Final Report

Montreal and Barcelona Study Mission to Seoul on Urban Commons and Sharing Economy

September 30 - October 4, 2019

Edited by Hyuna Yi (CITIES)

Report completed April 2020
Last edited November 2020

Authors and Acknowledgements

Mayo Fuster
Mayo is the Dimmons Director of Research at the Internet Interdisciplinary Institute of the Open University of Catalonia. Additionally, she is faculty affiliated at the Berkman Center for Internet and Society at Harvard University, and at the Institute of Government and Public Policies at Autonomous University of Barcelona (IGOPnet). In 2010, she concluded her PhD thesis at the European University Institute in Florence on the governance of common-based peer production, and have numerous publications in the field. She is the principal investigator at UOC for the European project DECODE Building the next generation of cooperative data platforms for digital sovereignty. She was PI for IGOPNet of the European project P2Pvalue: Techno-social platform for sustainable models and value generation in commons-based peer production. She is also responsible of the experts group BarCola on collaborative economy and commons production at the Barcelona City Council.

Monica Bernardi
Monica is an urban sociologist, Ph.D. in Quality of Life in the Information Society. She is currently an Assistant Professor of Urban Tourism at the Milano-Bicocca University, Department of Sociology and Social Research. Her main research focus is related to the impact of digital platforms and ICTs on urban society and mainly involves: smart city and sharing city, social innovation and urban commons, sharing economy both in its corporate form and in its commons-based orientation. Visiting Scholar at the GRI-Gyeonggi Research Institute, Seoul in 2015; Visiting Scholar at TUFTS University, Department of Urban and Environmental Policy and Planning, Medford, Boston (MA) in 2017; Visiting Scholar at the Dimmons Research Group, IN3, Open University of Catalunya, Barcelona, in 2019. Freelancer editor for LabGov/Urban Media Lab, on the topic of social innovation and sharing economy; member of the "Register of Experts and Operators of the Sharing Economy in Milan", Municipality of Milan; member of the association "MilanoIN. Innovare X Includere" (innovation for inclusion), laboratory of public policies. Her Ph.D research on the topic of the sharing economy and governance models of sharing cities was awarded "Premio Giovani Talenti" by Lincei Academy in 2016.

Jérémy Diaz
Jeremy is a lecturer in the Department of Geography at UQAM and a doctoral student in urban studies. He co-founded the Collectif Villes Autrement, a research group interested in innovative urban planning practices. His research interests focus on the relationships between cities, urban life and new technologies. He has developed expertise around local economic development, tactical and temporary urbanism, smart cities, open data and the role of innovative communities in urban development. Currently, his PhD thesis focuses on the development of the first public service of Fab Labs in Barcelona: the *Ateneus de Fabricació.*

Hyuna Yi
Hyuna holds a Master of Global Affairs from the Munk School of Global Affairs, University of Toronto. Hyuna joined CITIES in January 2019 as Project Coordinator. In her role, she is responsible for coordinating knowledge transfer projects between partners in Korea and Quebec. She was the Lead for the project "Study Mission to Seoul on the Sharing Economy and Urban Commons," the basis of this final report. Prior to joining CITIES, Hyuna has worked at various international, public and civil society organizations, including UNRISD (United Nations Research Institute for Social Development, Embassy of the Republic of Korea in Rwanda, and People's Solidarity of Gwanak.

Mission Participants

This final report is the product of co-construction based on the rich discussions and reflections of the participants in the mission. The delegation hails from Montreal and Barcelona and includes a dedicated team from CITIES. They contributed in different stages of the report, including brainstorming, drafting, and reviewing.

List of all participants, including the authors (in alphabetical order):
Monica Bernardi (DIMMONS)
Pierre Bisson (Ministère de l'Économie et de l'Innovation)
Albert Cañigueral (OuiShare Barcelona)
Jérémy Diaz (UQÀM)
Bertrand Fouss (Collectif Solon)
Mayo Fuster (DIMMONS)
Yves Otis (Communautique)
Fernando Paniagua (Ateneu Popular 9 Barris)
Thiên Viet Quan (Entremise)
Cécile Vergier (Ville de Montréal)

CITIES team: Noelia Delgado, Laura Espiau Garner, Martin Van den Borre Hyuna Yi

Partners

Financial Partners

This study mission was made possible with the generous financial support of different stakeholders, including municipal governments and agencies and a research centre in Montreal, Barcelona, and Seoul.

- City of Montreal
- Barcelona City Council
- Seoul Social Economy Center (SSEC)
- DIMMONS (Digital Commons Research Group), Open University of Catalonia
- Seoul Metropolitan Government (SMG)
- Seoul Urban Regeneration Center (SURC)
- MTL INTL

Supporters

The authors would like to thank the following people for their collaboration and cooperation: Yeonjung Ahn (Bibil Giji/Youth Hub), Valérie Boissoneault (Bureau du Québec à Séoul), Heejin Choi(Pinecone Commons), Claire Guérin (CITIES), Sunghwan In (SSEC), Byungsu Kim (SSEC), Chongeun Kim (CITIES-SMG), Jihye Kim (Pinecone Commons), Jongik Kim (SURC), Seungtaek Kim (BinGo), Lawrence Kwark (GSEF), John Lee (BOSAGORA), Myunghoon Lee (SURC), Sungmin Park (Health Bridge), Pau Roldán Nota (Barcelona City Council), Xavier Rubio Cano (Barcelona City Council), Hyogeun Shin (Eunpyeong Sharing Center), Ester Vidal Pujol-Xicoy (Barcelona City Council), and Sungil Yoon (MORE).

Organizers

Centre international de transfert d'innovations et de connaissances en économie sociale et solidaire (CITIES) and Seoul Social Economy Center.

Table of Contents

Authors and Acknowledgements 2
Mission Participants 3
Partners 3
Organizers 3
Introduction 6
Context of the Mission 6
Brief portrait of sharing economy, urban commons and social economy of Montreal, Barcelona, and Seoul 7
Montreal 7
The sharing economy 7
The urban commons 9
The social economy 9
Barcelona 10
The sharing economy 10
The urban commons 12
The social economy 13
Seoul 14
The sharing economy 14
The urban commons 16
The social economy 16
3. Mission and Field Visit Organizations 18
1. BinGo 18
2. MORE (Mapo Organization for Reclaiming Economy) 21
3. BOSAGORA 25
4. Pinecone Commons 28
5. Seoul Innovation Park Rooftop Sharing Initiative 30
6. Health Bridge 32
7. Amsa-Dong Anchor Facility (Sangsang Naru Rae) 34
8. Bibil-Giji 36
4. Output, Outcomes and Impacts 39
Output 39
Outcome 39
Impact 39
5. Conclusion: Preliminary Reflections and Potential Areas of Collaboration 40
Preliminary Reflections 40
General Comparison: Barcelona, Montreal, Seoul 40

Institutions 40
Citizens 41
Policy and Legal Tools 41
Inter-city Collaboration Between Montreal, Barcelona, and Seoul 41
Annex 1: List of Mission Activities (September 30 - October 4, 2019) 43
Annex 2: Photos 44
Day 1 44
Day 2 45
Day 4 46
Day 5 48

Introduction

Context of the Mission

The '2019 Mission to Seoul on Sharing Economy and Urban Commons' was organized by CITIES as a follow-up mission to a previous study mission on urban commons which brought a multi-stakeholder delegation from Montreal to Barcelona in November 2018.[1] For this second study mission, CITIES brought together government officials, academics, and field practitioners from Montreal and Barcelona to Seoul, to further study the urban commons as well as the sharing economy of Seoul.

Under the larger vision of mobilizing a strong and concerted international action towards an inclusive and equitable landscape for the urban commons and community-oriented sharing economy, the goals of the study mission were to:

- **Identify and share inspiring initiatives** that would fuel current and future projects and public policies in Montreal, Barcelona and Seoul. This includes the promotion of the experience of each city in the urban commons and the sharing economy.
- **Identify barriers and opportunities** in the commons and sharing economy movement of Seoul, in comparison to Barcelona and Montreal.
- **Develop a line of action for future collaboration** between the three cities.
- **Strengthen the relationship between the actors** in the public sector, academia and the field of social economy from each of the three participating cities.

This report summarizes the visits and discussions that took place during the 5-day mission in Seoul and synthesizes the reflections had by the diverse body of participants from the three cities. The group visited eight field initiatives in Seoul and participated in one international event on the commons, the Seoul Future Innovation Forum 2019 (see Annex 1). For the purposes of this report, we have opted to include a case study on Pinecone Commons (an initiative we did not visit) instead of Sewoon Electronics Mall (an initiative we visited), for the former's relevance to the urban commons. Although we did not visit the site of Pinecone Commons, its co-founder gave a presentation during the Seoul Future Innovation Forum 2019.

The report is organized as follows. Chapter 1 provides an introduction and context of the study mission. Chapter 2 describes the vision and understanding of the sharing economy, the urban commons and the social and solidarity economy in each city (Montreal, Barcelona and Seoul). Chapter 3 details the learnings of the field visits day by day. Finally, Chapter 4 closes the report with some preliminary reflections based on the observations made by the participants during the mission, including areas for potential collaboration between the three cities.

[1] The publication of this first study mission organized by CITIES can be found at http://cities-ess.org/wp-content/uploads/2019/04/CITIES_fiche-communs-toutes-1.pdf

Brief portrait of sharing economy, urban commons and social economy of Montreal, Barcelona, and Seoul

Urban commons, social and solidarity economy (SSE) and *sharing economy*, at the core of this study mission, are three different frameworks of action with closely related practices and many commonalities, such as their emphasis on shared governance and on common good. The overlaps between the three movements are evident, especially in the case of Barcelona.

We adopt the general term "sharing economy," aware that it contains different type of practices within the wide panorama of the platform economy. Some are more profit-oriented (the so-called extractive, corporate and negarchical forms of sharing economy) and are serious concerns for local governments due to their strong detrimental impacts on cities. Other forms of sharing are more community-oriented and are represented by the so-called commons collaborative economy.

The sharing economy, in its community and collaborative version (commons collaborative economy) as well as in its digital dimension (digital commons), shares the community-oriented (public resource) framework with the urban commons, while the SSE tends to have more linkages with market dynamics (albeit in the social market). Both the urban the digital commons tend to occur in the urban environment, although the urban ones have a physical dimension whereas the collaborative economy is developed more on a digital dimension.

Montreal participants in discussion at the pre-departure meeting

Prior to departure, participants from Barcelona and Montreal discussed the concepts of the three frameworks, starting with the background of each city. The following brief portrait is not exhaustive, but it allows us to understand the position, the vision and the state of the art of each city on sharing economy (commons collaborative economy), urban commons and the social economy, including some of the cities' main examples.

Montreal

The sharing economy

Neither the Quebec government nor the City of Montreal has adopted a global approach to regulate the sharing economy. The governments' actions are based on a more case-by-case approach. So far, Quebec's responses to the sharing economy have been sectoral and reactive. Two bills relating to the sector of short-term accommodation and paid transportation of people (particularly the taxi industry) have been adopted. A third bill was tabled in October 2017 to introduce changes in damage insurance. In general, the measures have been taken mainly concerning hospitality platforms.

Nevertheless, at the provincial [2] level, in February 2018, a working group on the sharing economy was launched, consisting of three experts supported by a Secretariat with the aim of improving the understanding of the sharing economy in Quebec. The group made 12 recommendations on how the government could accompany transformations in an informed, accountable and transparent way. These recommendations are grouped around the following three priorities: (i) Better understanding; (ii) Better frame; and (iii) Better support.

In 2017, university and cooperative actors created a sharing economy lab as result of a collaboration between the Conseil Québécois de la coopération et de la mutualité (CQCM), which represents all of Quebec's sectoral and regional cooperative organizations, and the Maison de la Coopération du Montréal (MC2M), a multi-stakeholder cooperative that is also the home of the lab. The lab was established to bring together academics, entrepreneurs and various stakeholders from the sharing economy and cooperative economy, with the goal of providing the province with promising, future-focused solutions to develop the cooperative model.

