theory

ready to reduce their access to a car in the living area. The motives of the early Forum Vauban activists originated from their engagement in the environmental and anti-atomic movements and were centred around the vision of implementing an ecologically, as well as a participatory and democratically planned district. The motivation for one of the activists to co-found Forum Vauban e.V. was, that “in 1994 [...] this huge opportunity emerged – getting out of the university library, right into the model district directly in front of my house [...]. Cause car-free living, zero energy houses, district composting or façade greening had to be possible in reality as well, after all” (Interview in Vauban Actuel 1997-5).

The squatters of former times are home owners today who have made investments into eco- houses. **“Idealists have turned into entrepreneurs”**, Vauban inhabitant André Heuss says.<sup>44</sup> Vauban hosts a broad range of projects and initiatives attracting people with specific motivations, for instance:

*„I appreciate that SUSI is a meeting place for traditional craftwork” (a carpenter in Vauban since 1993, interviewed in SUSI Reader No5, 2002).*

A GENOVA member living in Vauban since 1999 with his family says:

*“We like the old trees, the SUSI project, the idea of the district house 37, the student residence... and we think that a very tolerant way of being together can emerge here” (Interview in Vauban Actuel 1999-1)*

In view of possibilities for involvement, co-working and the community spirit in GENOVA, he further says:

*„Particularly the process of joint designing of the building project: We can co-design the ground plots of our apartments and the facades of the houses. Now we have a working group for building a community flat. Given that also elderly people move in with us and cooperate, GENOVA takes the character of something like a big family. We are currently considering to establish a joint lunch table.” (interviewed by in Vauban Actuel 1999-1)*

## 5.1.10 Constant development of Vauban by the activists

During the years of planning and building the district, Forum Vauban has organized – and announced in ‘Vauban actuel’ – different kinds of private consultancy services, such as support with financial issues or for saving energy. It made suggestions concerning the concepts on traffic and the water management system. It served as a host for the extended participation activities (after application at the Landesentwicklungsgesellschaft LEG). Forum Vauban received funding by the EU and by the State “German Environmental Foundation” (DBU) for up to 6 staff. Also, it was engaged in numerous cooperations with diverse stakeholders. Forum Vauban has managed to become a widely accepted platform for exchange and cooperation – by both environmental activists and city planners alike – and in result received a mandate in the Vauban city planning council GRAG with the function of officially assisting with the distribution of building lots.

Forum Vauban invited interested citizens to events and workshops for exchanging information between all concerned groups, as well as for bringing in ideas in bottom-up processes (Sperling 2004). An example of such an event is the „Wohnfrühling“ (living spring) campaign in 1996,

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<sup>44</sup> „Eine Stadt der Zukunft“ Article in [http://www.deutschlandradiokultur.de/eine-stadt-der-zukunft.1001.de.html?dram:article\\_id=248796](http://www.deutschlandradiokultur.de/eine-stadt-der-zukunft.1001.de.html?dram:article_id=248796)

# transformative social innovation theory

organized by *Forum Vauban* which served as a platform for public relations and for attracting future inhabitants of the quarter. Surveys were conducted about the mobility concept and other aspects of the designing process. On top of its counseling programs, the Forum came up with informational brochures on various topics such as „Living in Vauban – this is what it can look like when citizens are part of the planning process“ (*Forum Vauban e.V.* 1996b). Still, the work of the Forum Vauban of uniting the different movements, groups and initiatives, interested in Vauban, had to pass numerous breaking tests.

When the majority of the houses were built and residents have moved in and ‘normal’ life started, the engagement for the quarter started to diminish. Still, according to Interviewee VB9, the number of active people in Vauban remained constant. The liquidation of *Forum Vauban* in 2004 was another setback (see chapter governance). In the years from 2000, the newly installed ‘neighbourhood work’ (with Forum Vauban, and later Stadtteilverein as the organizing institutions) had organized several events and assemblies to motivate the residents’ engagement (see chapter on agency).

After the joint project of building the district has been completed, a differentiation process can be observed. The activities of Vauban residents have spread out to a large variety of different projects. The activities are happening either in local groups with one of Vauban’s co-housing initiatives as ‘hosting space’ like supporting refugees with rooms for German lessons (GENOVA), the urban gardening at the tram station in Vauban (Wandelgarten) or the ongoing work of turning Vauban into an barrier-free quarter accessible with wheel chairs and other handicaps<sup>45</sup> or to improve the traffic situation especially crossing the bigger road to schools and the city. Second the politically active people in Vauban have formed numerous interest groups with relevance for the entire city of Freiburg and beyond, independent from Vauban as a ‘local spot’ (website Vauban).

## 5.1.11 Top-down meets bottom-up planning

The process of participatory and citizen-lead planning has caused a number of unforeseen and innovative dynamics. These dynamics developed between the two most important groups of social actors: the City of Freiburg, including political decision makers and the planning department on the one hand, and the citizen initiatives which had become a strong and professional force, concentrated in the “*Forum Vauban*” on the other hand.

The specific character of the development of the city quarter of Vauban has its decisive cause in its very beginning. A civic forum was initiated to work with enough time ahead of the starting date of the project, the goal of which was to create ecological living space based on the principles of social justice and self-organization. In this situation, the citizenry was able to coordinate the project in a way that allowed for creating a whole city quarter with 5,500 inhabitants as a citizen-lead process. The second party was the administration of the City of Freiburg, which opened up its existing procedures for the citizens’ initiative, thus abandoning the usual top-down planning practices for setting up new city quarters. The resulting process combined top-down and bottom-up planning in multiple ways. In result, many unusual building projects emerged while the city could benefit from the creative, voluntary power of the population. However, the quarter has also seen a number of serious conflicts.

In more detail, the dynamics created by the existing constellation of social actors looked as follows. When the City of Freiburg decided to build the new district in 1993, the citizen-lead initiative of

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<sup>45</sup> <http://www.badische-zeitung.de/freiburg-sued/der-lange-weg-zum-stadtteil-fuer-alle--114714291.html>

# transformative social innovation theory

*Forum Vauban* had already been active in setting up their plans and visions about how to build the district in a “green”, sustainable and participatory way. After the necessary financial means had been provided by the state (see chapter on resources), the processes of negotiation between the urban planning department and the citizen-lead initiatives started. The City of Freiburg agreed to invest an unusually high amount of money into the participation process (see chapter on resources). With additional funding raised by the *Forum Vauban* registered association, events and speeches on topics of interest for potential future settlers of Vauban were organized. The events successfully brought together interested future home owners and helped them to organize themselves in co-housing groups (*Baugruppen*) according to common interests with regard to construction and housing types.<sup>46</sup>

The SUSI initiative and the student office of the state university renovated the old barracks, in contrast to the city who demolished all existing buildings. Only through citizens’ initiatives could two houses be renovated on the area which was in responsibility of the municipality: first, the so-called „Haus 37“, which is serving as District Community Centre today, hosting the offices of „Quartiersarbeit“, amongst others; and secondly, the former building „Haus50“, which was converted into the DIVA “House of Services, Arts and Crafts”, operating since 2004. Another joint initiative of SUSI- and GENOVA-stakeholders for renovating three further barrack buildings failed and the buildings were demolished<sup>47</sup>.

## 5.1.11.1 Co-learning process of city and citizens between collaboration and conflicts

*SPG 24: There was an intensive local participation. Without the pressure of the people on site onto politicians and administration, much less could have been achieved. (original: „Es gab eine intensive Beteiligung vor Ort. Ohne den Druck der Leute vor Ort auf die Politik und Verwaltung hätte man nicht so viel erreicht.“)*

*SPG 14: The process of implementation was exemplary. And if the city had given more support, it would have been even better. We have made a lot of bad compromises (original: „Die Umsetzung – der Prozess war beispielhaft und wenn die Stadt besser mitgezogen hätte, wäre es noch besser gewesen. Wir haben viele Kompromisse 76auban müssen die schlecht waren.“)*

*.SPG 6: What I like less is that it was hard to push certain concepts against the city administration. This has cost us a lot of time and energy. There have been only very narrow majorities in the city council. (original: „Weniger gut finde ich, dass Konzepte sehr schwer gegen die Verwaltung durchgesetzt werden mussten. Dies hat viel Energie und Zeit gekostet. Es gab nur knappe Mehrheitsentscheide im Gemeinderat.“) (Interviews in Sommer/Selle 2014: 96)*

*“I personally regard the 1996 publicity campaign which saw the City and the Forum side by side promoting sustainable living and transportation concepts, as the “ice-breaking” event.”<sup>48</sup>*

When the Vauban quarter was planned, bottom-up logic of plural, colourful, sometimes chaotic, self-organized civic engagement was confronted with the bureaucratic logic of a hierarchically organized state apparatus dealing with urban planning. In the following section, we will highlight a number of important aspects around which tensions arose between the city and the civic forum, as well as how these tensions were dealt with.

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<sup>46</sup> [see interview Jörg Lange from 01:30h]

<sup>47</sup> <http://www.vauban.de/themen/geschichte/235-projekt-drei5viertel>

<sup>48</sup> [<http://www.carstensperling.de/pdf/abstract-ppt.pdf>]

# transformative social innovation theory

The report of the EU funded LIFE project, which financially supported the development of the Vauban quarter (see chapter resources) claimed that the intensive participation of citizens partially lead to important additional expenditures by the City of Freiburg. At the same time it concedes a gain in transparency and acceptance which worked out positively in the sense of a long-term stabilization of the city quarter. The sense of responsibility of the citizens had been strengthened and the disenchantment with politics reduced. Despite occasional conflicts the City of Freiburg and the citizenry see the participatory and cooperative approach as a great gain of the quality and further development of the city quarter of Vauban. Carsten Sperling of *Forum Vauban* reflects that the relation between the Forum and the City can – all in all – be described as “competitive but fair”.<sup>49</sup> In view of a more differentiated perspective of the dynamics involved we will present a few examples.

The Vauban city council working group (GRAG) invited a representative of Forum Vauban to take over a permanent seat in a consulting role. The dedicated citizens of *Forum Vauban* welcomed this decision of the city as a step towards them. Nevertheless they were not always satisfied, because the citizens were expected to adapt to the logics of urban planning which already existed in the city bureaucracy. For example, the city only accepted the presence of one representative in the GRAG which did not correspond with the grass roots democratic structure of *Forum Vauban*, consisting of multiple subgroups (Interview VB1).

On the other hand, it is reported that in one case, protest activities by the inhabitants had lowered the earnings of the city administration. For instance, when creating a specific trustee account, two million Euros were missing, because ‘Haus 37’ was not demolished and the market place remained non built-up, as a change to the original concept of the city planners.<sup>50</sup>

We find multiple quotes claiming that Vauban has not been a project that had been planned or even desired the way it turned out to develop by the municipality originally.

*“Our previous major Böhme [of the city of Freiburg, from the social democratic party] is not particularly fond of this city quarter that is visited by thousands of expert visitors every year. He thinks that the quarter of Rieselfeld was a bigger success than Vauban.”<sup>51</sup>*

The collaboration with and the activity of the city administration is described as difficult and often inconsistent (Interview Sommer/Selle et al 2014). Residents would have preferred that the administration structure and organize the participatory process more actively instead of leaving this role entirely to the citizens themselves (Lehrstuhl für Planungstheorie 2013e).

Maybe it has been an advantage from the perspective of citizen involvement in Vauban that urban planning was busy with planning the Rieselfeld at the time, handing over the coordination of Vauban (sales of lots, construction of roads etc.) to the “Landesentwicklungsgesellschaft” in Stuttgart<sup>52</sup> and thus accepting the experiment to grow instead of imposing a top-down concept to be implemented in a traditional way. Nevertheless it has to be conceded that the city has invested more resources than usual into the participatory processes, even though this is true only for the first two building phases.

*SPG 14: Already during the third building phase, the city has not informed the inhabitants about the idea of the Vauban quarter. This was to avoid resistance. Those who came could buy. The marketing*

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<sup>49</sup> <http://www.carstensperling.de/pdf/abstract-ppt.pdf>

<sup>50</sup> <http://www.badische-zeitung.de/freiburg/einmal-vauban-immer-vauban-x1x--110856101.html>

<sup>51</sup> Andreas Delleske in <http://www.vauban.de/themen/geschichte/220-geschichte-2008-bis-2013>

<sup>52</sup> <http://www.vauban.de/themen/planung-daten/225-planung-des-neuen-stadtteils>

# transformative social innovation theory

*happened strictly according to economic rules (original: „Schon im dritten Bauabschnitt hat die Stadt die Bewohner nicht mehr über die Idee des Vauban Quartiers informiert. Damit wurde bewusst Widerstand vermieden. Wer kam, konnte kaufen. Die Vermarktung verlief nach rein wirtschaftlichen Gründen.“) (Interviews in Sommer/Selle 2014: 96)*

Another example is the difficulty building groups faced with developing trade, crafts and industries in the bottom floors of their buildings, as was envisaged by the urban planning department (Interview in Sommer/ Selle et al. 2014). Some of the reasons for this were a lack of experience and of financial means. Some more professional support might have led to more commercial units at Vaubanallee (Lehrstuhl für Planungstheorie 2013e).

The quarter is characterized by a mixture of different utilizations such as living and working. However, less commercial areas were developed than had been planned at the beginning. This also resulted in the scheduled number of work places not having been met (Sommer/ Selle et al. 2014: 28). Furthermore the tram line to Vauban has been inaugurated only in 2006 when most of the Vauban residents had already settled.<sup>53</sup> Only in 2014 did the City of Freiburg meet the the demand of the inhabitants to establish fix parking spaces in the central area for the car sharing fleet of Vauban.

A recent case is the late planning of the so called “M1” area at the entrance of Vauban next to Paula Modersohn Place. Plans by the city for the construction of a so-called “green business centre” on “M1” have led to protests and resistance by Vauban inhabitants and others – the „Wagenburg Kommando Rhino“ squatted the area. In May 2008, residents organized a greening event “Pflanzenpark statt Betonklotz” to show alternatives to the planned construction of a long-stretched building.<sup>54</sup> In December 2008, a workshop organized by Stadtteilverein collected further ideas for the design of the area, proposing a combination of a “Green-City-Haus”, a green space and a hotel “Vauberge”. Despite the detailed construction plans and a large campaign for private funding<sup>55</sup>, the City administration and council refused a participatory approach in the development of the lot.<sup>56</sup> During this process, the current investor dropped out and the city-owned company “Freiburger Stadtbau” was finally commissioned to build a complex of two buildings. When negotiations between the squatters and the municipality for the removal of the trailers to another suitable area failed, the „Wagenburg“ was evacuated by police force, against the strong protest of squatters and their supporters (from all over Germany).

Today the site features an office/apartment building and the adjacent Green City Hotel Vauban.<sup>57</sup> The latter is run by a non-profit company which manages the low energy building, and puts a special focus on the integration of handicapped people, both as customers and as members of staff.

## *City of Freiburg draws profit from the citizens' ecological commitment*

From the perspective of many inhabitants of Vauban, an unjust treatment by the City persists throughout the history of the quarter. In the case of a building lot, a cooperative was given only one year's time to acquire the necessary means, which it did not manage to do. In another case, a

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<sup>53</sup> <http://www.stadtteilverein-vauban.de/verein/info.php#vorgeschichte>

<sup>54</sup> See article “Begrünungsaktion am Quartierseingang” in [http://www.stadtteilverein-vauban.de/infos/aktuelles\\_archiv.php](http://www.stadtteilverein-vauban.de/infos/aktuelles_archiv.php)

<sup>55</sup> [http://www.stadtteilverein-vauban.de/infos/presentation\\_files/green-city72.pdf](http://www.stadtteilverein-vauban.de/infos/presentation_files/green-city72.pdf)

<sup>56</sup> [http://www.vauban-im-bild.de/infos\\_vauban/green-city-haus.php](http://www.vauban-im-bild.de/infos_vauban/green-city-haus.php)

<sup>57</sup> <http://www.vauban.de/themen/geschichte/220-geschichte-2008-bis-2013>

# transformative social innovation theory

commercial builder was given unlimited time by the city and after protest by Vauban activists two years' time (Interview VB1). The peak of what inhabitants experience as inadequate treatment is that the city benefits from tourism in Vauban and from the image of Freiburg as a "Green City" (see chapter on green city) which is due mainly to Vauban and its civic activities, without the latter being recognized and appreciated sufficiently:

*SPG 6: that those with whom we had severe conflicts, advertise Vauban today but don't communicate that these successes were results of bottom-up processes (original: „.....dass die, mit denen wir die Auseinandersetzungen hatten, heute mit Vauban werben und dabei nicht kommuniziert wird, dass die Erfolge von unten durchgesetzt wurden.“) (Interviews in Sommer/Selle 2014: 96)*

Even the „Frankfurter Allgemeine“, one of the most important German daily newspapers appreciates the importance of Vauban for the “green” image of Freiburg. It writes: “This special mix of ecological awareness and new forms of living an exhibition quarter emerged which became an important basis for the city’s reputation. More than any other German city, Freiburg is known for energy aware building and living’, says building consultant Beha.”<sup>58</sup>

## GENOVA

GENOVA had supporters mainly among the Social Democrats and the Green Party members of the City Council in the GRAG, who could influence urban decisions informally in their favour (Interview VB1). Nevertheless further plans about how to cover the neighbouring areas with buildings failed after the first building plan (at Heinrich-Mann-Str.) due to the scepticism of the city. This is why in 1998 only one construction stage with two building parts and 36 apartments could be realized.

One of the accomplishments of GENOVA in view of affordable living space is the fixing of rental prices for 10 apartments supported by GENOVA by means of the social building program for 10 years. However, after some efforts to choose the beneficiaries itself, GENOVA decided that applicants should have an official document proving their eligibility to receive low cost housing issued by city institutions. After 10 years, they can then receive support for paying their rent by a special social fund created by GENOVA. (Interview VB1).

### 5.1.12 Changing generations in Vauban

The Neighbourhood work reflects on the intensity of participation in the “Vauban10+”series of events in 2010

*„Do-gooders are out“ or „Does engagement make you sustainably happy “? However, we can observe more or less the same group of people every time. Most people in the district prefer to stay at home, and it is hard to motivate them to take part actively in the change process towards a better future. Therefore, we ask ourselves if social and ecological responsibility loses importance as wealth increases. Or have images and prejudices about the “eco-ghetto” taken root so firmly that one does not want to appear as a “Vauban activist”?”<sup>59</sup>*

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<sup>58</sup> <http://www.faz.net/aktuell/wirtschaft/wirtschaftspolitik/neue-lebensformen-in-freiburg-vorzeigevierviertel-fuer-oekologiebewusstsein-14386.html>

<sup>59</sup> Reflections of Patricia de Santiago and Daniel Haas on the level of participation in the “Vauban10+”series of events in 2010, published in Vauban actuel 2010-4, p.3 (<http://www.vauban.de/component/jdownloads/finish/3-vauban-actuel/811-vauban-actuel-2010-4?Itemid=267>)

# transformative social innovation theory

The most active period of Forum Vauban, during which citizens were most involved in designing the quarter through planning their own homes as well as the surrounding area, were the years 1994-2002. After that, fewer cooperative building groups have been founded. Since its completion in 2015, Vauban has become one of the most attractive living places in Freiburg, and apartments are handed over from person to person through sale or renting. This also promotes a change of generations. New inhabitants have moved in who identify less with the initial ideas of the founders of Vauban. An “institutional” change of generations also took place when Forum Vauban was forced into bankruptcy in 2004, as well as with the foundation of the new “Stadtteilverein” (district association) in 2005. This association assembles about 130 members out of the 2000 households (without the student dormitories) and frames the voluntary work, as well as the social and cultural life inside the Vauban quarter (Interview VB1).

The innovative character of Vauban seems to be represented mainly by the inhabitants of the first generation. A strong identity (“feeling of belonging to a we-group”) is of course particularly strong for the original inhabitants (“natives”) (Interview VB2). The more recent buildings which have emerged during the later construction stages inside Vauban, such as the Gisingerbauten on Merzhauser Str., have been realized by professional builders. While they appear perfect in design and style, the community feeling is missing there according to our interview partner (VB2). Some of the earlier inhabitants criticize that most of the more recent inhabitants identify less with the ecological approach of the project and are sometimes hardly aware of it. (Interviews in Sommer/Selle et al. 2014:94). Similarly, the „project feeling“ about Vauban as a quarter „which brings something special to the city– is maybe less present with the new inhabitants“ (Interview VB2). In contrast, the practice of living without or with a rather reduced use of cars is flourishing as described in chapter 3.2.

In 2010, ‘Vauban 10 plus’ was started, a series of workshops which was initiated by ‘Quartiersarbeit’ in order to discuss how the district is developing – ‘Quartiersarbeit’ (in cooperation with the community center and citizen association) interviewed institutions and initiatives on their viewpoints on “Sustainability”<sup>60</sup>. Vauban is a young city quarter, and it keeps attracting many young families. At the same time, there are a number of remarkable activities offered to elderly people, yet the green areas, playgrounds (as well as possibilities to play on the streets) and the childrens farm playground “Abenteuerhof” are perfect for kids (Interview VB2).

## 5.1.13 Transformative effects and model character

### 5.1.13.1 Societal transformation and mainstreaming processes

Since it has been presented at the HABITAT exhibition in 1996 Vauban has been looked at as an experiment and example for numerous other urban planning projects involving citizen participation, car-reduced and sustainable living. It has likely been an inspiration for several law developments in Germany. First, the concept is offering two options for choosing – either payments for a parking lot or a contribution for the association “Autofreies Wohnen” (car-free living) actually creating living spaces free of cars has resulted in a legal amendment on the level of the State of Baden-Württemberg allowing more freedom to create diverse forms of parking lots, for instance for bikes instead for cars only.

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<sup>60</sup> <http://www.quartiersarbeit-vauban.de/index.php/quartiersarbeit/vernetzung>

# transformative social innovation theory

However, Vauban's mobility concept has never been politically supported to be copied even inside of Freiburg. The concept of parking places (see chapter on car reduced living) has rather been criticised by the media suspecting that car owners would simply go parking in the neighbouring districts. The reality is that there was an interim phase since many Vauban citizens sold their old car only after they had moved in, while today, there hardly is any more unallowed parking neither in Vauban nor in the neighbouring streets. Yet,

*“it is hard to get something back out of people's heads once it has been in there” (Interview VB1).*

For the parallel district in planning – Rieselfeld (about 10,000 residents on 72ha of land) – the low-energy housing standard was applied as well, but the car-reduced policy and extended public participation during the planning phase was realised only in Vauban.

## GENOVA

GENOVA and other co-housing projects were object to a German legal reform which abolished the so-called *Eigenheimzulage*, a subsidy supporting private house building during its very planning phase. The abolishment of these subsidies has been postponed in result of nation-wide protests – amongst others by GENOVA – by a number of years (interview VB1). By the time when they were finally abolished for new cases, on 1.1.2006, the second building project by GENOVA was concerned. Therefore, some apartments had to be sold as condominiums in order to balance the budget.