While aware that sharing economy does not just mean Airbnb and other accommodation rental platforms, and that there is not a unique consensual definition of sharing economy, the City of Montreal proposes the following definition suggested by Ertz, Durif and Arcand (2016):

> The set of resource circulation systems which enable consumers to both obtain and provide, temporarily or permanently, valuable resources or services through direct interaction with other consumers or through a mediator.

Montreal has an emerging sharing economy ecosystem that counts about 100 local and international initiatives, with about half of these initiatives being social economy organizations, in a city known to have a thriving social economy. Among others, we can also find sharing economy examples in the mobility, spaces and secondhand swapping or reselling sectors. Some initiatives have emerged as alternatives to consumer capitalism practices, while others are simple neighborhood-based solutions to service gaps.

Examples of local sharing economy initiatives:

- **Eva coop**, a ride-sharing application in a cooperative form that welcomes drivers, passengers and supporting members. The core of the project is its decentralized network, which uses blockchain technology to organize urban mobility on a global scale while ensuring a redistribution of the profits generated at the local scale.
- **La Remise**, a non-profit tool library based on membership, allows members to rent various tools for a couple of days. It is also a makerspace where members can access specific tools. It offers DIY (do it yourself) training sessions and classes. It is funded by volunteers and is run by most of them.
- **La Ruche** is a crowdfunding platform. It finances a wide range of initiatives such as business kickstarting, philanthropic campaign and community projects. It gathers a network of ambassadors available to support any new fundraising campaigns. Beyond Montreal, it is active in many regions across Quebec.
- **Temps Libre Coop** offers coworking spaces, meeting rooms and a public space. Citizens share the place with

[2] In Quebec, the term "national government" is employed more often than "provincial government".

entrepreneurs, workers, artists and students. It favors social mixity.

- **Upop Montreal** is a university for advised citizens inspired by the European model of popular university. Its goal is to promote critical mind for all. Held in public spaces, it offers classes on different subjects: feminism, the history of capitalism, Greek philosophy, climate change, democracy, etc.

To discover more sharing economy companies in Montreal, please refer to https://builtinmtl.com/startups/sharing_economy

The urban commons

In Montreal, like elsewhere in North America, urban commons have been generally considered to be the product of collective action on either unused or underused resources (housing, vacant building or land) or on more intangible objects (e.g. protection of landscape, cultural heritage). More recently, NGOs started to explore a commons-based approach in their search for long-term solutions to new urban challenges, sometimes with the support of the municipal administration or the State.

Examples of local urban commons initiatives:

- **Le champ des possibles** which aims to preserve biodiversity. It is an example of "collective action;" it is based on citizen mobilization to obtain the management rights of an unused urban lot ("friche urbaine") in the Mile-End neighborhood. The area is used as an unplanned greenspace by members of the community, and as a transit zone for people. The city district bought the lot in 2009 and signed a convention with the newly founded NGO "les Amis du Champ des Possibles" in 2013on the co-management of the site preservation and *animation* (educational activities).
- **Bâtiment 7** is another example of "collective action." 10 years of collective action led to the acquirement of ownership of an unused building that was previously to be demolished for a large private residential development. Today, it has been transformed into a community centre for the people of the Sud-Ouest neighborhood. It operates as a commons: horizontal, self-organized, self-managed.
- **Celsius (Solon Collectif).** Issued from the experience of a public-led green alleys ("ruelles vertes") initiative, Celsius is a collective sharing and management of a cooling/heating resource (collective geothermy). The main goal is to bring neighbours together to share their land to produce a common source of renewable energy and reduce greenhouse gases. It is a citizen-driven solidarity co-operative.

The social economy

The social economy has a long track record in Quebec, dating back several decades. Nevertheless, Quebec's social economy was only legally defined in 2013, by a framework-law adopted unanimously. The social economy in Quebec encompasses organizations that: (i) carry out economic activities (sale or exchange of goods or services) with a social purpose; (ii) implement collective ownership, democratic management, and places primacy of people and work over capital in the distribution of profits and revenues; and (iii) are either NPOs, cooperatives or mutuals.

The social economy is supported by a large ecosystem that offers specific social finance funding (e.g. Fiducie du Chantier de l'économie sociale, RISQ, Caisse d'économie

solidaire, Investissement Quebec, Filaction, PME MTL); technical support and guidance in business development (e.g. Réseau Coop, L'Esplanade, CDRQ, INNOGEQ); as well as representation and *concertation* (e.g. sectorial networks, territorial network- CESIM in Montreal, Chantier de l'économie sociale and CQCM) at the provincial level).

Several collaborative economy and urban commons projects choose the vehicle of the social economy to grow. Examples include:

- **Bâtiment 7** (already seen in the Urban commons section). Among the projects currently hosted in B7:
  - **Le détour**: a neighbourhood nonprofit grocery. Its members volunteer 3 hours a month and benefit from the grocery's affordable prices.
  - **sans-taverne**: a workers' cooperative bar-brewery
  - **Press-start** [3] : a youth-driven cooperative that provides a place where young people feel welcome and have decision-making power
  - Others: mechanics and bike workshop, artists' studios, community space.
- **Caligram**: a cooperative and free platform that aims to create common good by providing organizations, citizens and communities with interconnected calendars that make it possible to visualize and diffuse all the events in different territories, in a structured and open way.
- **Batir son quartier**: Community housing such as housing NPOs and cooperatives provides a permanent solution to affordable housing issues. Community housing also contributes to the revitalization of neighbourhoods and saves limited resources in health and social services. Community housing projects are accompanied by technical resource groups in project development, such as http://www.batirsonquartier.com/

Barcelona

The sharing economy

Sharing economy in the city of Barcelona is a phenomenon of great interest and repercussion that has led to an official political commitment, through the Commissioner of Social Economy, Social Development and Consumption, Alvaro Porro. As Porro describes in the book *Sharing Cities: A worldwide cities overview on platform economy policies with a focus on Barcelona* (2018), the administration "ha[s] the determination to intervene when the impact on the city requires it, and do[es]n't name sharing-oriented platform what practically does not have any real collaborative aspect; and, generat[es] the policies and resources for those projects that are indeed making contributions to the common good."

The city describes the phenomenon as:

> the production of goods and services through a community of people mediated by a digital platform. When this process has collaborative / democratic / common qualities, it is characterized as a collaborative economy or a community-oriented collaborative economy. Depending on its model the character of the initiative can be very diverse; with some extractionist models that are a new version of the most predatory capitalism, and with some others that come close to cooperativism and the social and solidarity

[3] https://arcadepressstartpsc.wordpress.com/home/

economy. The phenomenon is in full expansion and its impact is transversal to all productive sectors.

In January 2016, the Barcelona City Council (the municipal administration of Barcelona) participated in the creation of BarCola (short for Barcelona Collaboration), a joint initiative between the municipal administration and actors within the sharing-oriented platform ecosystem of the city. The purpose is to study and promote common models of platform economy and to make recommendations for the development of public policies. Among the members of this workgroup are academic research institutions, social collectives, companies or entities of the platform economy and the commons, and public bodies.

In *Sharing Cities,* the analysis of 100 platforms and 10 paradigmatic cases is presented, using the "star of democratic qualities" as a lens of analysis.[4]

Examples of local sharing economy initiatives:

- **Guifi.net**: Community infrastructure for wireless Internet access and also European Broadband Award of the European Commission. It is a non-profit and general interest entity that promotes the development of a joint, open, free and neutral telecommunication network: guifi.net. http://guifi.net/ http://fundacio.guifi.net
- **Som mobilitat**: Collective consumers cooperative that was created with the aim of building together tools and services that help the community to make the change towards a more sustainable mobility, by promoting actions or projects for a clean commute, reducing the number of vehicles accumulated in our cities. It focuses on designing, producing and financing new services and technological products; working in network with other cooperatives; contribute and facilitate the creation of communities and new cooperatives outside of Catalonia; contribute to the creation of local groups and to the financing of local projects; and involve public institutions. The first project put into operation is a service to share electric vehicles (cars, motorcycles and bicycles) with a mobile app. The entire park and car system is based on the collaborative economy. https://www.sommobilitat.coop/
- **Goteo**: It is a civic crowdfunding and collaboration platform on citizen initiatives, social, cultural, technological and educational projects. They want a more ethical and collaborative Internet where citizens, through cooperative processes, have an active role in the improvement and development of their communities. They design and generate Open Source tools, both technological and methodological, that promote openness, open knowledge and free access to information, to contribute to the creation of more collaborative and ethical networks. https://ca.goteo.org/
- **Som connexió (eticom)**: It is a nonprofit consumer cooperative that aims to cover the needs of Internet and telephony as well as to advance the process of sovereignty of telecommunication services and infrastructures. It currently offers the possibility for partners to hire mobile phone lines, ensuring transparent

[4] See https://decodeproject.eu/blog/democratic-qualities-and-platform-models-collaborative-economy.

management and collectivising the benefits. https://somconnexio.coop/

- **Pangea**: It is an association that promotes the strategic use of communications networks and information and communication technologies (ICTs) for development and social justice. Its services include mailboxes, customized web programming, web hosting, registration and hosting of domains, distribution lists, agendas, news systems, database hosting, secure servers, etc. https://pangea.org/

Mapping in Barcelona (2018): http://procomuns.net/ca/recursos/guia-de-recursos-per-emprendre-en-economia-de-plataforma-i-collaborativa/.

Mapping in Catalonia (2014): http://directori.p2pvalue.eu/

The urban commons

In Barcelona, the urban commons is active in a party-movement, Barcelona en Comú, which dates back to 2014, when citizens aiming to "win back" Barcelona from its long-standing, right-wing council formed a movement to stand for election, backed by a collaboratively produced manifesto.

The urban commons are identified as:

> Practices in which groups of citizens are associated and cooperate to add common interests outside of, or in collaboration with, the public authorities in order to respond to collective problems from their own action (that is, from self-management) and find alternatives to the usual way in which either the state or the market provides these resources, leaving resources available as a public good or in open access conditions.

In January 2016, the Barcelona Department of Socioeconomic Innovation was created at the local development agency Barcelona Activa to promote the social and solidarity economy in a broad sense, including everything that has also been called alternative economies. This new department has developed the first commons-oriented incubating program, La Comunificadora to support and stimulate the emergence of platforms economy projects. La Comunificadora must also be understood within the framework of an ecosystem of confluences between the circular, cooperative, feminist, peer-to-peer and commons economies.

Examples of local urban commons initiatives:

- **Can Batlló**: Patrimonial industrial building, reclaimed by citizens during decades as it was empty. Community managed public equipment. A space of cultural, economic and recreational dynamism in the neighbourhood of Sants. http://bcncomuns.net/cpt/can-batllo/ http://canbatllo.wordpress.com
- **Germanetes/Recreant Cruïlles**: Solar reactivated in the Eixample, self-managed collectively as a meeting place for the social and environmental transformation of the neighbourhood. http://bcncomuns.net/cpt/germanetes recreant-cruilles/
- **Biciclot**: It is a work cooperative that promotes bicycle as a means of ecological, economic and healthy transport for a sustainable mobility. It is a model of social economy centered on people, democratic with a vocation for service, social and environmental commitment. https://www.biciclot.coop/
- Ateneus de fabricació: The Ateneus de Fabricació (FabLab) are a public service to facilitate access

to technology and science of digital fabrication to help people learn, work and collaborate in order to turn ideas into reality while transforming their environment and contributing to social development of their city. The aim of Barcelona's Fab Labs is to deploy and transversally coordinate a "bottom to top" strategic citizen-participation project in the city's neighbourhoods and districts, based on the precepts of social innovation and the collaborative economy. The Ateneus de Fabricació (FabLab) are open to everyone and the "price" that has to be paid to use them is called *compensation*, a system of social reversal of the support received at the Ateneu in exchange for time, talent, involvement and the participation of people for the benefit of the community. All without the intervention of the money. https://ajuntament.barcelona.cat/digital/ca/apoderament-digital/educacio-i-capacitacio-digital/ateneus-de-fabricacio

Examples of public programs and/or public policies (to compensate for a disruptive impact or to promote) and government structure around these policies can be found here: http://bcncomuns.net/

The social economy

In Barcelona, the Social and Solidarity Economy (SSE) is the set of socio-economic, formal or informal, collective initiatives – inspired by the cooperative movement – that prioritizes the satisfaction of the needs of the people over profit, prioritizing the scope of the social market. These initiatives are independent of the public authorities, are governed by values such as equity, solidarity, sustainability, participation, inclusion and commitment to the community, and are promoters of social change. The initiatives that belong to the SSE are diverse but all share common elements that define the transformative nature of the SSE: democratic and participatory management; orientation towards human needs; and commitment to the community.