### 5.1.13.2 International Publicity

Vauban received quite a lot of international attention since it has been chosen as the German Best Practice contribution to the UN housing conference Habitat II in Istanbul (Sperling et al. 1999). External support and acknowledgement as a model came already during the development phase, for example through the LIFE project of Forum Vauban<sup>61</sup>, the local environmental award for SUSI<sup>62</sup> and the involvement of research institutes for accompanying studies, for instance the innovative energy and sanitary concept of the co-housing project “Wohnen&Arbeiten”<sup>63</sup>. Vauban receives visiting requests from all over the world, especially from South Korea at the moment. A network of professional guides hosts tours around the quarter for political and international guests. Vauban made it to the front page of the New York Times in 2009.<sup>64</sup> Even though there are a number of mistakes in this report, for example the claim that the district had already been completed in 2006 and even though the overall tone reads a bit casual, the report generally appreciates the car-reduced way of living in Vauban.

The growing worldwide recognition and dissemination of Vauban as a model-eco district has led to an unexpected phenomenon: more and more interested persons from all over the world have started studying, and visiting Vauban in order to learn more about the details of the district's development – academia, politicians, technical experts, and even pupils and ordinary persons who just want to add a “green sight” to the standard visiting tour of Freiburg. Today, a guided walk around Vauban is part of the repertoire of many Freiburg tour guides<sup>65</sup>. Admittedly, after digesting first impressions,

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<sup>61</sup> <http://www.vauban.de/themen/buergerbeteiligung/238-das-life-projekt>

<sup>62</sup> <http://www.vauban.de/themen/buergerbeteiligung/31-vauban/energie/279-susi-s-%C3%B6kokonzept-von-1995>

<sup>63</sup> <http://www.passivhaus-vauban.de>

<sup>64</sup> <http://www.nytimes.com/2009/05/12/science/earth/12suburb.html? r=0> on May 11, 2009

<sup>65</sup> <http://www.freiburg.de/pb/,Lde/225907.html>

# transformative social innovation theory

some of them have also voiced possibility of “transplanting” the ideas behind the model of Vauban to other places (Interview VB2).

## 5.1.13.3 Green City Freiburg and Vauban

During the development of Vauban most of the external inquiries about the model eco-district were addressed to the key stakeholders mentioned above – Forum Vauban (later Stadtteilverein) and the City’s planning department which had difficulties responding to the increasing interest. This is when private expert agencies came into place to provide guided tours. At the same time, the City of Freiburg intensified its PR work to present Vauban to the interested public: a website with six subpages<sup>66</sup>, online and printed brochures in six different languages, as well as imagery and presentations are available. None the last, Freiburg experienced a growing interest as a “Green City” in general, which was fuelled by several sustainability awards, and finally lead to the establishment of a designated “Green City Office”<sup>67</sup> in the municipal Department of International Relations with one staff in full position to coordinate and answer incoming queries. The office has signed Memorandums of Understanding with four designated “Green City”- agencies to organize study visits and seminars, meeting the visitors’ interests.

The City also took the invitation by the organizers of World Expo 2010 in Shanghai to exhibit Vauban as a model of sustainable district development, and since then, visitors’ numbers are growing even faster. However, many citizens and stakeholders complain about missing services in terms of hosting the visitors, for instance by providing public toilets, an information booth and information plates.<sup>68</sup> Suggestions from the district association ‘Stadtteilverein Vauban’ for the opening of a Green City / Vauban info point as part of the new structure on “M1” area at the entrance of Vauban had been refused by the City who preferred the apartment/office block and Green City hotel<sup>69</sup>.

## 5.4 Agency in Vauban

In the case of Vauban agency and empowerment have turned out as political issues. Affordable access to land property and the right to create houses in the intended ecological and social ways have been the main driving forces of civil society actors. Empowerment was among the main intentions when this new city district was built. As introduced in the previous chapter, the City as an actor which was used to practicing top-down planning opened up to a participatory planning process that was strongly and professionally suggested by the citizen-lead Forum Vauban.

*„During the phase of emergence, almost all aspiring residents of Vauban were involved in one of the projects.“ (Interview VB2)*

In the following sections we explain first the internal governance structures that have been established in the planning process, as well as how governance is working in the overall district of Vauban and in the co-housing cooperative of GENOVA today. Based on this plus the interpretation from the previous chapters, we summarize the interaction in an actor map. Secondly, we introduce aspects of social learning connected to the Vauban project, which GENOVA is a part of. Thirdly the resourcing processes especially during the planning and building phase are described and discussed

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<sup>66</sup> <http://www.freiburg.de/pb/,Lde/208736.html>

<sup>67</sup> <http://www.freiburg.de/pb/,Lde/372840.html>

<sup>68</sup> See interviews VB1 and VB2.

<sup>69</sup> <http://www.vauban.de/themen/geschichte/220-geschichte-2008-bis-2013>

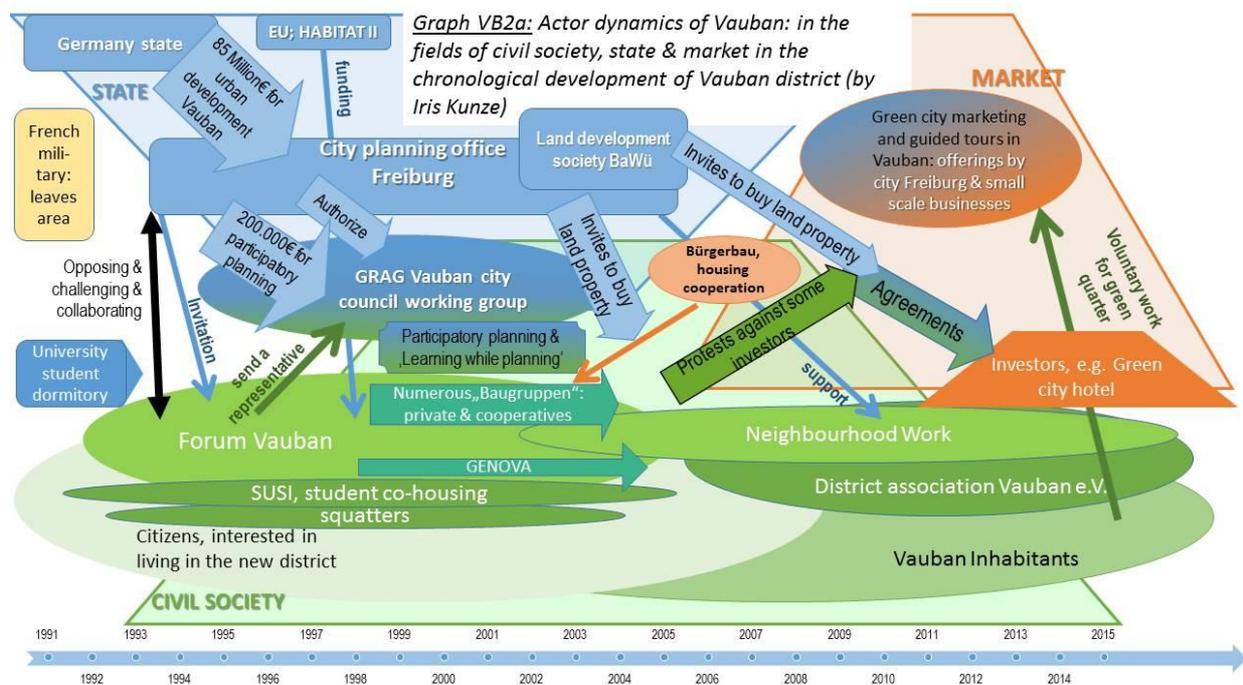
# transformative social innovation theory

for both the cases of Vauban and GENOVA. Last but not least, we make a few comments about monitoring, existing studies and other data on Vauban.

## 5.1.14 Actor mapping

For creating the new district of Vauban, citizens' engagement as well as governmental institutions had been involved from the beginning on. The Forum Vauban appeared earlier and had settled already, when the City started to organize the formal planning process. The following two actor maps show the central actors, their relations and actions in the chronological development of Vauban. The first map shows the details of single actors and relations and their interactions over time, while the second map has been simplified, also leaving out the time aspect. The phase of planning and building merges into the later phase of 'living' till today.

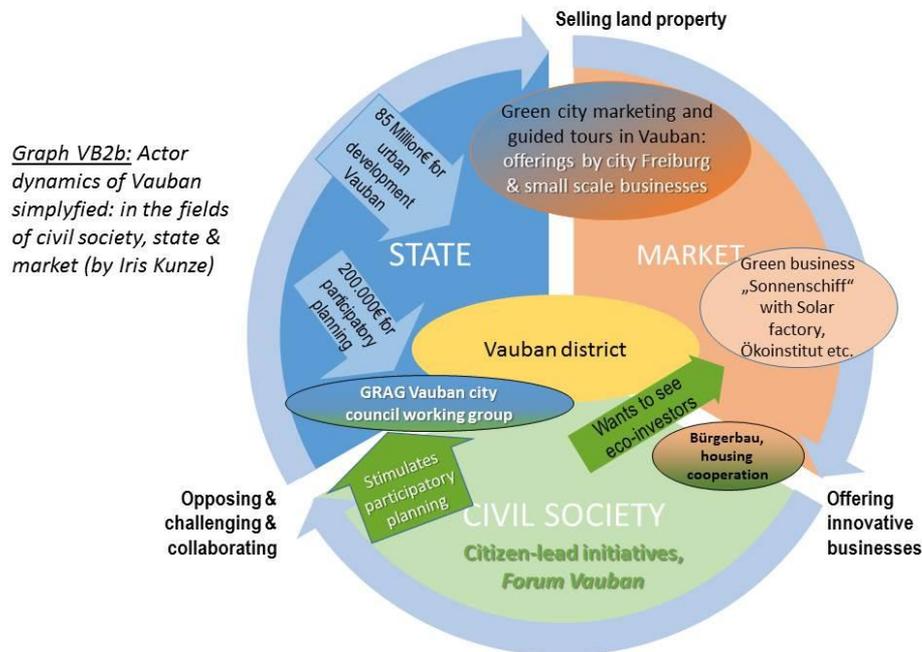
**Figure 14: Actor map 1 of Vauban: dynamics over time in detail**



Source: Own elaboration. Iris Kunze.

# transformative social innovation theory

Figure 15: Actor map 2 of Vauban: dynamics simplified



Source: Own elaboration. Iris Kunze.

## 5.1.15 Governance

### 5.1.15.1 Internal governance in Vauban

During the planning phase, the City of Freiburg as the owner of the land had the responsibility and power to decide on planning and selling land slots– except for the areas of SUSI and the student homes already owned by the Studentenwerk who had bought them directly from the German real estate institution.

“The City of Freiburg set up the principle of “Planning that Learns” and allowed an extended citizen participation which was organized by “Forum Vauban”. The structures of planning and decision-making were remarkably transparent and included the Forum as a consultative partner. <sup>70</sup> In terms of power, actors and responsibility „the main agency [with regard to the urban planning project Vauban] formally was with the city administration, who transferred the task of project management to a specific project group [„GRAG“].

The „**Vauban city planning council (GRAG)**” is a committee inside the city council, in other words a working group of the city council and the urban planning department of the city which has been especially created to plan the new district of Vauban. It is in charge of creating the necessary infrastructure, take over a coordinating role, do the marketing of the territories and the PR work. It was supported by the LEG, who works for it as a trustee. <sup>71</sup> The group consisted of representatives from different offices of the city of Freiburg, mainly the urban planning department. It is reported that individual builders had to present their projects and conceptions in the sessions of the GRAG

<sup>70</sup> [<http://www.carstensperling.de/pdf/abstract-ppt.pdf>]

<sup>71</sup> [<http://www.perspektive-petrisberg.de/index.php?id=589>]

# transformative social innovation theory

and receive its agreement. The GRAG could also demand modifications. It was not unusual that a project was declined, and that a better fit to the concept of “Vauban” was demanded.<sup>72</sup>

After Forum Vauban had successfully applied to the Baden-Württemberg Development Agency (Landesentwicklungsgesellschaft LEG) for the governance and financial responsibility of the extended participation, it was not only granted related funding, but one representative of Forum Vauban was also invited to the working group in an advisory role<sup>73</sup>. “The GRAG then elaborated the details of the master plan and decided about the fit of single building projects. The decisions of the GRAG then went to the city council for voting.”<sup>74</sup>

*“Participation needs independent advocates who are at the same time integrated into the planning and decision-making processes. In the case of Freiburg-Vauban positive experiences were made with the „outsourcing“ of citizen involvement out of the city administration and its simultaneous institutional integration into the city council working group via round tables. The parallel working structures of the city administration and the citizen involvement forums often only made new solutions possible in the first place. In this sense, citizen involvement needs a long-term organizational, personal and financial perspective.”<sup>75</sup>*

Forum Vauban was created in 1994 by activists from various environmental movements, as mentioned above. They already had an eye on this place, before the City of Freiburg could buy it and start to make its own plans. Founded on December, 22 in 1994 with only seven people, Forum Vauban was growing rapidly. Only two months later, 60 people met on a regular basis. After half of Vauban had been built in 2003, about 400 people were intensively involved in the development of the quarter and the participatory processes of “learning while planning”.<sup>76</sup>

Between 1996 and the end of 2000, Forum Vauban acted as legal body framing and hosting the participation process.<sup>77</sup> The work of Forum Vauban consisted in offering networking between people with building ambitions, informing about diverse topics around the “Baugruppen”-process (see chapter social learning) and contributing to the building process of the district in collaboration with GRAG, the Vauban urban planning group. In addition, numerous regular working group gatherings as well as meetings of special projects or “Baugruppen” and other co-housing groups linked with or situated at Vauban took place regularly. At that time, there were about four meetings of district groups each week on the premises of Forum Vauban. The working groups’ issues were: traffic / mobility, energy, coordination of the Baugruppen, social life (round table and advisory board of social initiatives, representatives from the City of Freiburg and some welfare institutions), business (roundtable with Baugruppen, commercial representatives and the City of Freiburg), and others. In 1999, Forum Vauban has further been assigned the responsibility for the coordination of neighbourhood work, for setting up and supporting a social and cultural infrastructure in the new district.<sup>78</sup> The [Bürgerbau](#) AG (Citizens’ Building Corporation), originated from Forum Vauban and has specialized in coordinating “Baugruppen” projects. It offers all kinds of services from planning to building and moving in.<sup>79</sup>

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<sup>72</sup> [http://www.vauban-im-bild.de/infos\\_vauban/umwelt.php](http://www.vauban-im-bild.de/infos_vauban/umwelt.php)

<sup>73</sup> <http://www.vauban.de/themen/mobilitaet/194-verkehr-kapitel-4>

<sup>74</sup> [http://www.vauban-im-bild.de/infos\\_vauban/buergerverein.php](http://www.vauban-im-bild.de/infos_vauban/buergerverein.php)

<sup>75</sup> <http://www.carstensperling.de/pdf/kommunikation-gestalten.pdf>

<sup>76</sup> <http://www.badische-zeitung.de/freiburg/vauban-wo-einst-soldaten-exerzierten--35323023.html>

<sup>77</sup> <http://www.vauban.de/en/topics/history/276-an-introduction-to-vauban-district>

<sup>78</sup> <http://www.vauban.de/themen/mobilitaet/194-verkehr-kapitel-4>

<sup>79</sup> [acc. to <http://www.vauban.de/en/topics/history/276-an-introduction-to-vauban-district>]

# transformative social innovation theory

Legally, in terms of administration, Vauban is a normal city district of Freiburg. But still there is an active citizenship, self-organized internal governance and intensive neighbourhood work done, that is probably special. The Vauban district center is more self-managed than other district centers in Germany. When Forum Vauban got bankrupt in 2004<sup>80</sup> after lawsuit from European Commission, this was leading to the closure of the NGO, but the work was continued only one year later by the newly founded 'Stadtteilverein Vauban e.V.' (city district association), from then on based on almost residential members and with different aims. The association informs regularly about its activities in the magazine 'Vauban Actuel'<sup>81</sup> and was assigned responsibility for the 'Quartiersarbeit' (neighbourhood work) which was newly conceptualised by the municipal Office of Social Affairs and Youth, and thus equipped with one paid staff and several volunteers. The work of 'Quartiersarbeit'<sup>82</sup> consists of providing rooms, organizing events and networking within Vauban amongst the different interest groups, including mediation work. Additionally, the 'Haus 37' was renovated and is till today governed by an independent association. Actually, it is lacking financial and human resources to advice and guide the streams of visitors. The City of Freiburg does not install a tourist office or visitors toilet; instead the tourist office in the City center of Freiburg is seen as sufficient. As a result, visitors often look for advice and toilets in the district center 'Haus 37' (Interview VB1).

The 'Quartiersarbeit' is equipped with an advisory board, a platform for dialogue between institutions, initiatives, Baugruppen, interested residents and the city administration. Concerns and suggestions can be brought up. The advisory board of 'Quartiersarbeit' can suggest provisions to the responsible city administration.<sup>83</sup> During the building process, the City agreed to keep one of the military houses for transforming it into a quarter center, the 'Haus 037'. Owned by the City and renovated in hundreds of hours of voluntary work by the Vauban citizens, the center is self-administered and hosts the district library, restaurant, children daycare, public meetings rooms for rent<sup>84</sup> and two offices of the 'Quartiersarbeit'.

## 5.1.15.2 External governance in Vauban

An example of active interaction of Vauban with the 'rest of the world' was the four-day conference 'StadtVision' (city vision) in 1999, organized by Forum Vauban and ICLEI-Local Governments for Sustainability based in Freiburg. 130 participants from 21 European countries were discussing questions on sustainable city development and new forms of participation.<sup>85</sup>

As Forum Vauban before, the 'Stadtteilverein' – next to its 'Quartiersarbeit' – represents the Vauban district to the 'outside world'. This encompasses information exchange with the City administration (planning department, Green City office), eco-tourists, research institutes (e.g. Fraunhofer ISE), NGOs and other citizens' initiatives.<sup>86</sup> Also a partnership with a rural village in the wider region of Freiburg organizes cycling tours, visits and learning events for school kids and adults. Just in December 2015 Vauban started a city partnership with the French town Eybens, which approached

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<sup>80</sup> <http://www.stadtteilverein-vauban.de/verein/info.php#vorgeschichte>

<sup>81</sup> <http://www.vaubanactuel.de/>

<sup>82</sup> <http://www.quartiersarbeit-vauban.de/index.php/quartiersarbeit/vernetzung>

<sup>83</sup> <http://www.quartiersarbeit-vauban.de/index.php/quartiersarbeit/beteiligung-im-quartier>

<sup>84</sup> <http://www.haus037.de/>

<sup>85</sup> <http://www.vauban.de/themen/buergerbeteiligung/238-das-life-projekt>

<sup>86</sup> <http://www.badische-zeitung.de/freiburg/einmal-vauban-immer-vauban-x1x--110856101.html>

# transformative social innovation theory

Vauban to learn from its experiences as sustainable city district.<sup>87</sup> Most of the networking activities in Vauban are maintained by the individual projects, for instance SUSI and its membership with the Mietshäusersyndikat, the VAUBANaise project which is supported by the Ökogeno cooperative (see table projects in Vauban), or the restaurant 'Kantine' which is member of the *Slow Food movement*.

## 5.1.15.3 Internal governance in GENOVA

Legally, GENOVA is a cooperative. Its members support the concept of this co-housing, and co-living project in Vauban, some of which as members only (contributing in cash), some as members and active residents, renting one of the flats, contributing to the common life, using the GENOVA infrastructure etc. Out of the 384 cooperative members in 2015, 182 are living in one of the four buildings. In order to make GENOVA an inclusive living place, the cooperative is even regulating the pricing structure, reducing house rents for elderly people and long-term members, as well as persons with the right to social housing, so called "Wohnberechtigungsschein".<sup>88</sup>

Today, board members receive part time payments. Meetings of the inhabitants of GENOVA are held if inhabitants call for it and take the initiative. Mostly, this takes the form of open evening gatherings featuring hot topics such as creating a social fund, lowering rents for elderly members, or how to support refugees by giving courses in GENOVA rooms. As a rule, projects depend on the initiative and dedication of individual members, such as the former working group "young & old", the promotion of activities such as cooking together, talent exchange forums, a solidarity fund for low-income earners (Interview VB1).

Other than for capital investments in the building process, GENOVA was also relying on voluntary work of the residents-to be. 10% of the investment costs are said to be saved by self-help in the construction phase. Furthermore, in GENOVA's starting phase, competent students of architecture and architects have worked on voluntary basis in the context of the participatory planning processes (Interview VB1). Membership is gained by an initial payment of at least one cooperative share (520€ in 2015). The communal building can be used free of charge for private events etc., and for a small donation also for business events (for example yoga courses). Guest rooms are given out for a minimal price for the running costs (Interview VB1).

Such members interested in becoming a resident of GENOVA, i.e. renting an apartment in one of the buildings, need to pay 60 shares, half of them before moving in, the remaining half within 6 years' time. GENOVA residents pay a rather low rent of about 7.70 € per qm, which is similar to the Freiburg average rent of 7.53€/m<sup>2</sup> (in 2013) whilst the average in Vauban is considered about 11% higher than that<sup>89</sup>. But the cooperative was also designed as a pool for social investments. This concept worked out so well, that in 2015, the budget was balanced.<sup>90</sup>

## 5.1.15.4 External governance in GENOVA

GENOVA and other co-housing projects in Vauban are not explicitly members of a global co-housing network. According to German cooperatives law, every cooperative has to a member of one of the

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<sup>87</sup> <http://www.badische-zeitung.de/freiburg-suedwest/vauban-findet-in-frankreich-neue-freunde--114806688.html>  
2015-12-08

<sup>88</sup> see <http://www.badische-zeitung.de/freiburg/wohngenossenschaft-genova-beruecksichtigt-alter-und-einkommen-ihrer-mieter--74322998.html>

<sup>89</sup> <http://www.badische-zeitung.de/freiburg/wohngenossenschaft-genova-beruecksichtigt-alter-und-einkommen-ihrer-mieter--74322998.html>

<sup>90</sup> <http://www.genova-freiburg.de/SozialeGeldanlage.html>

# transformative social innovation theory

numerous cooperative confederations in order to be advised, supervised and observed. GENOVA and Quartiersladen are both members of „Prüfungsverband der kleinen und mittelständischen Genossenschaften e.V.“ (PkmG).<sup>91</sup> This unit audits cooperatives in all states of Germany. It is specialized to small and middle-scale cooperatives in nearly all branches of housing, trade, marketing, water and energy, social economy and diverse service sectors. The unit offers consulting services to its currently 196 cooperative members, of which 51 are located in Berlin and 17 in the state of Baden-Württemberg where Vauban is located. The inclusive housing project VAUBANAise eG is a project of Oekogeno<sup>92</sup>, a housing cooperative in Germany, which is a member of PkmG.