According to the study *The Social and Solidarity Economy in Barcelona (2016),* the city is home to 4,718 socio-economic initiatives that, according to their legal structures, form part of the SSE. Some of the most significant data are:

- 2,400 third social sector organizations
- 1,197 worker-owned enterprises
- 861 cooperatives
- 260 community-economic initiatives

In total, they account for 53,000 people employed, over 100,000 volunteers, over 500,000 consumer cooperative members and approximately 113,000 mutualists.

Examples of local sharing economy initiatives:

- Suara Cooperativa: A SSE company with more than 30 years of experience in education and training (nursery schools, adult schools, occupational training), social services, personal well-being, promotion of autonomy (services at home, the elderly and people with needs of support) and employment and work. It is an innovative, participatory, close and socially responsible cooperative. Suara is a member of Clade Cooperative Business Group. https://www.suara.coop//ca
- **Coop57**: a financial services cooperative created in 1996 aimed at promoting inter-cooperation and meeting the financial needs of the solidarity economy. This objective is achieved by collecting savings for individual people and offering credit and advice to entities of the weld economy partners of the cooperative. https://coop57.coop/

- **La Ciutat Invisible**: a self-managed cooperative whose objective is to construct labouralternatives to the precarious work imposed by the capitalist economic system. The activity of La Ciutat Invisible (the Invisible City) is aimed at creating and disseminating critical content that promotes political and social transformation processes, in two ways: (i) the empowerment and construction of inter-cooperation networks linked to the solidarity economy; and (ii) the extension of self-organized and autonomous political practices to re-appropriate politics at the local level. These objectives have nourished content and has strengthened the critical bookshop, have contributed to the creation and development of new imaginaries through graphic communication, and have taken shape in projects that combine social research, the development of communicative strategies and community intervention. http://botiga.laciutatinvisible.coop/
- **Pam a Pam**: a collective tool for mapping SSE initiatives in Catalonia. The map shows initiatives in 15 economic sectors. All of them were interviewed in depth following a questionnaire containing 15 criteria to evaluate the SSE. Each of these criteria may or may not be met. The criterion for being visible to Pam a Pam is to fulfill half plus one of the criteria. https://pamapam.org/ca/

Seoul

The sharing economy

In 2012, Seoul launched the "Sharing City Seoul" project betting on social innovation and sharing economy as additional levers to promote social, economic and environmental development and tackle the main pressing urban challenges. Through the project, the Mayor and its administration aimed to create the right ecosystem in which a social innovation-led sharing city could thrive. The approach was systematic, to develop the necessary infrastructures for the sharing city, to support the so-called sharing organizations and to spread the knowledge about sharing fostering civic engagement.[5]

Social Innovation Division of the SMG (that reports directly to the Mayor) manages the project. The project can also count on a Sharing Economy Committee (2013), a Sharing Economy Advisory Board (2013), a new Sharing City Team established in 2015, and on the activities of an online portal, ShareHub (2013), which acts as a bridge between citizens, sharing organizations, intermediary organizations, and private and public authorities.

In this framework, *sharing* is defined as:

> an activity that contributes to solving social issues such as excessive consumption and marginality, by connecting a citizen to other citizens (person-to-person) and to products (person-to-product) through an easily accessible sharing platform, and by doing so, increases the value of a person's skills and knowledge the utility value of objects.

Today, the local sharing ecosystem is particularly vivid and counts several programs, projects and initiatives. From the beginning, the project has involved the 25

[5] See "Seoul Metropolitan City Sharing Promotion Ordinance – 2012", and "Seoul Metropolitan Government Act for Promoting Sharing" – 2014.

gus[6], through 85 projects (e.g. tool library, car sharing, parking sharing, children's clothing sharing, intergenerational housing, and other *gu*-contextualized projects) and an investment of approximatively 280,000 USD (as of 2018). 122 sharing enterprises and organizations have been designated and supported through a funding of approx. 1.5 million USD.

Also, several public idling spaces and public facilities have been opened and shared for education, lectures, seminars and meetings (for a total of 5,868 shared spaces from 2014 to 2018).; In terms of dissemination and civic engagement, several public initiatives have been organized (e.g. Sharing Economy Fair, World Sharing day, Youth Sharing Camp, Sharing Seoul EXPO, Sharing Seoul Conference, Sharing Seoul Festival). Among training initiatives, there are Sharing Economy School and Networking Workshop for Sharing Enterprises

Examples of local sharing economy initiatives:

- **Seoul Car Sharing (Nanum Car)**: the SMG designated Green Car and SOCAR as Seoul sharing enterprises in 2013, providing financial support (including a 50% discount at public parking lots). Recently, the SMG is focusing on eco-friendly vehicles (electric and hybrid cars). In 2018 there were 2,274,726 members, 1,357 branches, 4,565 cars and 6,072 uses.
- **Modu parking space / residential parking sharing project**: it aims to solve parking problems and prevent illegal parking by sharing available residential parking lots with citizens. It has been launched by the SMG in association with the parking sharing platform company "Modu Parking". Through this private platform, citizens can easily book and use registered parking lots: drivers looking for spaces can use available parking lots by paying fees and owners of residential parking lots can make money by registering and sharing their parking lots. To date, 3,000 sharing parking lot spaces have been secured in several *gu*s.
- **Seoul Bike (Ttareungyi)**: a public bike rental system of Seoul City. The purpose is to enhance the quality of life and create a healthy society by solving the chronic urban issues such as traffic jams, air pollution, high gasoline prices. It is a convenient supplement to the public transportation service.
- **One Roof Two Generations**: it is a house sharing service that allows the elderly with extra rooms to provide residential spaces for college students, with the double advantage of solving the elderly alienation problem and the housing crisis for students. To date, 224 students are residing in share houses through the One Roof Two Generations programme in 7 *gu*s.
- Among sharing organizations working on housing sector and offering shared housing solution (mainly for tourist purposes) there are BnBHero, Kozaza and Labo.
- **Children's Clothes & Toys Sharing Project**: parents can reserve and borrow toys and clothes as well as sell goods for children through the designated sharing organizations i-baby, Kiple and Picksell on their websites (www.i-baby.co.kr and www.picksell.co.kr) or mobile apps. In addition, parents can use the Seoul Green Toy Library, a physical place to borrow toys and books (www.seoultoy.or.kr).
- **Tool Rental Service**: based on tool rental stations operated by autonomous *gu*s that lend tools to

[6] 구[ku]: district in Korean.

citizens for everyday use. In 2017, there were 491 rental stations in operation.

- **Rooftop project**: based on the idea to find and revitalize unused rooftops to carry out various sharing initiatives including busking and yoga.
- **Sharing Center (Eunpyeong-*gu*, Seongdong-*gu*)**

The urban commons

The framework of urban commons in South Korea is quite new and the city of Seoul is now focusing on it moving from the sharing economy and social innovation previous reflections. Social innovation and sharing economy have been identified as tools to transform urban space in a more equal, free and fair space that allow citizens to own the city together. With the goal to pursuit this paradigm shift, and create a "city for all", "a distributed and resilient" urban system in which expand democracy in its participative version, the SMG proposes to take the results of the Sharing City Seoul project, launched in 2012, and develop them to transform Seoul into a "City as a Commons".

This crucial transition will proceed on three trajectories that will allow to create and enjoy the commonwealth and the common rule that is "urban commons":

- The Economic transition for sustainable circulation of resources for production and consumption
- The Ecological transition that pursues inclusive growth with the recovery of the social-disadvantaged
- The Social transition that makes social value accepted as core principles of social operation.

To deepen this preliminary reflection, the SMG organized the 2019 Future Innovation Forum: Towards the Urban Commons of Conviviality together with the Center for Asian Urban Societies (CAUS) and Forexcom Inc, gathering local and international experts.

Examples of local sharing economy initiatives will be discussed later in the report.

The social economy

Social and solidarity economy (SSE) in South Korea is known as social economy. SE has been shaped by a mix of a bottom-up civil society movements and a top-down state-led approach (Jang 2013). Since a legal framework was put in place to support SE in 2007 (Social Enterprise Promotion Act-SEPA), a wide range of social economy organizations and enterprises (SEOEs) have emerged in the country. In addition, in 2011, the Community Business Promotion Project (CBPP) policy was promulgated, and in 2012, the Framework Act on Cooperatives (FAC) was enacted, and the number of social economy enterprises has multiplied exponentially since. In other words, since the Korean government began to provide policy support, the social economy in Korea has multiplied. Including nonprofit corporations and organizations that strive to realize social values through economic activities (i.e. rehabilitation enterprises, rural community companies, and other enterprises catering to the employment of severely disabled persons), the scope of the social economy would grow even wider. As the 2016 UNRISD's report highlights, Seoul alone is home to 23.2 percent of all Korean social economy enterprises (260 certified social enterprises, 2,267 cooperatives, and 119 community enterprises, total 2,646 enterprises), leading the development and progress of the social economy nationwide.

Since the election of Mayor Park Won-soon in late 2011, the Seoul Metropolitan Government (SMG) and the social economy organizations in the city have together built a multi-sector partnership, in order to better allocate public resources and to increase the amount of social capital available for solving

various problems. In April 2012, the SMG announced the launch of its social economy promotion policy with the release of the "Comprehensive Social Economy Support Plan for the Creation of a Sustainable Economic Ecosystem." The most remarkable characteristic of the social economy policies of the SMG is that the entire process, from the making of policies to their execution, is governed by multi-sectoral partnership. In July 2012, the Social Economy Policy Planning Group (SEPPG) was launched as the centerpiece of a multi-sectoral partnership on making and implementing social economy policies in Seoul. To date, the group has changed its name to Seoul Social Economy Policy Council (SSEPC), and it performs a central role in making and implementing local social economy policies. In 2012, the Seoul Social Economy Network (SSEN) was also established.[7]

In 2013, the SMG and the SSEC proposed the creation of an international forum of exchange between major local governments and nongovernmental organizations worldwide on issues of the social economy and policymaking. The Global Social Economy Forum (GSEF) was first held at the Seoul City Hall in November 2013. The second meeting was held in Montreal in 2016. The 2018 edition was hosted by Bilbao. The 2020 edition will be held in Mexico City.

A remarkable initiative to mention is **Beautiful Store**, a nonprofit organization and charity secondhand store, launched in 2002, following the model of the Oxfam shop. The nonprofit now operates over 100 stores across Korea. The volunteer-run store collects donations of used clothing, books, bags, kitchenware and appliances, and sells them to raise money for charity operations. Beautiful Store also helps small businesses in developing countries by importing their products for fair prices, so that they can achieve financial self-reliance using the profit generated in this process.

Lastly, it should be noted that a number of policymakers in Seoul deliberately referred to the Quebec model in devising policy measures for Seoul and actors in the two territories continue their collaborative communication.

[7] For more information about the legal framework and the key Seoul social economy policies see: https://neweconomy.net/sites/default/files/status%20of%20social%20economy%20development%20in%20seoul.pdf

3. Mission and Field Visit Organizations

1. BinGo

"Above all, we want to use our money so that Capital and State cannot alienate us nor our endeavours."