GENOVA and VAUBANAise do not follow an idealistic purpose with their membership in PkmG, but use the free and obligatory consulting options of the ‘German Cooperative and Raiffeisen Confederation’<sup>93</sup> (Interview VB1). The privately run internet portal ‘Ökosiedlungen’ is presenting GENOVA as one of the eco-co-housings in Germany.<sup>94</sup>

## 5.1.16 Social learning through Vauban

Vauban is a field that invites for social learning for the residents as well as for the many attracted visitors from all over the world. *Forum Vauban* considered the social processes as important base for a sustainable living. On its website, Forum Vauban states: “**Learning about participatory planning** processes was a key topic in the Vauban process. The principle “Learning while Planning” and the extended citizen participation with *Forum Vauban* set new standards of communication, interaction and integration. **Social interaction** and social work being part of the developing process helps to set up stable community and neighbourhood structures. Very often, such structures already grew through the building process. Many “Baugruppen” (groups of building owners) and the GENOVA co-operative have developed a sensitively balanced community life. These structures are the fertile ground for further initiatives within the district (e.g. the co-operative food store, the farmers’ market initiative, the mothers’ center, and many others).”<sup>95</sup>

In the planning phase, Forum Vauban organized about 40 major workshops and excursions which had a strong learning aspect, three district festivals and the international conference “UrbanVisions” as a pre-event of the UN “Urban 21” conference in Berlin. About 10 events were co-organized with the City of Freiburg, mainly addressing future house owners, architects, craftsmen, the building industry and financial institutes. Besides participatory planning and ecological building these workshops also featured special topics like building with local wood, greening roofs and the use of rainwater, financing of building projects, design of district’s public areas, and the neighbourhood center.

The participatory planning was not just a process, but created manifested houses and infrastructures where some people spend the rest of their lives. Living next to a co-created open space, where the inhabitants could realize some of their needs and wishes has created a high motivation to maintain and care for those public (green) areas. Indeed, the physical spaces are the manifestations of the planning processes of each related neighbourhood in these semi-public and

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<sup>91</sup> <https://www.pruefungsverband.de/>

<sup>92</sup> <http://www.oekogeno.de/content/projekte/vaubanaise.aspx>

<sup>93</sup> <https://www.dgrv.de/en/aboutus.html> 2015-12-04 The DGRV - Deutscher Genossenschafts- und Raiffeisenverband e. V. (German Cooperative and Raiffeisen Confederation – reg. assoc.) is both the apex and auditing association of the German cooperative organisation.

<sup>94</sup> <http://www.oekosiedlungen.de/genova/>

<sup>95</sup> <http://www.vauban.de/en/topics/history/276-an-introduction-to-vauban-district>

# transformative social innovation theory

public spaces. The aspect of community building in the early phase with the future neighbours is seen as centrally important:

*“That is the great result of this collective planning and building that one has gotten to know one’s neighbors already before moving in. This is especially important for kids – they have already made friends“ (Interview VB1).*

During the first year of living on site, the Vauban citizens realized what kind of functions were missing in their quarter, hence they got active themselves:

*We realized quite early that the many children will grow into teenagers. Therefore, parents, ‘Quartiersarbeit’ and other engaged people were getting active to organize a soccer field – at least provisional. The city had simply not planned that. (original: „Es war uns schon früh klar, dass aus den Kindern jede Menge Jugendliche werden und da haben sich Quartiersarbeit, Eltern und andere Engagierte dafür eingesetzt, dass es wenigstens einen provisorischen Fussballplatz gibt - die Stadt hatte das einfach nicht vorgesehen“) (Interview VB1).*

Today, Vauban is a vital district in terms of 89 activities and social interaction above the ordinary. In terms of ‘spaces’ for social interaction the highly frequented square in front of Haus 37 is the central socializing area and meeting point for Vauban as a whole. The ‘Quartiersarbeit’ organizes a weekly farmers market with regional food supply, and regular flea markets. In Vauban, for the residents and often also externals, a number of ecological and self-engaging activities are offered. Especially the children’s farm playground ‘Abenteuerhof’ (farming, building, gardening together) offers direct and regular option to deal with farming animals which is rather rare for city children. An unusual high variety of cultural and ecological activities are organized by residents and externals like the Wandelgarten (community gardening), movie nights in SUSI- co-housing, markets, political lectures and workshops by Stadtteilverein.

On its website the ‘Quartiersarbeit’ encourages people to become active in networking and supporting their neighbours, solving conflicts with the help of Quartiersarbeit.<sup>96</sup> In the case of conflicts, for instance around teenagers, noise or garbage in the green areas, the Vauban people rather opt for mediation – on private base or supported by the Quartiersarbeit – than calling the police (Interview VB2).

Vauban spreads its social model in different ways. Vauban’s widespread reputation as model eco-district (e.g. through exhibition at World Expo Shanghai) attracts hords of visitors from all over the world. A number of organizations offer guided tours to Freiburgs green city with a special part of Vauban. About 25,000 such technical visitors are counted by the municipal Green City Office each year, most of them from South Korea, France and Italy, many of them politicians or (municipal) technical staff, but many also school children. Just in October 2015, the Lord Mayor of Fukushima asked for a guided visit of Vauban. Often visitors inquire how the topic of sustainability is put across. For instance, guests from Asia wanted to know if people had to learn specific things before moving in here and whether children were given lessons in how to separate the waste. Neither of this is the case (Interview VB2).

Most of these visitors claim they are taking inspiration from the innovations of Vauban, but there is no monitoring or evaluation and little feedback as to where and how these inspirations have led to real changes in other places. Nevertheless, many examples show the dissemination of Vauban’s

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<sup>96</sup> <http://www.quartiersarbeit-vauban.de/index.php/quartiersarbeit>

# transformative social innovation theory

experiences. For instance, after several visits and exchanges with Vauban citizens, the nearby rural Municipality of Teningen, with which Vauban has developed a partnership, is now planning to invest in solar installations as well (VB1).

The strong media coverage of Vauban, such as the front page article of the New York Times in 2009 has made the district known for its social and ecological innovations, even with persons who did not have the opportunity to get to know Vauban in real life.

## GENOVA

In the *GENOVA* project, the social and age structure is equally heterogeneous which sometimes leads to conflicts. However, so far the members have always found consensus solutions (Sperling et al. 1999). Worries about noise by playing children, especially by neighbours who are not members of *GENOVA* (i.e. the neighbouring building groups Allegro on Vaubanallee or, in the North, individual builder-owners), as well as by inhabitants beyond 60 years of age, could always be regulated internally and peacefully. The same is true for subjects such as the house rules or the lunch hour. In case of more serious conflicts, the KOKO mediation network and residential mediators is there to provide support.

The inhabitants of *GENOVA* continue to engage beyond their own housing project. Currently, members develop ways to support refugees, in cooperation with the citizens' association of the neighboring quarter St. Georgen, as well as the social working group and the church office (joint project of the catholic and evangelical Churches at Vaubanallee) (Interview VB1). In addition, members of *GENOVA* have been active for four years helping children in India which work in stone quarries. This work has contributed to the foundation of a kindergarten in 2012.<sup>97</sup>

### 5.1.17 Resources

The resources that made Vauban possible have two different origins – due to the two different contexts this projects has emerged of: First, – in terms of chronological development – from the citizen's initiative and second, from the city development budget.

**Firstly**, a diverse mixture of resources could be raised and gathered by the citizens. It consisted first of all in **voluntary work** for planning the private houses and furthermore working on concepts for the whole district. Furthermore, the *Forum Vauban* could fundraise several projects because of its special model character, sometimes in cooperation with the city or other official institutions.

The Forum Vauban “made available further human and financial resources to play an independent, substantial role [vis-a-vis the city] and to be granted (almost) equal opportunities – at least in some key aspects”<sup>98</sup>. Funding has been received both from the German Federal Foundation for the Environment (1996-2002: about EUR 200,000), which enabled an intensive citizen involvement, organized and facilitated by *Forum Vauban* (Sperling 2004), and from the EU LIFE environmental programme of in order to pay some part-time positions (from 1997-1999: ca. EUR 700,000) (Forum Vauban e.V. 2004b), as well as from a number of other institutions. Counting also the membership fees, donations and moderate economic revenues (by sponsoring, exhibitions, publications etc.) the association has attained an overall budget of about EUR 2,000,000 over the years 1995-2001. The regular, thus secured income of *Forum Vauban* from membership fees, however, only amounts to

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<sup>97</sup> <http://www.genova-freiburg.de/Hilfsprojekt%20GENOVA%20Kindergarten%20Indien.pdf>

<sup>98</sup> [<http://www.carstensperling.de/pdf/abstract-ppt.pdf>]

# transformative social innovation theory

EUR 10,000 per year.<sup>99</sup> In addition, after 2002 there was also project-based funding for the brochure “sustainable urban planning starts on the level of the district”, the “[Dubai-Award](#)”<sup>100</sup>, expert support to the enlarged citizen involvement, and for the mobility concept.<sup>101</sup> All in all, Forum Vauban was managing a budget of 2 million Euro from 1995-2001. In the planning and building phase several sub-groups of Vauban had also raised different forms of funding. The self-organised independent settlement initiative SUSI developed an innovative eco-concept which was awarded the 1996 Environmental Prize of Freiburg Municipality.<sup>102</sup>

The most important resource is the voluntary work, especially of engaged experts in the planning process. Furthermore, some Vauban inhabitants volunteered to renovate for instance the quarter centre, Haus 37. Today, Vauban neighbourhood work hosts different cooperatives and services. Projects without residential relation like the organic food store have also members from beyond Vauban.

On the level of private housing subsidies, the house builders and cooperatives could make use of the so-called Eigenheimzulage, a state subsidy for builder-owners. Building in Baugruppen is financially attractive only for families due to specific subsidies, whereas building in cooperative contexts is supported also for people without children. This was made use of extensively by GENOVA (Interview VB1).

**Secondly**, for the regular process of building a new district financial supports was provided for the **city administration by the Federal State of Germany**. As an urban development project, the Vauban has a specific status and budget (EUR 85,000,000) according to German building law. The latter is administered by the project group Vauban in cooperation with the local development agency LEG Baden-Württemberg. The revenue for planning and developing the infrastructure (including restoration of old buildings, kindergartens, primary school and neighbourhood centre) came from the Baden-Württemberg state programme (EUR 5.000.000) and from credits that have been secured for the project by the City of Freiburg. All credits had to be refinanced via selling building lots. All in all, the City has invested 95 million Euros into streets, playgrounds, kindergartens and green areas which had been re-financed out of land sale revenues.<sup>103</sup> In addition, the Vauban project does not receive specific financial support. The city provided around EUR 200,000 from its budget „for the participation process and the social quarter work done by Forum Vauban due to their character as developmental projects (1995-2002) (Sperling 2002).

## GENOVA

The GENOVA housing cooperative is based on membership fees and direct loans. During the building phase, social interaction was extremely important to form the new neighbourhood and self-governed co-housing project. Based on a strong commitment to invest in its own house in cooperation and neighbourhood with the others for probably the rest of their lives, the members organized a democratic self-governed structure for the houses and the shared spaces.

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<sup>99</sup> Sperling 2002: <http://www.carstensperling.de/pdf/dubai-erg.pdf>

<sup>100</sup> <http://www.vauban.de/themen/buergerbeteiligung/248-der-dubai-award>

<sup>101</sup> [<http://www.vauban.de/themen/buergerbeteiligung/3-forum-vauban>].

<sup>102</sup> [<http://www.vauban.de/themen/buergerbeteiligung/31-vauban/energie/279-susi-s-%C3%B6kokonzept-von-1995>]

<sup>103</sup> [<http://www.carstensperling.de/pdf/abstract-ppt.pdf>]

# transformative social innovation theory

## 5.1.18 Monitoring and evaluation in Vauban

Vauban as a city district is evaluated in terms of demographic change by the city of Freiburg according to the regular statistics of city development and inhabitants (see details in Chapter 5.1). Focal aspects are costs for living<sup>104</sup> (Interview VB1) and also quality of life. Another remarkable statistic shows the election data: At the local elections in 2009, the green, leftist and alternative party lists gained a total of 75 percent of the vote in Vauban district – more than about twice the average of the vote in the rest of Freiburg.

The Öko-Institut Freiburg has examined ecological and economic effects of Vauban. One of the analytical approaches is the life cycle and regional material flow analysis. Some of the impacts which have been found out for Vauban are:<sup>105</sup>

- Energy savings per year: 28 GJ (calculated as “CER”, cumulative energy requirements).
- Reduction of CO<sub>2</sub>-equivalents per year: 2100 t.
- Reduction of 92 Sulphide 92-dioxide (SO<sub>2</sub>-) equivalents per year: 4 t.
- Saving of mineral resources per year: 1600 t.

### *Life satisfaction of the inhabitants of Vauban*

All in all, the inhabitants are very satisfied with the development of the city quarter Vauban. A survey by ‘Quartiersarbeit’ and Freiburg Institute of Applied Social Sciences FIFAS on the perception and acceptance of Vauban and the work of ‘Quartiersarbeit’ in 2009 reports that 90 percent of the Vauban interviewees said they did not want to live in any other quarter of Freiburg or in a different city at any price. Similarly the “Stadtteilcheck” of the local newspaper Badische Zeitung in 2012 identified a very positive evaluation of Vauban by its inhabitants (giving them the mark 1,72 on a range from 1 for very good to 6 for very bad).<sup>106</sup>

In the study by Sommer/Selle et al. (2014) a street survey was conducted by students, asking whether the goal of creating a city quarter of short distances had been reached. Out of 100 respondents, 79 answered that this goal had been “fully attained”, 15 percent answered it had been “attained” and no-one said it had not been attained. In almost all conversations with key experts we have found that the development of a district center along Vaubanallee and Merzhauser Straße with shops offering daily goods has been successful and that it is being used also by the neighboring quarters. However, some respondents have expressed the desire for shops offering lower prices (Sommer et al 2014: 28f). Yet, there are two second hand stores in Vauban.

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<sup>104</sup> The rents in the renovated old buildings are relatively low compared to the neighboring districts in Freiburg. The prices of the new houses have raised because of increasing attractiveness of the quarter (Interview VB1)

<sup>105</sup> <http://www.oeko.de/service/cities/> <http://www.vauban.de/en/topics/history/276-an-introduction-to-vauban-district>

<sup>106</sup> <http://www.badische-zeitung.de/freiburg/einmal-vauban-immer-vauban-x1x--110856101.html> and <http://www.quartiersarbeit-vauban.de/index.php/home/vauban-in-zahlen>, <http://www.badische-zeitung.de/freiburg/einmal-vauban-immer-vauban-x1x--110856101.html>

# transformative social innovation theory

## 5.5 Summary, synthesis, conclusion for Vauban

### 5.5.1 Vauban as a co-housing framework

Citizens as well as governmental institutions had been active in creating the new district of Vauban from the beginning on. With Vauban major aspects of a sustainable and social innovative district has been realized. On the one hand, it was built in a bottom-up process through self-organized housing initiatives of cooperatives and privately organized building groups (*Baugruppen*). On the other hand, the overall planning of infrastructure, the selling of land property, and the ecological building laws were set-up and coordinated by the government of the City of Freiburg including participatory planning processes with the future residents. Therefore, Vauban can be seen as an example of social innovation that was already 'scaled-up' in its emerging process to a city district with 5.500 inhabitants.

The main aspect of Vaubans' innovation is the negotiation process between the City's urban planning office and the strong citizen initiative of *Forum Vauban* with its diverse aims of a socially just, ecological district. When the city started the competition for planning the district, *Forum Vauban* and especially the student settlement initiative *SUSI* were already professional working groups for planning the district. The bottom-up logic of social innovation – a plural, sometimes chaotic, self-organized civic engagement – was confronted with the bureaucratic logic of a hierarchically organized state apparatus dealing with urban planning. For examining this interaction and collaboration process we have strongly focussed on the dynamics of participation, and on the various forms of interaction between the city and the citizens which encompassed diverse conflict lines.

If we look from the perspective of the government of Freiburg, Vauban is a case in which a city has been venturing something new in the field of city planning – stimulated by the citizen-lead *Forum Vauban* – not only in terms of technical innovations of infrastructure, but in terms of social innovations. It was expressed especially by trusting in a citizen-lead initiative as an equal partner in the process of decision-making and planning by inviting a representative of the Forum. In addition, the Vauban district planning council co-founded the participatory process of the *Baugruppen*-building initiatives.

As regards the citizen's initiatives it can be observed that there was enough time and knowledge to set up their concept professionally so that the city could not work without them. The initiative had a certain degree of publicity in Freiburg and the majority of the activists could build on networks and on previous experiences in political campaigning, environmental expertise, and decision making. They were able to attract architectural experts supporting them on a voluntary base. The citizens had created their own platform by help of their social networks, in order to plan and create 'their' district. Participatory processes and other disputes around potential investors were responsible for the fact that Vauban, while it had been planned to be finished in 2006 –was actually only completed in 2015 with the last building being realized.

With the regulation for energy-efficient housing and the car-reduced infrastructure a standard was set which enables sustainable living practices that can neither be influenced nor realized on an individual level: especially the concept of short distances between living, working, shopping and

# transformative social innovation theory

child education, the high amount of green areas including playgrounds and a kindergarten farm, and an ecological block heat and power plant.

We also want to mention the differences in motivation and engagement for the new city district between *Forum Vauban*, highly motivated people with the aim to build 'their eco-social district' and the governance officers, fulfilling their job contracts of organising the legal building process for a new district and of selling land and houses. When we tried to find interviewees, the response was positive amongst Vauban residents and former activists, nevertheless difficult to arrange meetings with the highly asked activists. In contrast, we received reserved responses when we asked members of the former city planning council of Vauban for an interview. The fame of Vauban as a role model for a sustainable district does not seem to respond with the municipal staff. Even the former coordinator of the "Vauban project" stated his amazement about the ongoing interest in Vauban years after the main development. Furthermore, the mayors of Freiburg are rather reluctant on supporting the opinion of a successful district. Nevertheless they profit from the high quality of life, the voluntary engagement, the green image of Freiburg, also due to Vauban, and the increased tourism.

Vauban shows how citizens can shape their living environments and care for them collaboratively. They care not just for their private houses but for collective, semi-public, and even public spaces in their neighbourhood, because they were involved in planning the infrastructure and they had the opportunity to co-create their home with previously chosen neighbours. The reason for the green and socially cohesive, but open character of Vauban, evaluated highly positive by its residents, can be found in this residential-oriented planning process and ownership structure. The residents felt acknowledged and co-create their living spaces, according to their relation to the place, identification and long-term caring for the district. In the green areas and the district house hardly any garbage or damage can be found. The criminal rate is just an eighth of the rate of the entire city of Freiburg.

## 5.5.2 Cooperative and other co-housing models in Vauban

Looking at the situation of cooperatives in Germany, 23% of all new cooperatives are energy cooperatives (Schröder et al. 2011). Regarding new foundations of housing cooperatives, there are projects of common housing in newly built or modernized houses designed for elderly people, for example. In the German Federal States of Schleswig-Holstein, North Rhine-Westphalia, Hamburg, and Lower Saxony the traditionally large housing cooperatives are more strongly integrated into the urban planning process than the often smaller, decentralized coops in Southern Germany (Enkeleda 2011). Vauban can be seen as an exceptional large co-housing district in Southern Germany, still retaining its small-scale character, expressed in the diversity of "Baugruppen" housing ownership models.

If we zoom into the single co-housing projects of Vauban, we find multiple kinds of co-housing models. This mixture of private owners, large housing cooperatives and private co-housing cooperatives is unique. It would be a field of research to compare these different kinds of ownership and their effects on residential living next to each other in Vauban. The ten co-housing projects in Vauban could not be examined in detail. Nevertheless, we have taken a closer look at GENOVA. It was one of the precedents in cooperative housing which started the 'participatory wave' of Vauban

# transformative social innovation theory

with the help of the experts of Forum Vauban. GENOVA has become a stable co-housing project, even though some of the enthusiastic spirit from the beginning has meanwhile decreased.

## 5.5.3 Model function and replicability of Vauban

In terms of dissemination and societal transformation, Vauban is a strong model which is still looked at and visited by experts, as well as interested people from all over the world – especially from East Asia. The visitors are attracted by this colourful district, its aspects of energy-efficient housing, the combined heat and power plant, the car-reduced infrastructure and the participatory and builder-lead planning process. Vauban is listed as the number one car-reduced district in Germany.<sup>107</sup> On the other hand, there is also critique – by those activists who had expected a more radical participation in the planning process and a stronger focus on ecology, as well as by city planners – including those who have been part of the planning process. The concept of Vauban was never repeated in any other new district of Freiburg except for the low energy standard for housing which has been introduced as obligatory in Freiburg since then. Unfortunately this regulation has influenced a negative effect on affordable housing, because the standard has increased the prices. On the other hand the heating cost went down. In this sense, this case reveals a danger of extracting single innovations from the overall concept or case they are embedded in. If the social innovation of citizen-lead planning and ownership – for instance in the form of housing cooperatives – was combined more often with the technical innovations of ecological building laws, affordable housing in low-energy houses could be realized on a broader basis.

Today, living in Vauban is highly popular which has an unintended effect on prices and rents within this district. The largest and oldest residents-organized co-housing initiative GENOVA has installed a dedicated fund and internal agreements to keep the rents affordable. The quality of life is evaluated as high by the inhabitants of Vauban, because of the green and car-reduced infrastructure, the cultural, economic and educational services and offerings and last but not least because of a special flair: the district is colourful, open-minded, safe, socially cohesive, and ecological. Vauban has proven that a car-reduced infrastructure is not only highly accepted, but even specially looked for by a growing number of people. Finally the impression remains that the real secret of Vauban's attraction is based on the evidence that citizens can 'make it on their own'.

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<sup>107</sup> <http://www.autofrei.de/index.php/so-geht-autofrei/autofrei-wohnen/wo-gibt-es-autofreie-wohngebiete>

# transformative social innovation theory

## 6 Synthesis

Cooperative housing in a global movement since its foundation in 1895 and therefore, cannot be seen as recent social innovation. The global alliance of cooperatives in general, and in particular housing co-operatives, deals with the goal of foster the generation of social habitat by co-operative action and the own characteristics of each particular social reality in which co-operatives work.

In this sense, the global network works as a big container of different local initiatives. So, social innovation, in fact, is very related to each particular local conditions. However, we can state that in general terms, the social innovation foster by the global network is the generation of new ways of social relations, organized by co-operatives and oriented to:

First, the movement proposes cooperation against competition. That is, their main objective is to strengthen the cooperative values and cooperation between cooperatives at local, regional and international levels. The aim of the movement is no competition and overcoming other (in terms of zero-sum game), but social cooperation for mutual benefit.

Secondly, the cooperative movement despises the spirit of individual gain (in fact cooperatives do not generate profit rate) in order to activate dynamics of economic and social welfare.

So, if the global network is composed by local organization, the analytical attention in terms of TSI has to be focused in co-operative housing in relation whit each actual social context.

In the case of the EHO, the social innovation can be define as the generation of an alternative mechanism of production of housing and habitat-oriented to cooperative and collaborative inclusion of vulnerable sectors of society, which guaranteed access to the city for low-income groups. To achieve this goal of social transformation, EHO established an framework strategy that linked co-housing construction, credit provision and the expansion of consumption for those groups.

The solution style developed by EHO is aimed to tackle systemic problems, generating empowerment of low-income sectors of society. These systemic solutions are articulated so that the cooperative built his viability. The savings sector allowed the finance loans of EHO, to apply for housing construction and consumption of wage goods. In turn, both operations (savings and loan) allowed EHO to continue the process of building houses.