Basic Information

Year launched: 2008
Email: antiorder@gmail.com
URL: https://bingobank.org/
https://www.facebook.com/communebank/
Resource being shared: capital, land, spaces (housing and office)

Context and activities

BinGo is a community self-help and financial cooperative created in 2008. The members of the cooperative help each other and work together to overcome the high cost of housing and living in Seoul. The community was started by self-proclaimed "poor" people who could not acquire land in Seoul. The idea was to pool their resources to pay for a house where everybody could live and become an owner. In BinGo's vision, "commons" means clearly to "be against capital." Their objective is to gather the different assets that everybody possesses to create a real common, a resource not determined by money. Buying land is not the primary objective; they are looking to share rental houses to turn it into commons. To extend their activities, they wanted to give to themselves the financial capacities outside the traditional banking system to pay for basic needs and invest in small projects or new communities. The financial cooperative operates under the principle of "Membership(share) = Use = Solidarity = Governance." Its members form various member communities of at least three members. These different communities collectively form the larger BinGo community. Each community carries out mutual aid, wellness and solidarity activities using the members' shares, including providing loans to rent properties for community cafes, housing, and more. Currently, there are 450 members, 30 small communities and which manage 15 different spaces, some of which are out of Seoul. Despite generally leasing properties (Bingo provides assets and manages infrastructure on behalf of communities), BinGo has managed to buy two pieces of lands outside of Seoul.

> We are similar to a bank, but we are against capital income. We want to turn money into commons, ... People deposit money in a bank and the bank uses it for investments and to earn more money. But BinGo wants to come out with something different. We want different results. To invest in BinGo means wanting to transform money into commons. Users share and create spaces together [through BinGo]. They use these spaces and, in the process,, they don't ask for anything in return.

No specific software is used for the financial transactions, but BinGo uses Google Sheets and Microsoft Excel. Every transaction is transparent and available on the cooperative's website.

Juridical form

Financial cooperatives exist as a legal form in Korea, but Bingo is not juridically registered. They operate outside the legal framework. It requires trust among cooperative's members.

Type of governance

Bingo is founded on a system of distributed governance built around networks (communities) of trust linked by the same values: autonomy, hospitality and sharing. Each BinGo community has activists that discuss and work together. They participate in the steering committee annually. There is no limit to the number of people per community, but a minimum of three is required. Each community recruits new members as does every other cooperative. Members are recruited

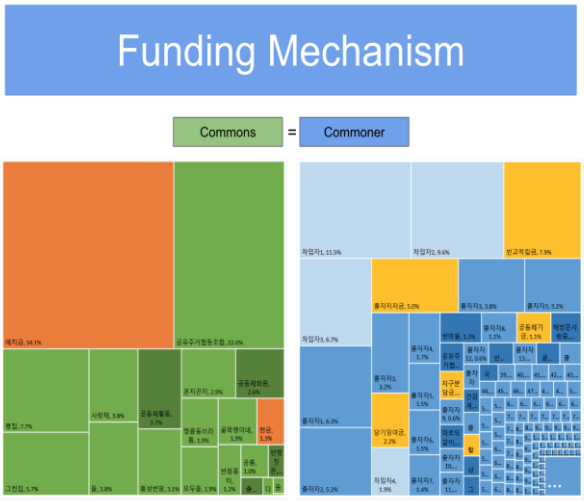
organically, i.e. one after the other through an acquaintance.

The stakeholders of BinGo are members of the cooperative organized in communities. They also collaborate on different projects with other organizations if there is an affinity with them. Each member can make a proposal to help and financially support a project on the website. Each community has an account and archives transactions. Every month, communities share their activities through the website.

Funding mechanisms

According to Bingo's Financial Statement Report 2016, as of the end of 2016, Bingo had a total of 377,832,042 won (approx. 418,000 CAD) in assets (liabilities and equity). The main source of income was members' contributions, an average of 730,000 won (approx. 820 CAD) per person. Other sources of income include surplus capital, community activity income, and loans from like-minded individuals or foundations. The main source of expenditure was *jeonse-geum* (deposit to rent space). Other expenditures include cash and savings in the bank, solidarity loans to other organizations, and mutual help for members. No interests are paid on loans by the members, but the system allocates dividends. Money can go out whenever members want.

Below is a visualization of the "Commons" on the left--the various common resources and activities made possible by member contributions (represented in orange and green squares)--and the "Commoner(s)" on the right--financial contributions by individual and organization members (represented by blue and yellow squares). The orange square is BinGo savings that is stored in a bank account. Although the use of a financial institution such as a bank is inevitable for BinGo, the members try their best to maintain their independence and preserve the commons nature of their savings in their use.



Source: Bingo Powerpoint, October 2019

Goals and Impacts

Economic impacts

BinGo wishes to be an alternative to the capitalist financial system by sharing assets and creating urban and land commons. The objective is not to create a closed community but a more open and solidarity-oriented community. The initiative seems to be economically viable because they managed to maintain its base while managing to expand their membership. Each community recruits its own members. However, we don't know about the distinct role of BinGo in the enhancement of the local economic performance in particular its effect on income, employment or organizations' birth and development, especially in those areas that suffer from lower economic growth.

Social impacts

BinGo seeks to address local socio-economic challenges through the financing and promotion of communities. It wants to develop their own capacity of fighting poverty and promoting equity. In that sense, BinGo can positively influence the social capital of territories by encouraging cooperation, trust, reciprocity, interpersonal relationships or a shared sense of identity among different types of complementary actors. It also supports socially oriented initiatives such as libraries, coffee or farming cooperatives.

Cultural impacts

Bingo's activities are aimed at cultural resistance to liberal capitalism. To do this, their organization is aware of empowerment approaches that refer both to a state (being empowered) and to the

learning process to access it. Clearly, Bingo's values aim to empower its members to transform their living conditions by using collective actions of solidarity.

Environmental impacts

A part of the projects that are supported by Bingo finances sustainable development projects and optimizing the use of vacant land and buildings.

Similar projects

- **Mixed housing co-operative:** La Borda **(**http://www.laborda.coop/en/) -
- **Collaborative tools for sharing money, sharing control and sharing information:** Enspiral (https://enspiral.com/) and their Co-budget tool - https://cobudget.co/
- **History of The Caisses Populaires Desjardins of Quebec: A Mordern System of People's Bank** (https://www.jstor.org/stable/3740332?seq=12#metadata_info_tab_contents)

Presentation by a BinGo member

Participants listening to the BinGo presentation

2. MORE (Mapo Organization for Reclaiming Economy)

"Let's save the neighbourhood stores! We gather the power, the money, and the consumption we have to create a new economy for us."

Basic Information

Year launched: 2016
E-mail: mapomore@gmail.com
Website: http://mapo.network/
Social Media (Facebook, Twitter, Instagram): www.facebook.com/mapomore/
Resource being shared: Local currency

Map of community shops where you can spend *Moa*
Source: MORE Naver Blog

Context and activities

*Moa*a is a local alternative currency, issued by Mapo Community Economy Network (presently called "Mapo Community Economy MORE"), that can be spent in participating community stores in Mapo-*gu*[8], Seoul. Approximately, 594 million won has been issued since the creation of the currency. It is being used in 159 places (as of october 2019) as well as in the entire Mangwon Market. The local currency *moa* was born in Market Cafe, a community cafe. In 2012, when the development of a large mall in Hapjeong-dong was announced, civic groups and local residents whose survival was threatened signed a campaign to preserve and revitalize the local businesses. Mapo-*gu* is a former industrial area. At the end of the twentieth century, the district was converted into a residential area. To the north of Mangwon-dong, is Hongdae (short of Hongik University in Korean), one of Seoul's vibrant cultural districts. As the creative community of Hongdae expanded, it spilled into the neighbouring Mangwon-dong, contributingto its attractiveness but also population migrations as well as rapid transformations of residential buildings and local services. In order to mitigate this process of gentrification, *Moa* was issued to increase sales in the community's stores and ensures that the consumer spending stays within the area without being lost to large companies. MORE's main activities are to (i) encourage local consumption by creating a network of member stores (a Mapo Community Shop is a shop that has entered into an agreement with Mapo Community Economic Network Gathering and receives the community currency *Moa*); (ii) save capital in the community bank which operates on the principle of mutual assistance and solidarity among residents; (iii) provide services and products that meet the needs of the community and that are not offered by the market; and (iv) promote commons and increase of common resources. MORE is currently developing a service to go digital. Community shops are divided into several categories:

- Hospitality (Cafe, Bakery, Restaurant, Pub, etc.)
- Publishing (Bookstore, Stationery, Publisher, etc.)
- Medical (Hospital, Pharmacy, Animal Hospital, etc.)
- Consumer Cooperatives
- Services and Household goods (Car center, Hairdresser, Beautician, Workshops)
- Mangwon Market
- Other

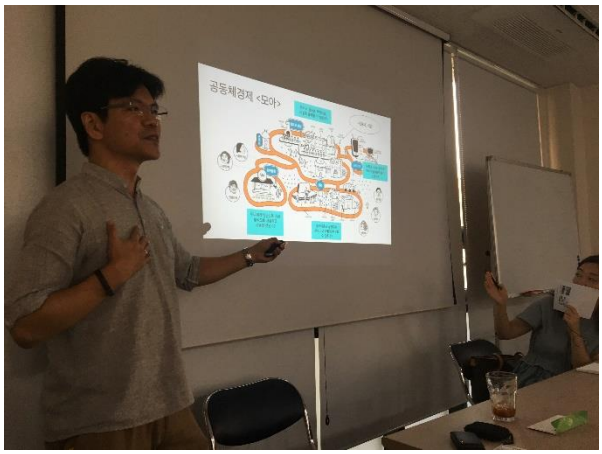
Currently (as of September 2019), the MORE project team has four people and further developments may raise this number to six.

[8] district

Moa banknotes
Source: MORE website

Juridical form

MORE project started as an informal citizen group. Members agreed to adopt non-profit organization form at the annual general assembly in March 2019. Its name has since changed to Mapo Community Economic Network because it just recently became licensed as a non-profit organization in October 2019, after almost 4 years of activity.



Type of governance

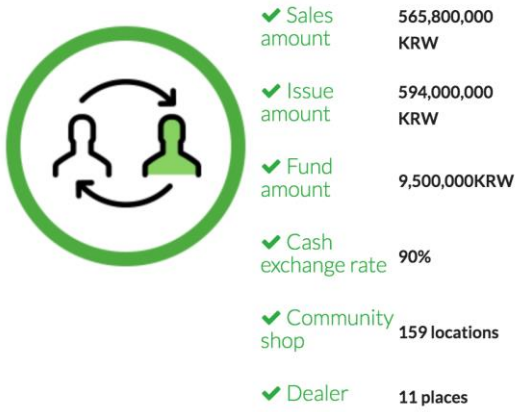
Mapo Community Economic Network is a network of community organizations, including civic organizations, cooperatives, labour unions, business associations, political parties, and resident groups. It has a Board of Directors, and the President is elected.

Funding mechanisms

When an individual buys *Moa*, he gets an extra 5% gain on the total value of his or her purchase. For example, for a purchase of 20,000 won, he gets 21,000 won.

Community funds are used for community business projects. It is used in collecting, operating surplus funds, and making decisions about managing the fund. The management of the collection and funding operations is transparent as is the disclosure of their results. The liquidities collected will be mostly used by community shops and users, but will also circulate in the district.

The project is not currently receiving financial nor human resources support.



Statistics on *Moa* currency
Source: MORE website

Goals and Impacts

Three years ago, researchers collected data through a survey, conducted focus group interviews and gathered participant observations to measure the impacts of community shops. This report was not available for public viewing at the time of our request.

Economic impacts

The general idea of the project is to redirect a part of the district's consumer activities towards local stores, including cooperatives and social enterprises. The economic purpose is to form an economic connection between individuals and

their community to which and from they give and receive dynamic mutual aid. This type of contribution helps individuals to not only cultivate their autonomy, but also to weave a web of solidarity amongst the community. Some of the consumption is realized within the region which causes profits to circulate and thus benefit both residents and vendors, rather than going to large corporations or outside the community.