From a construction point of view, several of the dwellings had cooperative supermarkets in their plants. The building structure of collective housing created the consumption section members, which in turn are funded by the consumption of goods. In turn, the houses design is aimed at reducing hygiene problems and the spread of disease of its users, the design that favors ventilation and sunlight in the spaces.

In the education and cultural activities areas, EHO formed a circle of belonging, he confirmed their narratives and reaffirmed its identity. Finally it is seen a substantial change in the role of users in these two ways of constructing housing solutions. On the one hand, isolated solutions built a passive user, who is the recipient or beneficiary of the actions of another. Instead, on systemic solution produced by EHO, the strategy built a type of active user who is part of a process that must be committed and act as a transforming agent.

The main aspect of Vaubans' innovation is the negotiation process between the city's urban planning office and the strong citizen initiative of Forum Vauban with its diverse aims of a socially just,

# transformative social innovation theory

ecological district. For this reason we have strongly focused on the dynamics of participation, and on the various forms of interaction between the city and the citizens. Vauban is a case in which a city has been venturing something new in the field of city planning not only in terms of technical innovations of infrastructure, but in terms of social innovations – especially trusting in a citizen-lead initiative as an equal partner in the process of decision-making and planning. The city has invited the citizen-lead ‘Forum Vauban’ to its Vauban district planning council and additionally has co-founded the participatory process of the Baugruppen-building initiatives. When the city started the competition for planning the district, Forum Vauban and SUSI had already been founded.

It can be argued that the citizens had enough time and knowledge to professionally set up their concept so that the city could not work without them. The initiative had a certain degree of publicity in Freiburg and the majority of the activists could build on networks and on previous experiences in political campaigning, environmental expertise, and decision making. The citizens had created their own platform of a social network to plan and create ‘their’ district. Participatory processes and other disputes around potential investors were responsible for the fact that Vauban, while it had been planned to be finished in 2006 –was actually only completed in 2015 with the last building being realized.

The ten co-housing projects in Vauban could not be examined in detailed. Nevertheless, we have taken a closer look at Genova. It was one of the precedents in cooperative housing which started the ‘participatory wave’ of Vauban with the help of the experts of Forum Vauban. Genova has become a stable co-housing project, even though the enthusiastic spirit from the beginning has meanwhile decreased.

In terms of societal transformation, Vauban is a strong model which is still looked at and visited by experts, as well as interested people from all over the world – especially from East Asia. The visitors are attracted by this colorful district, its ecological aspects of eco-housing, the ecological block heat and power plant, the car-reduced infrastructure and the participatory and builder-lead planning process

Anyway the cooperatives are changing, for instance they are hit by and react to the social deficits (Argentinian case of El Hogar Obrero) or new forms of cooperative housing, that include private ownership and bottom-up planning by the residents (German case of Vauban). Housing cooperatives are becoming increasingly active in ecological housing intentions and local energy. Housing cooperatives are considered a promising form of sustainable social and economic organisation. For their members, cooperatives represent an opportunity to shape their local communities and environments while sharing resources, knowledge and economic power to their benefit (Schröder et al. 2011). Many local authorities in Germany, look at housing cooperatives as stability factors in the development of quarters development and management, and very important for achieving a sustainable urban social development (ExWoSt, 2007:49).

Housing cooperatives involve different opportunities to contribute to a more sustainable development. The aspect of climate change or energy saving strategies is only recently stressed by mostly new cooperatives within their statutes. Enkeleda (2011) concludes policy mechanisms must enable, facilitate and encourage housing companies as well as tenants to recognize the energy saving issue in their strategy and behaviour. Especially for new housing cooperatives advice, finance, qualification, networking and support are the main elements needed.

# **transformative social innovation theory**

The two local co-operative housing cases show how citizens can shape and care for their living environments collaboratively. They care not just for their private houses but for collective, semi-public, and even public spaces in their neighbourhood, because they were involved in planning the infrastructure and they could co-create their house with their previously chosen neighbours.

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Barrio Paso del Rey: <https://pasodelrey.wordpress.com/2013/04/30/barrio-cooperativo-el-hogar-obrero-paso-del-rey/>

## 8 Annex

# transformative social innovation theory

## B. List of interviews

Inter- viewee ID	Position	Name	Date(s)	Dura- tion	Interviewer(s)
1	Previous staff of Quartiersarbeit, Genova founding member	Reinhild Schepers	19.10.2015 from 4pm, Haus37 / Office of Quartiersarbeit	2:42h	IK&AP, rec., tran
2	Long-term citizen of Vauban (tenant of Baugruppen project, previous member of Stadtteilverein management board)	Almut Schuster	22.10.15 from 11am, DIVA / Musikstudio	1:06h	AP, rec., tran
3	Vauban citizen (Baugruppen project), former coordinator of Freiburg Green City Cluster	Uwe Ladenburger	26.10.15 from 3pm, Georg-Elser-Str. 2, community room	0:47h	AP, rec., tran
4	SUSI tenant, permaculture designer	Nesrin Caglak	27.10.15 from 3pm, SUSI HausB, 1 <sup>st</sup> floor	0:30h	AP, rec., tran
5	Staff of Bürgerbau, consultancy to "Baugruppen"	Ulrich Pietschmann	15.10.2015, on the train	0:20h	AP, talk
6	International Co-operative Alliance - Regional Director (Latin America)	Manuel Mariño	12 October 2015	01:15hs	FP
7	Consulting member of COOPERAR (Argentinean Co-operative Federation)	Ruben Zeida	26 August 2015	01:25hs	FP
8	Coordinator of Regional Program of Housing and Habitat for Latin America of We-Effect (Swedish Co-operative Centre)	Gustavo Gonzalez	26 June 2015	00:16hs	FP, AB
9	Executive Secretary of Uruguayan Co-operative Centre.	Alicia Cambra	25 June 2015	0:30h	FP
10	Hogar Obrero President	Ruben Zeida	26 August 2015	01:25hs	FP, AB
11	Hogar Obrero Counsellor member	Gustavo Trípodi	26 August	01:30hs	FP, AB
12	Hogar Obrero Chief Architect	Julio José Ciaschini	26 August 2015	00:20hs	FP, AB
13	Ph. Dr. and architect, specialist in housing and Hogar Obrero history	Anahí Ballen	15 September 2015	01:20hs	FP, AB

# transformative social innovation theory

## C. List of meetings and events attended

Table of meeting and events

Meeting and events attended as part of data collection, dialogues, etc.	Purpose of attending	Date and duration	Attending from the research group
Information event of GartenCoop CSA initiative in Haus37	Discussing self-organised distribution/supply of GartenCoop produce to members	February 2010, 3hours	AP
Seed and plant exchange at SUSI Cafe	Theoretical and practical exchange with citizens on self-supply with food	April 2012, 1 hour	AP
Vauban as a case of sustainable living: workshop in Vaubanaise, guided tour through Vauban	EU grundtvig-project ENESWO, education for sustainable living with partners from WWF Turkey and University of Utrecht: the case of Vauban	May,2012, 3-6	IK
SUSI 20 years anniversary celebration	Discussion with SUSI tenants and Vauban citizens about development of SUSI and other projects	June 2013, 2 days	AP
Workshop on renewable energies and energy saving in households in Haus37	Organising information and discussion with interested citizens	22.October 2014, 2hours	AP
Joint cooking and community dinners at "Kantine" restaurant	Discussing community-organised food supply from the region	14.August 2015, 04.September 2015, 16.October 2015, each 2 hours	AP
Vauban, house 37, Kindergarden room	dance events at Vauban	May and October 2015	IK
Numerous study visits to Vauban	Facilitating exchange of experience between interested visitors and Vauban stakeholders, s.a. Andreas Delleske of Wohnen&Arbeiten, Erich Lutz of Genova, staff of Green City Hotel Vauban, Andreas Dilger of Abenteuerspielplatz/ eco-vinyard, Hartmut Wagner of Wandelgarten Urban garden	from 2009 – today, usually 2-4 hours per visit or workshop	AP
Expert exchange with Green City tour guides, organised by municipal Green City Office	Receiving updates on municipal plans and activities for further development of the Green City Freiburg	From 2010 – today, once per year	AP

# transformative social innovation theory

## D. Other Information

Collective dwellings built in Buenos Aires City by EHO since its founding until 1989.

year	Building	Location	Units
1913	1º Collective House	Martin Garcia esq. Bolibar	47
1927	2º Collective House	Cangallo 2070	23
1934	3º Collective House	Alvarez Thomas 1326	38
1940	4º Collective House	Giribone 1255	116
1943	5º Collective House	Owen 2931	6
1943	6º Collective House	Rochdale 1134	9
1944	7º Collective House	Elcano 3655	54
1955	8º Collective House	Av. Rivadavia 5126	258
1969	Building	Brasil 3023	44
1971	Building	Humberto primo 2318	42
1972	Building	José Marmol 830	105
1972	Building	Estados Unidos 826	65
1972	Building	Bolivar 1856	36
1973	Building	Av. La Plata 544	160
1973	Building	Nazca 1679/83	28
1976	Building	Teodoro Garcia 2902	20
1977	Building	Av. Independencia 455	160
1977	Building	Triunvirato esq Cullen	120
1978	Building	Salta 1371	105
1978	Building	Salta 2065	99
1978	Building	Corrientes 4340	36
1979	Building	Helguera 3612	16
1981	Building	Av. Rivadavia 9840	180
1979	Building	Hidalgo 561	168
1982	Building	Aráoz Alfaro 454	17
1981	Building	Sanabria 3194	28
1981	Building	Beiró 3602	43
1981	Building	Estado de Israel 4346	28
1982	Building	Don Bosco 3820	30
1985	Building	Av. Rivadavia 6099 al 6107	112
1989	Building	Av. San Pedrito 80	68

# transformative social innovation theory

## Sources by citizen-lead initiatives and Vauban-related institutions

References	Year/day	Keywords	Abstract	Link/reference	Author	Language
<b>Vauban general</b>						
<b>vauban.de</b>	2013-09, last visited 2015-11-13	History, Planning, Extended participation, Energy, Ecology, Mobility, Social Issues,	Extensice web presentation of the development of Vauban in its various aspects, privately initiated and edited by one of the early Vauban residents	<a href="http://www.vauban.de/">http://www.vauban.de/</a>	Andreas Delleske	de, en, it
<b>„Timeline (Abstract)“</b>	2013-09, last visited 2015-11-13	History	Timeline of Vauban's development from 1937 to 2013	<a href="http://www.vauban.de/en/topics/history/281-timeline-abstract">http://www.vauban.de/en/topics/history/281-timeline-abstract</a>	Andreas Delleske	en
<b>Stadteilverein Vauban</b>	Last visited 2015-11-13	History, District Association, Social Issues, Culture, Participation, Neighbourhood Work, Magazine	Website of the district association, informing about structure, activities and offers, with reference to the predecessor Forum Vauban and link to Neighbourhood Work designated website	<a href="http://www.stadteilverein-vauban.de/">www.stadteilverein-vauban.de/</a>	Stadteilverein Vauban e.V	de
<b>Quartiersarbeit Vauban</b>	Last visited 2015-11-13	Neighbourhood Work	Website of the Neighbourhood Work, paid staff by City of Freiburg, governed by Stadteilverein Vauban	<a href="http://www.quartiersarbeit-vauban.de">www.quartiersarbeit-vauban.de</a>	Patricia de Santiago for Stadteilverein Vauban e.V. – Quartiersarbeit	de
<b>“Das LIFE-Projekt”</b>	2013-09-29 (last update)	Forum Vauban, Extended Participation, History, Planning	“Modellstadteil Vauban” project, with 715.800 Euro of funding from EU- LIFE programme from May 1997 to December 1999	<a href="http://www.vauban.de/the-men/buergerbeteiligung/238-das-life-projekt">http://www.vauban.de/the-men/buergerbeteiligung/238-das-life-projekt</a>	Andreas Delleske	
<b>“Vauban im Blick. Der Wegweiser für Vauban und Umgebung”</b>	2015/2016 edition	Social Issues, Culture, Services	Vauban guide of institutions and initiatives on social issues, housing, health, education, music, arts & culture issues, shops and services, sports	Print brochure	eds. Stadteilverein Vauban e.V. - Quartiersarbeit	
<b>“Quartier Vauban”</b>	Last visited 2015-11-13	History, Planning, Mobility, Energy, Ecology,	Website by City of Freiburg on Vauban, with sub-pages: Sustainable Housing; urban planning and architecture; mobility concept; environment and energy; types of residence; history; publications, arial views and plans	<a href="http://www.freiburg.de/pb/_Lde/208732.html">http://www.freiburg.de/pb/_Lde/208732.html</a>	City of Freiburg	De (en, fr, it, es, ch)

# transformative social innovation theory

<b>"Nachhaltige Quartiersentwicklung in Freiburg-Vauban"</b>	2005-03-10	History, Planning, Forum Vauban	Speech of Roland Veith / municipal working group Vauban at DBU congress in Osnabrück	<a href="http://www.dbu.de/media/240506043601da6f.pdf">http://www.dbu.de/media/240506043601da6f.pdf</a>	Roland Veith / City of Freiburg	de
<b>Specific projects in Vauban</b>						
<b>SUSI</b>	Last visited 2015-11-13	SUSI	Website of Self-Organised Independent Settlement Initiative	<a href="http://susi-projekt.de/?page_id=7">http://susi-projekt.de/?page_id=7</a>	SUSI Projekt	de
<b>SUSI by Mietshäuser syndikat</b>	Last visited 2015-11-13	SUSI, Funding	Presentation of SUSI on website of co-owner Mietshäusersyndikat	<a href="http://www.syndikat.org/de/projekte/susi/">http://www.syndikat.org/de/projekte/susi/</a>	Mietshäuser syndikat	de
<b>"SUSI. Who's that girl?". reader No5</b>	2002 (5th edition)	SUSI, History	Development and status quo of the initiative	Print brochure	S.U.S.I. Projekt Vauban	
<b>Stadtteilzentrum Haus 37</b>	Last visited 2015-11-13	Social Issues, Culture, District Association, Neighbourhood Work, Genova	Website of district community centre, with list of users/tenants of Haus 37	<a href="http://www.haus037.de/haus/liste-der-nutzer">http://www.haus037.de/haus/liste-der-nutzer</a>	Stadtteilzentrum Vauban 037 e.V.	de
<b>Verein Autofreies Wohnen e.V.</b>	Last visited 2015-11-13	Mobility	Website of Association for car-free living	<a href="http://www.autofrei-verein.de">www.autofrei-verein.de</a>	Verein Autofreies Wohnen e.V.	de
<b>GENOVA eG</b>	Last visited 2015-11-13	Genova, Ecology, Social Issues,	Website of Genova cooperative, on membership/residence structure, ecological construction, social issues etc.	<a href="http://www.genova-freiburg.de">www.genova-freiburg.de</a>	Genova Wohngenossenschaft Vauban eG	de
<b>GENOVA Vauban Freiburg</b>	Last revision 2006, last visited 2015-11-13	Genova, Ecology, Social Issues,	Presentation in portal of German ecovillages, privately initiated	<a href="http://oekosiedlungen.de/genova/steckbrief.htm">http://oekosiedlungen.de/genova/steckbrief.htm</a>	H.Wolpensinger	de
<b>Passivhaus "Wohnen und Arbeiten"</b>	last visited 2015-11-13	Housing, Baugruppe, Ecology, Energy, Water,	Website of "Baugruppe"co-housing project of 16 private builders/owners, the world's first multi-use building of passive house standard	<a href="http://www.passivhaus-vauban.de">http://www.passivhaus-vauban.de</a>	Andreas Delleske	De, en, fr, tr
<b>DIVA GmbH &amp; Co. KG</b>	last visited 2015-11-13	Services, Arts, Culture, History	Website of arts and service center in "Haus50" of the original barrack buildings	<a href="http://www.diva-freiburg.de/">http://www.diva-freiburg.de/</a>	DIVA GmbH & Co. KG	de
<b>Quartiersladen</b>	last visited	Services	Website of organic supermarket in Genova building complex II, run as a cooperative	<a href="http://www.quartiersladen.de/">http://www.quartiersladen.de/</a>	Quartiersladen eG	de

# transformative social innovation theory

	2015-11-13					
<b>Kinderabenteu-erhof Freiburg e.V.</b>	last visited 2015-11-13	Social Affairs, Culture, Learning	Website of Children's farm playground, organised by association	<a href="http://www.kinderabenteu-erhof.de/">http://www.kinderabenteu-erhof.de/</a>	Kinderabenteu-erhof Freiburg e.V.	De
<b>Kantine</b>	last visited 2015-11-13	Services, Social Affairs	Website of Kantine restaurant in Villaban, Member of Slowfood, organising cooking classes, specialised in vegetarian, vegan and raw food	<a href="http://www.kantinefreiburg.de/">http://www.kantinefreiburg.de/</a>	Solveig Hansen – Kantine	De
<b>VAUBANaise eG</b>	last visited 2015-11-13	Housing, Social Affairs	Online brochure and website of VAUBANaise project of ÖKOGENO cooperative,	<a href="http://www.oekogeno.de/dl/Vaubanaise_Broschuere_Web.pdf">http://www.oekogeno.de/dl/Vaubanaise_Broschuere_Web.pdf</a>	Okögeno	De
<b>WOGEG Wohngruppe für Menschen mit Demenz</b>	last visited 2015-11-13	Housing, Social Affairs, Generations	Website of WOGEG Housing community with demented persons	<a href="http://www.wogevauban.de">www.wogevauban.de</a>	WOGEG e.V.	De

## By journalists/ media Secondary Sources (Media, newspaper)

Media References	Year/day	Keywords/ Abstract	Link	Journal/ Newspaper	Author	Language
<b>Vauban. Abenteuerspielplatz für Erwachsene</b>	2011-20-10	Experimental ways of planning realised in Vauban	<a href="http://www.zeit.de/2011/07/Vauban">http://www.zeit.de/2011/07/Vauban</a>	DIE ZEIT	Miriam Lau	de
<b>„Nach 17 Jahren wird Freiburgs Quartier Vauban fertig“</b>	2015-09-05	Finalisation of Vauban, after 17 years of planning and development, with Baugruppen, civic protests etc.	<a href="http://www.badische-zeitung.de/freiburg/nach-17-jahren-wird-freiburgs-quartier-vauban-fertig--110854941.html">http://www.badische-zeitung.de/freiburg/nach-17-jahren-wird-freiburgs-quartier-vauban-fertig--110854941.html</a>	Badische Zeitung Report,	Jelka Louisa Beule	de
<b>„Vauban im Faktencheck“</b>		Vauban data check- inhabitants	<a href="http://www.badische-zeitung.de/freiburg-sued/vauban-im-bz-faktencheck--59901405.html">http://www.badische-zeitung.de/freiburg-sued/vauban-im-bz-faktencheck--59901405.html</a>	Badische Zeitung Report,	Thomas Jäger	de
<b>Vauban: a pioneering sustainable community in Germany</b>	2010-08-20		<a href="http://www.ellenmacarthurfoundation.org/circular-economy/explore-more/initiatives-around-the-world/vauban-a-pioneering-">http://www.ellenmacarthurfoundation.org/circular-economy/explore-more/initiatives-around-the-world/vauban-a-pioneering-</a>		Joss Blériot, Ellen MacArthur	en

# transformative social innovation theory

			<a href="http://www.sustainable-community-in-germany">sustainable-community-in-germany</a>		Found ation	
Radio interview of SUSI inhabitant	2008-01-11		<a href="http://www.freie-radios.net/portal/content.php?id=20492">http://www.freie-radios.net/portal/content.php?id=20492</a>	Radio Dreyeckland Interview	(Lydia)	de
"gemeinsam planen, bauen, wohnen im Stadtteil Vauban, Freiburg"	2004	Video interviews with early Vauban residents	<a href="http://www.urbanes-wohnen.de/7-proj/film/filmvaub.html">http://www.urbanes-wohnen.de/7-proj/film/filmvaub.html</a>	Video by URBANES WOHNEN E.V.	Marina Mann for URBANES WOHNEN E.V.	de
"Vauban: Wo einst Soldaten exerzierten"	2010-09-13	History of Vauban from military barracks to model district	<a href="http://www.badische-zeitung.de/freiburg/vauban-wo-einst-soldaten-exerzierten--35323023.html">http://www.badische-zeitung.de/freiburg/vauban-wo-einst-soldaten-exerzierten--35323023.html</a>	Badische Zeitung Report	Hans Sigmund	De
"Einmal Vauban, immer Vauban"	2015-09-05		<a href="http://www.badische-zeitung.de/freiburg/einmal-vauban-immer-vauban-x1x--110856101.html">http://www.badische-zeitung.de/freiburg/einmal-vauban-immer-vauban-x1x--110856101.html</a>	Badische Zeitung Report	Jelka Louisa Beule	De
"In German Suburb, Life Goes On Without Cars"	2009-05-11	Insight to Vauban with focus on mobility concept	<a href="http://www.nytimes.com/2009/05/12/science/earth/12suburb.html?_r=0">http://www.nytimes.com/2009/05/12/science/earth/12suburb.html?_r=0</a>	New York Times Report	Elisabeth Rosenthal	En
"Neue Lebensformen in Freiburg. Vorzeigeviertel für Ökologiebewusstsein"	2011-06-02	Energy efficiency and funding sources in Vauban as compared to other places	<a href="http://www.faz.net/aktuell/wirtschaft/wirtschaftspolitik/neue-lebensformen-in-freiburg-vorzeigeviertel-fuer-oekologiebewusstsein-14386.html">http://www.faz.net/aktuell/wirtschaft/wirtschaftspolitik/neue-lebensformen-in-freiburg-vorzeigeviertel-fuer-oekologiebewusstsein-14386.html</a>	Frankfurter Allgemeine Zeitung Report	Steffen Uttich, Uta Bittner	De
„Eine Stadt der Zukunft. Freiburger Vorzeigeviertel Vauban wird Opfer seines eigenen Erfolgs“	2013-06-04	Vauban as model eco-district rather failed for many social aspects	<a href="http://www.deutschlandradiokultur.de/eine-stadt-der-zukunft.1001.de.html?dram:article_id=248796#">http://www.deutschlandradiokultur.de/eine-stadt-der-zukunft.1001.de.html?dram:article_id=248796#</a>	Deutschlandradio Kultur, radio article (transcript)	Conrad Lay	De
„Wohngensenschaft Genova berücksichtigt Alter und Einkommen ihrer Mieter“	2013-08-12	Genovas policy of regulation of rental prices, example of Kitty Weis	<a href="http://www.badische-zeitung.de/freiburg/wohngensenschaft-genova-beruecksichtigt-alter-und-einkommen-ihrer-mieter--74322998.html">http://www.badische-zeitung.de/freiburg/wohngensenschaft-genova-beruecksichtigt-alter-und-einkommen-ihrer-mieter--74322998.html</a>	Badische Zeitung Report	Anja Bochtler	De
"Das Projekt Genova im Freiburger Vaubanquartier zieht optimistisch Bilanz"	2002-09-09	Project Genova looks back on its development in an optimistic balance	<a href="http://www.vauban.de/foren?view=topic&amp;catid=16&amp;id=637#990">http://www.vauban.de/foren?view=topic&amp;catid=16&amp;id=637#990</a>	Badische Zeitung Report	Gabriele Bobka	

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