A storefront sign it accepts *Moa* currency

Social impacts

Moa as a shared resource created strong economic and social relationships. By using *Moa*, consumers can help local welfare and community economic projects. In addition to distributing local currency, Mapo Community Economic Network also operates a mutual credit system. Before the beginning of the project in Mapo, several activists had started to develop alternative projects to promote an endogenous development. To support the growth of this movement, initiatives were supported by the distribution of a portion of the community stores' sales (1.6%).

Cultural impacts

This local currency tries to make consumers aware that consuming is a political act. *Moa* is money with a purpose. Even if this objective is not new, *Moa* wishes to change the mentality of the district's residents by making them aware that money is not only a mere exchange tool, but also a lever of economic development.

Environmental impacts

A part of the community bank's funds is used to support the development of local production and essential goods. This desire for self-sufficiency is linked to the residents' struggle against the establishment of a chain supermarket—a struggle that initiated the project. The will of the community bank is to create a consumer producer cooperative.

Mr. Sungil Yoon, Founder of MORE guiding the group in Mangwon Market, where *moa* is accepted

First analysis

Strengths and opportunities

In addition to promoting its social mission and the economic solidarity, one of *Moa*'s major strengths is its convertibility into the national currency, Korean won. Although the objective is to keep the currency in circulation among member stores, this convertibility helps to attract and reassure new consumers as well as stores. The exchange rate in Won is of about 90% of *Moa* for consumers. For 10 *Moa* converted, the consumer receives about 9 won. Community stores have a higher exchange rate. They pay at least a 3% fee when they convert

Moa to won, to encourage stores to keep a consistent flow of *Moa*. This strength is also one of the system's greatest threats. How to adjust the conversion rate to maintain the value of *Moa* with respect to the won? Which methods can be used to ensure that users' confidence in this currency is maintained? How can this currency protect itself against possible opportunistic and speculative behaviour?

Challenges, weaknesses, and threats

The main challenge to overcome is inflation, a sustained increase in the general price of goods and services in an economy over a certain period. When well-designed, a local currency creates the exact amount of money needed to complete a transaction that would not otherwise occur. There is therefore no risk of inflation. This challenge can be amplified by the augmentation of the volume of money issued, the number of users and traders involved as well as the territories concerned. Currently, MORE is attempting to export the currency in two other districts. It might be interesting to observe the consequences of this transfer on the inflation or depreciation of the currency.

Another potential threat to the sustainability of the project is the creation of similar local currency initiatives such as local currency issued by the district or municipality, that competes with *Moa* for businesses and consumers. For instance, if the publicly issued local currency offers users a higher promotional rate than the discount rate provided by *Moa* (i.e. when a person pays X won, he receives 1.05X *Moa*, an additional 5%), the latter may lose users to the public system.

Similar projects

- **A local and ethical community currency for Montreal and its surroundings**: https://ilot-montreal.org/
- **The REC (Real Economy Currency) in Barcelona**: https://rec.barcelona/en/what-is-it/
- **Cooperative platform that facilitates the creation and management of consumer groups and local producers**: http://katuma.org/

3. BOSAGORA

"BOSAGORA will play a vital role in making a better world with blockchain technology as a project enabler."

Basic Information

Year launched: 2016
Email: support@bosagora.io
URL: https://www.Bosagora.io/
http://bit.ly/2YFpd5r
https://twitter.com/BOSAGORA1
https://www.facebook.com/BOSAGORA/
Resource being shared: Digital currency

Context and activities

BOSAGORA, which is still under development and fine-tuning, is a decentralized cryptocurrency platform that allows users to exchange money instantly without having to use intermediaries such as banks. Following the example of the ancient Greek agora, a public meeting arena in which important social, economic and political issues of the day were discussed, BPF Korea, the organization behind the BOSAGORA project, aims to apply this concept of a public space to the possibilities of digital networks and new technologies by creating a platform that allows members of the BOSAGORA Congress, consisting of node operators, to debate on the use of the funds towards select projects, including nonprofit and commons projects. BOSAGORA team is also seeking nonprofits and community organizations to use their platform for financial transactions. From this perspective, BPF Korea claims that the BOSAGORA platform would contribute to the movement of commons.

The BOSAGORA platform uses three main technologies that are important to differentiate. First, thanks to digital cryptography, BOSAGORA distributes tokens that are to be used by members to participate in the Assembly's decision-making process. Additionally, these tokens will finance the project selected by the members of the BOSAGORA Council.

A warm welcome by Sanghoon Lee (CMO, BPF Korea)

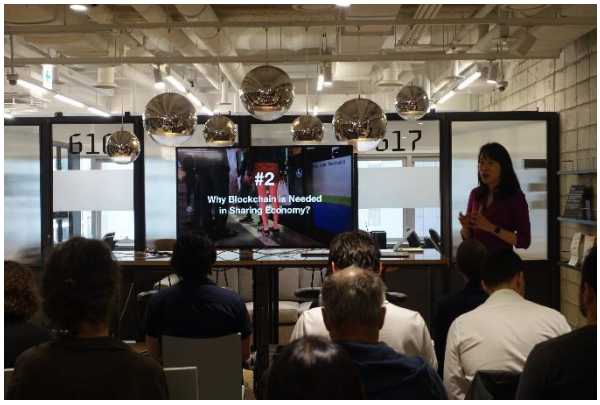
Secondly, BOSAGORA uses blockchain to make its cryptocurrency viable. A blockchain is a digital and secure public record of transactions realized between cryptocurrency users. All the transactions are kept in blocks of data for a certain period. When two users complete a new transaction, they add a line of code representing their transaction to this block of data. At the end of each period, a new block is created, thus forming a chain. To make this exchange system secure, every user possesses a copy of the ledger containing all the transactions. This way, if someone attempts to falsify the digital ledger of transactions, the falsification is easily noticed and corrected by other users.

Finally, BOSAGORA integrates a digital application for collective decision-making developed by their partner KoSAC: Defora. An application similar to Messenger, Loomio or Slack, Defora claims to be a viable alternative to other social networks, capable of guaranteeing, among other things, real freedom of speech, through anonymity of its users, equity in contributing to the debates and transparency in its conversations. Defora would allow constructive deliberation between its users to identify a problem and propose common solutions.

In summary, BOSAGORA has been designed with five main features: incognito, equal, transparent, facilitated, and flexible.

Juridical form

BOS Platform Foundation (BPF) is a non-profit organization based in Switzerland. BPF Korea is a share-holder company with BPF Switzerland owning 100% of the shares. BOSAGORA is a cryptocurrency platform project developed by BPF Korea. BPF employees come from eight countries.



Presentation on the relevance of BOSAGORA in the commons movement by Gail Kang (Product Manager, BPK Korea)

Type of governance

Foundation Members of BPK Korea—Inhwan Kim, Serge Komaromi, and Munsu Lee—form the Council which has voting power. The Foundation Members are. To participate in the decision-making process for the Commons Budget of the BOSAGORA project, one must be a member of the Congress Network. Any validator who has staked 40,000 BOA and is operating a node may participate in the Congress Network. These validators are akin to miners in the case of Bitcoin.

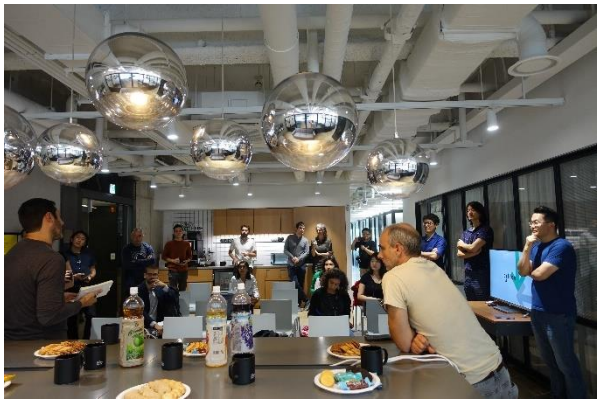
Funding mechanisms

BOSAGORA is financed through the Initial Coin Offering (ICO) launch of 2017, and the transactions are reported to the government of Switzerland. There is enough funding for at least the next three years. Investors among 95 countries participated to this ICO.

Goals and Impacts

In total, a maximum of 500,000,000,000,000 BOA coins may be issued. There have been 240,000,000 BOA coins issued up-to-date. The rest of the coins will be provided to validators who operate the network as an incentive, after Mainnet is launched. 27 BOAs are issued for every block that has been validated.

The platform is still under development. Thus, we are not yet able to identify its concrete impact. Blockchain's promise — and potential — to drive impacts is massive, but how much of it is hype and how much is reality? An impact assessment will make this clear. However, we are already able to identify strengths and weaknesses in the implementation of the BOSAGORA project based on blockchain technology.



Up (left to right): Participants Pierre Bisson, Fernando Paniagua, Inhwan Kim (President, BPF Korea), and Areum Cho (Manager, BPF Korea)
Down: Post-presentation group debrief session

First analysis

Strengths and opportunities

Blockchains allow users to easily prove their identities, protect ownership of digital assets, and verify transactions without a costly intermediary. Thanks to blockchain technology, BOSAGORA's main strength is its transparency, which in turn

generates trust between all the stakeholders involved. How? Blockchain technology can identify users (who's who), determine ownership (who owns what) and verify stakeholders' motivations and information (who's true). In other words, it means that BOSAGORA can increase efficiency, but also reduces costs, and promotes transparency in a collective decision-making process without the intervention of institutions and intermediary organizations.

Challenges, weaknesses and threats

Challenges pertaining to blockchain technology in general applies to BOSAGORA as well. The most common challenges of blockchain are payments, money transfers, as well as record and identity verification. From a political and social standpoint, the use of the blockchain presents serious democratic risks. Many governments do not necessarily welcome the increase of cryptocurrency transactions, especially when it is known that some currencies are used to launder money, evade taxation and engage in illegal activities on the black market.

In terms of critiques specific to BOSAGORA, only those who have the financial capacity to buy sufficient BOA coins can participate in the platform's Congress. Moreover, there is no guarantee that conditions set in the code would be free from bias or discrimination. The blockchain technology transfers trust from intermediaries to coders. Yet, computer code is an evolving product, and its development opens the flank to human weaknesses and divergent ideals. Lastly, the use of this platform based on blockchain and cryptocurrency requires a high level of digital literacy, thereby excluding a very large part of the population.

Similar projects:

- **Collaborative funding tools**: https://cobudget.co/#/
- **Polis Paral.lela in Barcelona**: https://polisparallela.cat

4. Pinecone Commons

"Song Hyeon of all, to all: let's open the secret space of pinecone commons!"

Basic Information

Year launched: 2019

E-mail: NA

URL: https://brunch.co.kr/@pineconecommons | https://www.facebook.com/Pineconecommoner/

Resource being shared: Land, cultural and historical knowledge

Source: Pinecone Commons Facebook

Context and activities

Songhyeon-dong (in Jongno-*gu*[9]) is a 36,642m^2 plot of land surrounded by 4m-high walls. In 2002, the Defense Ministry sold it to Samsung Life in 2002 for 140 billion won. Then, in 2008, Hanjin Group purchased it for 290 billion won. The Hanjin Group planned to develop it as a 7-star Hanok hotel or complex cultural space, but this idea was rejected by public opinion and education authorities. Since the acquirement of the land by Hanjin Group, Hanjin Group claims that the market value has increased. Seoul Metropolitan Government wishes to acquire the land from Hanjin Group to transform it to a park, but the two parties have not been able to reach an agreement on the selling price of the land. In terms of citizens, two researchers at Seoul National University created Pinecone Commons, to revive in the minds of residents the memory of the place and the lost relationship between the inhabitants and the history of this site. They are particularly against the speculative nature of the Songhyeon field, what they claim as a common resource. Since then, the Pincone Commons group, who prefer to call themselves "Pineconers," has expanded to consist of several urban planners, artists and activists. They are demanding the opening of the land to the public, the collective management of the space by the citizens, and the transformation of the space into a forest garden where creative activities can take place. They are looking for the reasons as to why this vast land disappeared from the local residents' collective memory.

Juridical form

Non-registered community association

Type of governance

Although there is no formal process, members aim for unanimous vote. These individuals clearly claim to be part of the commons movement. They advocate the establishment of a new form of governance between the existing stakeholders (SMG and Hanjin Group) and the "Pineconers."

Funding mechanisms

The Pine Commons project is financed through member contributions. It is also a part of the BinGo community (community bank) and may have access to BinGo funds.

Goals and Impacts

Pinecone Commons first raised awareness of the problem surrounding Hanjin Group's ownership and management of the land within Songhyeon-dong. They encourage active discussions on the topic of urban commons and the Songhyeon-dong area on social media platforms such as Facebook and Brunch, and also promote the value of commons through art activities including a photo exhibition. Their presentation at the Seoul Future Forum was a part of their efforts to raise awareness on this subject. Pinecone Commoners are also planning to hold a public discussion form by allying with other solidarity groups. such as Gyeong-eui Railroad Commons and the Community Bank of the BinGo through mutual exchange.

[9] district

- Pinecone Commons is an attempt to connect an existing base of civil society activists to the commons movement.
- Pinecone Commons also created an article on Wikipedia for the term "*to pinecone" (v.)* to mean commoning in the Korean context against speculative urbanization, but the article was deleted due to new-language registration regulations.
- Potential environmental impact of transforming the Songhyeon-dong site to a common includes understanding the ecological and social diversity of plants living in urban centers built by humans through activities such as site observation, and collection and conservation.

First analysis

Strengths and opportunities

Pinecone Commons is a loose network without any formal obligations for its members. This is both a strength and a weakness. One strength is its ability to carry out theoretical, empirical, and artistic work on specific issues simultaneously. Since the Songhyeon-dong site is currently the subject of political debate, this provides opportunities to attract and form discourse. There is be a commons-city partnership to be created. Conversely, there is a potential threat of being subsumed by the government-led discourse on "park-ization."

Challenges, weaknesses and threats

Their main challenge is to bring their claim to a successful conclusion. To do this, the support of the population and the demonstration of their capacity to manage the space will be crucial, especially the development of ecological activities.

Similar projects

- **Friends of Gorilla Park in Montreal** (restoring the natural and wild character of the old railway line): http://www.parcdesgorilles.net/

5. Seoul Innovation Park Rooftop Sharing Initiative

Basic Information

Year launched: 2018

Email: rooftopstation8@gmail.com

URL:

https://www.innovationpark.kr/%EC%98%A5%EC%83%81%EA%B3%B5%EC%9C%A0%EC%A7%80/

https://www.facebook.com/groups/1609077559142183/

Resource being shared: Space (Rooftop) and knowledge

Context and activities

Seoul Innovation Park Rooftop Sharing is an initiative operated by the cooperative Rooftop Seoul. As its name suggests, the initiative takes place on the rooves of the buildings located at Seoul Innovation Park. To understand the initiative better, it is important to know the background behind Seoul Innovation Park.

Seoul Innovation Park opened its doors in 2016 after refurbishing approximately 10 hectares of land on which Korea Center for Disease Control and Prevention used to be situated in the 1960s. To create and operate the Park, Seoul Metropolitan Government commissioned the operation of the Park to Seoul Innovation Center, pursuant to the "Seoul City Ordinance on the installation and the operation of Seoul Innovation Center," in April 2015. Currently, a Consortium of Microcredit Happy Cooperative and Innovation Platform Cooperative is sub-commissioned (delegated) to operate Seoul Innovation Center.

Seoul Innovation Center partnered with Rooftop Station (*yeolin oksang* in Korean, meaning "open rooftop") to find ways of sharing the rooftop with Seoul citizens. Rooftop Station has been delegated to develop and manage eight of the Seoul Innovation Park rooftops. The objective of the project is to create new spaces to support a re-appropriation of these surfaces. To distinguish itself from the traditional rooftop design of large hotels and skyscrapers, the organization offers various community activities such as events, concerts, film screenings, meals, and weddings, to name a few. On the rooftops, there are solar panels, wastewater collection tanks, agricultural plots and aquaponics. Currently, the team is composed of 13 full-time employees and more than 40 people are involved in the construction, management, and animation of the roofs. In the future, they would like

to be recognized as a co-operative.

Juridical form

There is no legal form yet. Ultimately, the rooftops are owned by SMG, but are directly managed by a cooperative, Rooftop Station, and are available to be used by all who live in Seoul.

Type of governance

It is a nested governance structure. Rooftop Station, the organization that manages the rooftop initiative, is an unincorporated cooperative, that is commissioned by Seoul Innovation Center, which is in turn commissioned by Seoul Metropolitan Government to operate Seoul Innovation Park. Although it is not incorporated, Rooftop Station is governed as a cooperative, with members participating in deciding the activities and events to be held on the rooftops.

Funding mechanisms

Financed by SMG. Rooftop Station is experimenting with ways for the initiative to become self-sufficient.

Goals and Impacts

- Raise civic awareness of sharing, and actively promote sharing practices among the public
- Provide spaces in a densely populated city for social and cultural events
- Strengthen social ties among citizens through events

First analysis

Strengths and opportunities

Pooling resources to manage and animate all rooftops. Some roofs are managed by social enterprises located in the Innovation Park Center. Collaboration reduces operating costs. For instance, the second roof with a stage is managed by ArtUpSeoul. Another roof is being funded through a program to help seniors out of isolation. They created a community garden.

The team has started a mapping inventory of vacant roofs in Seoul where they could replicate their project. Currently, this project is not progressing due to a lack of cartographic information and open data on the rooftops of Seoul. They do not receive assistance from the various departments of the Seoul Metropolitan Government. The City reportedly conducted a survey on roofs in Seoul, but the results are not available.

Challenges, weaknesses and threats

Several challenges exist. The first concerns site maintenance. Originally, the roof was not designed by the developer to be inhabited. It is unclear whether the roofs are safe (water leaks, etc.) and, if so, what the maintenance costs of these spaces will be. Second, the individual responsibilities involved in roofing are not always clear - particularly on some regulatory issues in case of an accident. Negotiations with the owners remain difficult. While mentalities are changing. Owners appreciate the fact that roof development can reduce illegal activities on rooftops. Finally, vandalism issues remain one of the most difficult challenges to overcome. In order to allow 24/7 access to one of the roofs, the team succeeded in financing the building of a large staircase that provides direct access from the ground-floor. However, this roof is subject to numerous acts of vandalism. According to Rooftop Station, public awareness work remains to be done on the common management of an open space and the sense of collective responsibility to take care of such a space.

6. Health Bridge

Basic Information
Year launched: 2017
Email: wisehub@daum.net
URL: NA
Resource being shared: Space, fitness equipment and data

Health Bridge community health centre in Seodaemun-*gu*

Context and main activities
South Korea's population is rapidly aging. This demographic dynamic is exerting major pressure on the national health system where the fees for consultations and care are calculated on the patient's income. Two-tier medicine is gradually taking hold in the country where the wealthiest can pay for private insurances and ancillary services that improve their healthy lifestyle habits (for example: through constant monitoring, physical activity, healthy eating, etc.).

To bridge the gap, Health Bridge,a social venture corporation, offers lifestyle management and fitness programs for middle-class and working-class elderly, based on a mobile application and through a community fitness centre. The approach of Health Bridge is to encourage preventive medicine rather than a curative approach. First, the company invented a mobile application that records a user's physical activity at the community fitness centre. Users of the application receive local currency for completing fitness tasks which may be used in participating member stores in the community. The application also allows elderly users to enter their personal medical and health history and daily activities, including submitting photos of their meals. A lifestyle coach then monitors the meals and suggests healthier choices. t The application's collection of personal medical data, including the scope and secondary use, is currently strictly regulated by the Korean government, but its future goal is to produce secondary services and advance research on the health and lifestyles of seniors. Medical and health data of each patient is only accessible by the patient, as it is stored in an individual server (within the company server) secured by an ID-Password system.

Elderly citizens exercising at Health Bridge

Digital screen attached to fitness equipment that tracks exercise movements and transmits the data to a mobile app

Second, they provide fitness equipment and personal health coaching services in two community spaces in Gwangjin-*gu* and Seodaemun-*gu.* The community spaces, used as a fitness centre, are owned and operated by a community group, and are opened to Health Bridge to provide its health and fitness services for the elderly.

It is notable for its departure away from the traditional diagnosis-education programs, and the adaption of a more comprehensive health management system including a fitness centre, nutrition, and lifestyle management based on a mobile application.

Juridical form

Health Bridge is a private enterprise which identifies itself as a "social venture." It is a company with a social mission. Under Korean law, it is designated as a pre-social enterprise by the Ministry of Health and Welfare, and by Seoul Metropolitan Government under Seoul's by-laws.

Presentation by Sungmin Park (CEO, Healthbridge)

Type of governance

As a private enterprise, decisions are made by the CEO.

Funding mechanisms

Current financial structure is divided into half-half, between government R&D funding and private capital. According to Health Bridge's planned business model, the objective is to use the money generated by the data on the platform to fund community spaces for seniors. 80% of the profits must be reinvested in these social enterprise activities and 20% for the investors. Two types of investors were interested in the project: health investors and data investors (senior economy) because the lifestyles of Korean seniors are not at all known.

Goals and Impacts

The project is still in the development phase. A preliminary study was carried out to demonstrate that this project is more effective than the large government health centres. The idea is to convince the government to invest more in prevention to reduce curative costs. Health Bridge aims to reach 1 000 members eventually and to be part of local community programs' strategy.

Social impact

The initiative has reached 100 users within the first 3 months and currently has a waitlist of interested residents. Another result shows that 90% of the elderly who come to the centre for the first time return after one month. This high rate of return is explained by the fact that the office is located at the center of community. The innovative approach of Health Bridge lies in that it emphasizes community building, by bringing together elderly residents, who often live by alone, in a community group. The clients of Health Bridge, who often visit the fitness centre (community spaces) daily, can then easily access other social programs offered by the community group that owns and operates the community space.

First analysis

Strengths and opportunities

Health Bridge is a local health service that provides personalized monitoring of the elderly population. By opening several branches, the project, which would be extended to several neighbourhoods, would create a network of gathering places for seniors that has the potential, in addition to improve their health, to animate a neighbourhood and break the social isolation of this population.

Challenges, weaknesses and threats

The challenge of this initiative lies in the collection and protection of data on the elderly. Indeed, the use of the application requires a certain degree of digital skills that older people lack. A digital literacy service would be interesting to implement in these meeting places. In addition, there is a lack of additional information on data governance and data protection. As the company is considering secondary developments of the data, to whom will the data be sold or with whom will it be shared? For what purpose? And finally, are will the elderly users agree to secondary use of their data, with a full understanding and awareness of data privacy and protection issues?

7. Amsa-Dong Anchor Facility (Sangsang Naru Rae)

"The Amsa Urban Regeneration Anchor Facility will be the basis for revitalizing Amsa-dong community and local economy."

Basic Information
Year launched: 2019
Email: amsacrc@gmail.com
URL: https://amsacrc.modoo.at/ (Korean only)
Resource being shared: Space, Knowledge

Context and main activities
Amsa-dong is a declining neighbourhood in Gangdong-*gu* of Seoul: old residential buildings, degraded streets and security problems. The deterioration of living conditions in the neighbourhood leads to a loss of population, which has led to a loss of commercial competitiveness, and an erosion of social ties. However, the district has many untapped territorial resources, including its historic site, which is visited by nearly 140,000 visitors each year.

Cover page of December 2018 issue of *Amsa Story,* a monthly periodical of Amsa neighbourhood
Source: Amsa Anchor Facility website

Amsa-dong was selected as a Seoul Urban Regeneration Pilot project in 2014 by Seoul Urban Regeneration Center, and various activities were carried out, including capacity building for residents. One of the projects was the construction of an anchor facility for the urban revitalization of Amsa. In February 2018, the Amsa Urban Regeneration Anchor Facility opened. It is equipped with performance stages, a shared kitchen, a café, workshops, and resident conference rooms. The building (28, Olympic-ro 98ga-gil) has a total area of 748 m^2, ranging from the basement, four floors, and a rooftop garden. The purpose, name, and operator of each floor were determined by collecting the opinions of the residents through various workshops, public hearings, meetings, and public presentations.
Each floor of the building has different functions and activities.

- Basement: Multi-purpose cultural space
  This multi-purpose cultural space offers many free and paid activities: music, language, history, writing, art, etc.
- Ground floor - Café
  On the first floor of the three-sided glass window is the coffee shop where you can enjoy coffee, various fruits, handmade drinks and homemade cookies. There are only 6 tables and 21 seats. In the future, the company plans to offer bartending training to women who break their careers in order to help them find employment and to develop and deliver programs that will help residents in solidarity with other operators.
- Second floor: daycare and meeting room
  The second floor, which is equipped with a 22-square-foot education centre, a waiting room for parents and several additional facilities for shared childcare, was a personalized space for the education centre.
- Third floor: Classroom, manufacturing space and workspace
  Amsa-dong has long been famous for its leather craftsmen and manufacturing sites. Classrooms and training spaces are managed by the Leather Industry

Collaboration Group and have not yet been officially opened. On one side of the training room, there is a stand where finished leather products such as belts and bags are displayed. A small conference room next to the workshop is rented for residents and is currently used by two teams.

- Fourth floor: Shared kitchen
- The 4th floor kitchen has been selected by a team called Cooking & Sonnori. The program is primarily for children, but it intends to gradually expand it and develop programs for parents.

Juridical form

Community Regeneration Corporation, comprising of residents and the project operator of the Anchor Facility (a cooperative)

Type of governance

One of the strong ambitions of the project was that the anchor facility would be operated by the Amsa Urban Regeneration Pilot Project Residents' Association with administrative support from Amsa Urban Regeneration Support Center. To do so, a citizen community building process was conducted from April 2016 to December 2018. Citizen concertation workshops were held to decide the activities and the operating and revenue model of the future community centre. Several workshops and training sessions were conducted for future building operators and residents through courses in public relations, marketing, taxation and accounting, as well as support for various social and economic organizations in the neighbourhood.

Funding mechanisms

The purchase of the land and construction of the building cost 4.2 trillion won, paid for in large part by the Gangdong-*gu* and the SMG.

Currently, very few of the proposed activities are financially self-sufficient. A latent conflict between users who want services to be completely free and the organizations and workers who provide these services persist. Ultimately, one of the objectives is to create a structure that brings together all the centre workers to create a community regeneration company (CRC)

Goals and Impacts

It is too early in the project to know the impact of the anchor facility. The developments of the anchor facility will be closely followed.

First analysis

Strengths and opportunities

The project has three main strengths. First, it was based on the capabilities of the residents. Each resident was able to propose, learn and provide a service within the building as an operator. Second, the community remains active and has planned personalized community activities for all ages, groups and demands. Finally, the project has a physical location for activities to take place. This is the Center's greatest asset: a modern four-story space with a street front.

Challenges, weaknesses and threats

The most important challenge for the project is to find a stable and self-sufficient financial model. Secondly, a problem of operator qualification still needs to be overcome. Indeed, the first ambitious idea was to train certain citizens to organize themselves and produce a service. However, this idea presents many obstacles in terms of recruitment and training, and external operators may be included in the project. Third, a generational conflict weakens the governance of the project within the residents' committee. Ultimately, the greatest threat is the weakening of the community's ability to decide for itself the direction and nature of activities. Indeed, the financial difficulties to come seem to redirect the process and the means implemented to activate endogenous development (training of residents, form of self-management, activities reflecting the desires and needs of residents).

8. Bibil-Giji

"What is the real urban regeneration?"

Basic Information
Year launched: 2010 (Munhwaro Norijjang); 2014 (Bibil Giji)
Email: NA
URL: http://bibil.org/
https://www.facebook.com/bibilbase/
Resource being shared: space, food, knowledge, tools

One of the six remaining oil reservoirs at Oil Reservoir Culture Park

Context and main activities
Bibil-Giji is a transitory urban space aimed at a citizen re-appropriation of vacant public land in the former Seoul oil reserves. Bibil-Giji retraces its history back to 2010, when an informal up-cycling collective, Munhwaro Nori Jjang, illegally occupied several parcels of the former oil reserves. Inspired by tactical urban planning practices and the Do It Yourself movement, the objective was to develop informally, a self-sufficient and accessible site at low costs and with recycled materials. Gradually, the community evolved to be Bibil Giji, to ensure a sharing of the space, resources, and responsibilities

This occupation, viewed as illegal by the government, but considered legitimate by committed citizens, has generated several tensions with the Seoul Metropolitan Government (SMG) over its desire to redevelop the site. The announcement of the Mapo Petroleum Reserve Basement Park Project marked the end of a laissez-faire sequence by the public authorities.

The oil reservoir, located at the foot of Maebongsan Mountain, opposite the World Cup Stadium, is a huge site covering a total area of 140,000m^2 including six oil storage tanks. It was an oil reservoir that Seoul City built in 1976 to prepare for emergencies following the first oil shock in 1974. It was closed when the Sangam World Cup Stadium was built in 2000 and has since been forgotten. Then in 2013, Seoul Metropolitan Government launched a public Call for Projects, and a project to reform the Oil Tank into a cultural and arts space was selected. In January 2014, Seoul announced the basic plan for the oil reserve base regeneration project, a project to create an eco-friendly complex cultural space. The City also held an international public tender for the development of the project.

During the competition, several bidding architects came to see the members of Bibil-Giji and listened to their demands. However, the winner of the competition did not include the site in the regeneration project plan. Bibil-Giji village had to be moved in 2016 after negotiations with the SMG. This move near the future parking space was a major challenge for the community given the logistics and energy required to overcome it. According to Bibil-Giji's leaders, the City thought that this move would weaken the community and its bonds of solidarity. A lease between the City and Bibil was then signed for a period of 5 years. According to this lease, the City could evict them to support other social initiatives. In 2017, Oil Tank Culture Park opened its doors to the public.

Currently, the land on which Bibil Giji stands does not belong to the department within the Seoul Metropolitan Government that manages the Oil Tank Culture Park, but instead belongs to the Department of Culture. This is due to the zoning designation of the land as a cultural area, which allows the land, among other things, to be sold, and host events.

In 2019, the village continues its activities and is be ready to be moved elsewhere in the neighbourhood if the City agreed to build social housing, space for citizen organizations, a school or a library at the current Bibil-Giji site. In this sense, the occupation and animation phase of this site initiated by Munhwaro Norijjang 10 years earlier will have succeeded in influencing the future of a vacant site in a neighbourhood that

lacked space for social and civic activities in the neighbourhood.

Juridical form

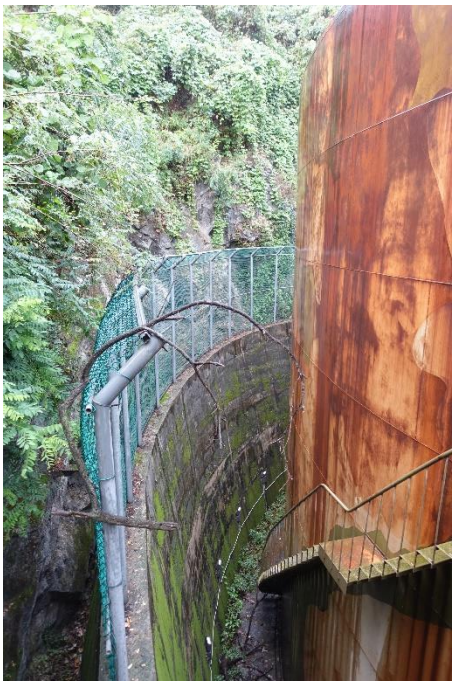
Munhwaro Norijjang (roughly translated as “Play through Culture” in English), which is the founding association of Bibil Giji, is a social economy enterprise recognized by the Ministry of Labour and Employment.

Type of governance

Every two weeks, the different organizations that make up the project meet to make common decisions.

Funding mechanisms

Since its creation in 2010 until 2016 when the containers were moved to a different plot of land in the park, Bibil-giji was self-financed through the voluntary contributions of the diverse organizations that formed Bibil-giji.



Goals and Impacts

Economic Impacts

The project creates a use value for the site and allows a social re-appropriation of the vacant space to anticipate its future use.

Social Impacts

The project makes it possible to house organizations that would not be able to afford to pay a lease to develop their activities.

Cultural Impacts

The project allowed the organization of meetings and events to promote social cohesion. There was also a form of collective empowerment. As our facilitator said: "they were not skilled and learnt how to become skilled 'in the beginning we didn't know'".

Environmental Impacts

Considering the historicity of the site, the project thought about the theme of 'finding life in the post-Consumer era'. They try to be self-sufficient and distribute the benefit. They wanted that the activities make and produce as needed and considers ecology and circulation to be linked to the regeneration of oil storage tank sites.

Group tour of the six oil reservoirs that now each have a new function as an amphitheatre and café among others

First analysis

Strengths and opportunities

The greatest strength of this project seems to be the community and the leaders who carry the project. Although illegal, these actors have patiently built a transitional site to establish their legitimacy and respond to the concrete needs of the population. Over time, this project must have had an impact on the development of the park in

the choice of architecture to leave spaces vacant for future generations. While some urban functions are not yet present in the park, others have emerged, such as an auditorium, an amphitheatre or a café as proposed by Bibil on his site.

Challenges, weaknesses, and threats

Two major challenges emerge. First, every community has a life cycle. The move has already put this community to the test, and it has withstood the test. The other element is the negotiation between the project and the authorities which are marked by a lack of participatory culture. The challenge for Bibil will be to find the best institutional arrangement in order to be recognized for the added value that the project has created and is creating for the site and the neighbourhood and to continue their activities.

4. Output, Outcomes and Impacts

Output

- Total participants: 20 (10 from Montreal, 4 from Barcelona, 6 from Seoul[10])
- Total projects visited: 8
- Events attended: 1 (Seoul Future Innovation Forum)
- Debrief sessions during the mission, between participants of the three cities: 2

Outcome

As an immediate outcome, this study mission met the anticipated goals of the mission mentioned earlier in the Context section of this report:

- Identified and shared inspiring initiatives in Montreal, Barcelona and Seoul. This includes the promotion of the experience of each city in the urban commons and the sharing economy.
- Identified barriers and opportunities in the sharing economy and commons movement of Seoul, in comparison with Barcelona and Montreal. In particular, the work of this final report was used as valuable data for another CITIES research report commissioned by the Seoul Social Economy Center.
- Outlined potential areas of collaborations between Seoul, Barcelona, and Montreal. It also led to a concrete outcome—the organization of the Sharing Cities Summit by Seoul in 2021, after Amsterdam 2016, NYC 2017 and Barcelona 2018.
- Facilitated the networking of the actors in the public sector, academia and the field of social economy from each of the three participating cities.

Impact

Long-term impact of the mission has yet to be evaluated, as it has only been six months since the study mission. However, we hope and expect that the mission has contributed to raising awareness among relevant politicians and civil servants of the importance of a multi-territory exchange and transfer between cities, including study missions such as this one.

[10] Some participants in Seoul participated in select programmes only, not in the entirety of the study mission programme.

5. Conclusion: Preliminary Reflections and Potential Areas of Collaboration

In general, during the mission, the delegations observed that Barcelona and Montreal have a developed focus on commoning practices and a historical tradition, while in Seoul, it only recently started to generate interest in the city. However, the visits allowed participants to hear directly from stakeholders, including public officials, intermediary support organizations, and practitioners, in the sharing economy, urban commons, and social economy. Furthermore, the mission delegation was also able to observe some original commoning practices in Seoul.

Preliminary Reflections

During the mission, and through in-depth debrief sessions, the mission participants identified crucial elements which spanned across the three topics of sharing economy, urban commons, and the social and solidarity economy. Below is a synthesis of vibrant discussions that took place throughout and after the mission.

General Comparison: Barcelona, Montreal, Seoul

Sharing is context based, as every social innovation. Therefore, it is important to be aware about the context of each city in order to understand its common frame. Looking to the social, economic, political and cultural background allows to understand why and how a specific type of sharing take shape, including from the more profit-oriented platforms to the more commons-based initiatives.

In Barcelona, the commons are recognized, well-received and active within both the city politicians and administration, including the mayor Ada Colau herself, as well as the citizen sector.

In Montreal, the commons narrative is less evident than in Barcelona, but there is a solid grassroots citizen movement and a well-established ecosystem for the social economy which may be conducive to advancing the recognition and builing of a political frame for the commons.

In Seoul, the City so far has focused on promoting the Sharing City Seoul, an initiative first announced in 2012.It is only in 2019 that the Seoul Metropolitan Government (SMG) has turned to the potential of the commons and has considered a more active role of citizens in the sharing and use of urban resources. Before then, with regards to sharing policies, citizens were treated as beneficiaries, and thus were the subject of consultations, rather than active participants in decision-making in the governance of urban resources. However, many of the initiatives we visited during the mission have interesting roots in the social economy or open spaces for commoning processes, and as mentioned earlier in the report, before the change in policy orientation by the SMG, some elements of the commons were practiced by civil society actors here and there throughout Korea. Given the right climate, there is a strong potential for the commons to emerge as a strong alternative to exclusive private or public ownership and governance of resources in Seoul.

Institutions

The role of institutions in the building of a collaborative sharing economy and the urban commons was highlighted throughout the mission. One observation made was that the defensive process in the sharing economy in institutions is stronger than the creative and promotion process. In other words, cities are still more focused on countering the detrimental effects of privately owned extractive sharing platforms such as Uber, rather than promoting citizen-based commons-oriented initiatives.

Commons invite to rethink the relation between institutions and citizens. An important element of sharing urban resources, the commons, is to be able to work in order to create the **right environment** for the spread of these initiatives more citizens and commons oriented. One way is for the local government to support the capacity building of citizens interested in shared ownership and governance of a neighbourhood resource, by providing resources, and technical know-how of shared commons ownership. Some initiatives in this sense are, for example, the Comunificadora program of the City of Barcelona which accompanies commons-based projects by citizens; the ‘right of use’ contracts developed in Montreal

and Barcelona for communities to use public land; or the Montreal based non-profit **Lande**, supported by the city and the regional government, whose mission is to promote innovative approaches to participatory democracy, while supporting and equipping communities in the co-creation of their living environment.

Citizens

Ultimately, institutional support is a key factor of success inside an ecosystem. However, an institutional commitment that is not backed by a strong ecosystem is an empty shell. Citizens need to be active and unite to generate resistance to enclosure of the commons in their environment.

One issue to be weary of is that commons initiatives are often based on the active involvement of a core of few engaged citizens. That weakens projects in a sense that it is difficult to guarantee the survival of the projects after the departure of the earlier promoters.

Policy and Legal Tools

Participants of the three cities agree on the relevant importance of land policy to develop the commons. In this sense, there are interesting juridical tools-forms like Community land trust to explore and develop. In the case of Barcelona, an incipient political framework for urban commons is being developed, as well as specific tools like the 'community balance' and 'public-community partnerships' to facilitate common access of use to public land.

Inter-city Collaboration Between Montreal, Barcelona, and Seoul

The challenges that the arrival and deployment of sharing practices generate are shared among different cities around the world. It is important that cities coordinate around activities such as the yearly Sharing Cities Summit (hosted in Barcelona in 2018 and 2019. To be hosted in Seoul in 2020) and "The Declaration of Sharing Cities" (signed in 2018 at Barcelona Summit by nearly 50 cities). Furthermore, it is important that positive and negative impacts of sharing economy platforms, best practices and policy developments are shared among cities.

Below, we have outlined the **main topics of interest** that were identified among the 3 participating cities.

1. Public-Community Partnership: Collaboration between the three city governments to find creative and innovative ways for citizen participation that go beyond public tenders or call for projects. Discussions are underway in both Barcelona (SSE division and urban commons-citizen participations section) and in Montreal (Montreal Urban Innovation Lab - LIUM) regarding rethinking the relationship between the public and citizens.

2. Commons Platforms: Sharehub, the online meta-platform for Sharing City Seoul is an interesting initiative as a platform of platforms and is comparable to Barcelona's *'pam a pam'* mapping tool. How can Sharehub be improved to be more commons-oriented? What other commons enabling institutions (both public and civil society) can cities create to support the commons?

3. Commons versus commerce: Does commerce kill the commons? Is there a really a tension between profitability and commons approach? The SURC Anchor Facility initiative displayed tension between those who wanted to run a cafe and were closer to an economic-profitability approach, and those who wanted to have a more social-citizen participation approach.

4. Mapping: A directory of the main actors involved in each city and share it among partners to facilitate exchange. Mapping of the ecosystem of commons-oriented initiatives

5. Land policy: This could include history of urban commons, evolution of land policy and history of collective property; System 'enclosure'; Commons as physical spaces as opposed to digital commons; specific tools like 'community land trust' and juridical concepts like right of use.

6. Technology: The role and use of blockchain in local commons projects. In addition, there is an opportunity for collaboration in terms of sharing digital tools to help improve the democratic governance of the project – Share existing digital tools (e.g. loomio, cobudget, open source models,

Decidim platform) that have proved successful for the development of commons-based and participatory governance projects. Open data is also an important area of potential collaboration, particularly sharing open data policies to the service of the commons. For example, in Barcelona very recently it has been created an inventory of existing buildings belonging to the City of Barcelona: an open inventory of all the city buildings and who is occupating it (or if it's empty).

7. Mobility: Solon (Montreal) and Seoul Urban Regeneration Center (SURC) (Seoul) showed interest in neighbourhood-scale mobility projects operated and managed by the residents. In Catalonia SOM Mobilitat runs a common-based platform to facilitate citizen's mobility.

8. Climate change: Climate change movement highlights the global dimension and the necessity to collaborate between cities. The global need for a socio-ecological transition brings opportunities to demonstrate the added value (and necessity) for a commons, sharing and SSE perspective together.

9. Extractive platforms: The experiences of each city in managing extractive sharing platforms could be shared between local administrations.

10. Affordable Housing

11. Digital Commons: producing a common knowledge ('knowledge commons'). Sharing existing resources but also creating common solutions. For example: urban agriculture (design specific equipment, blueprints.); mobility and clothing.

The topics mentioned above could take different **forms of collaboration**:

1. Common research project (publication): Set up an action research project between the three cities, developed by research actors but under a political mandate regarding research agenda and mission of the project, and developed in collaboration with cities administration.
→ Horizon 2020 program of the European Union

2. Study missions

3. Co-organization of a session at relevant international events:
→ Involvement on the Sharing Cities Action Task Force on collaborations among cities on sharing cities and commons policies.
→ Participation at the Sharing Cities Encounter at November

4. Casual one-on-one exchanges: A conference call between two or three organizations to initiatiate preliminary discussions about the potential synergies between the organizations and possible transfer projects.

5. To facilitate the potential collaborations, **the establishment of an intermediary organization or public agencies** dedicated to the work of identifying, supporting, and promoting the commons in each city would be helpful. These structures would then cooperate with its counterparts in other cities to document theoretical and practical knowledge and transfer it with the others.

Annex 1: List of Mission Activities (September 30 - October 4, 2019)

Day 1 : 9/30

- World Cafe Workshop among participants
- Seoul Metropolitan Government, Presentation on **'Sharing City Seoul'**
- **Visit #1 BinGo**
- **Visit #2 M.O.R.E.** (Mapo Organization for Restructuring Economy)

Day 2 : 10/1

- **Visit #3** Seoul Urban Regeneration Center (Tour of Don-oeui-moon Museum Village)
    - 3a) Presentation by **Sang4-dong Anchor Facility**
    - 3b) Presentation by **Amsa-dong Anchor Facility**
- **Event #1** Future Innovation Forum
    - Session 1a) How to Build the Commoning Platforms in Cities?
    - Session 1b) Tech-Knowledge for Urban Commons Experiments by Connecting Small Manufacturing to Urban Transition (Resilience and Urban Commons)
    - Session 2a) Who owns the urban-nature? Urban Commons against Inequality
    - Session 2b) Commoning Community Public Land: How to create a rule for the urban commons (Presentation by **Pincone Commons**)

Day 3 : 10/2

- Debrief Session(1) among participants
- **Visit #4 Sewoon Electronics Mall**
- **Visit #5 Health Bridge**
- **Visit #6 Bibil Giji (in Oil Tank Cultur)**

Day 4 : 10/3

- **Visit # 7 BOSAGORA**
- Debrief Session(2) among participants

Day 5 : 10/4

- Seminar at Seoul Innovation Park open to the general public
- **Visit #8 Rooftop Statino (Seoul Innovation Park Rooftop Sharing Initiative)**

Annex 2: Photos

Day 1

Opening remarks by Martin Van den Borre (Executive Director, CITIES)

Welcome remarks by Sunghwan In (Director, Strategy, Seoul Social Economy Center)

Presentation by the Montreal public service group (Cécile Vergier, Pierre Bisson)

Presentation by a public servant formerly responsible for the Sharing City Seoul initiative at the Seoul Metropolitan Government (on the left)

Presentation by Mayo Fuster (DIMMONS)

"World Café" (rotating break-out sessions) on the sharing economy, social economy, and urban commons of the three participating cities (Seoul, Barcelona, Montreal)

Day 2

Seoul Innovation Forum 2019

Seoul Innovation Forum 2019

Day 3

Debrief Session: Synthesizing knowledge and exchanging reflections on the visits

A field visit to Sewoon Sanga

A field visit to Sewoon Sanga

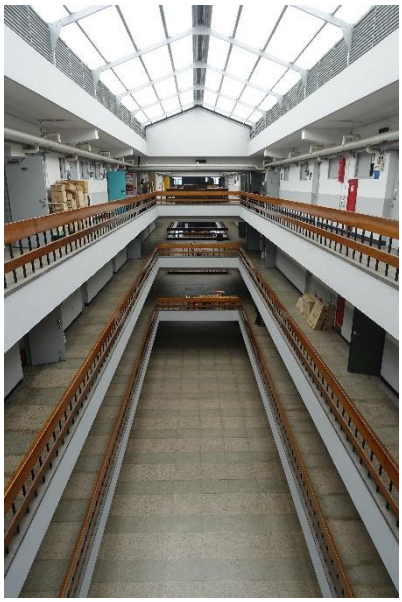
View from the rooftop of Sewoon Sanga

View from the rooftop of Sewoon Sanga

View from the top of Sewoon Sanga overlooking the main entrance

Group photo on the rooftop

Fab Lab Seoul, located inside Sewoon Sanga


Hallways of Sewoon, which have kept the old structures and materials.

Fab Lab Seoul

Coming out of Sewoon Sanga

Fab Lab Seoul

Day 5[11]

Sunhwan In (Seoul Social Economy Center) opening the public forum on urban commons, an event co-organized by Seoul Social Economy Center and CITIES.

Pierre Bisson's presentation on the Quebec government's experience with the sharing economy in the province

Mayo Fuster's presentation on the commons collaborative economy of Barcelona, Catalonia, Spain

The audience

Monica Bernardi (DIMMONS) asks a question

(Left to right): Gibin Hong, Pierre Bisson, Cécile Vergier, Mayo Fuster and Martin Van den Borre

Sharing knowledge over *chimaek* (Korean for chicken and beer)

[11] Day 4 photos can be seen in the chapter on BOSAGORA. Day 4 (October 3) was a national holiday in Seoul, but BOSAGORA generously hosted the group at their office even on the holiday.