

University of GENOA Integrated Action Plan



2ND  
CHANGE

WAKING UP THE  
SLEEPING GIANTS



# Strategy of University of Genoa for the reactivation and reuse of ex Caserma Gavoglio

English summary of the Integrated Action Plan in the framework of the 2<sup>nd</sup> Chance network "Waking up the sleeping giants"



15.12.2017

## Strategy of University of Genoa for the reactivation and reuse of Ex Caserma Gavoglio

### English summary of the Integrated Action Plan

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## 1 Initial situation

As vacant, abandoned buildings and sites have often lost their initial purpose and lack a site-specific image, for Genoa they present an opportunity to develop new visions even for the benefit of public property, in the interests of people and neighbourhood needs. These sites can contribute, for example, to the provision of affordable housing or to provide space for start-ups, cultural activities, generating new job opportunities for the community, etc. In order to be able to actively seek and use these opportunities, one needs policies for cities, in particular to reuse empty, abandoned buildings, and develop them with the notion of the above-mentioned issues to take advantage of them as strategic places for sustainable renewal of our city and neighbourhoods.

### **Case Study Genoa, Liguria, Italy:**

The population and industry of Genoa has been declining for many years due to the decline of the ship-building industry and the leaving of heavy industry from the city. This had led to many abandoned properties in the city of Genoa, mainly industrial buildings linked with the port. Many of them are located in the densely urbanised areas of Genoa. The challenge for the city administration is to be able to improve the liveability of the city by transforming these plots. The redevelopment of derelict areas, located in the city, has a high priority on the local political agenda. For reactivation the first objective is connection with the city, not only economically, but also culturally and socially. The Municipal master plan identifies three types of districts as transformation areas for the purposes of urban renewal. The plan aims to link properties to the fundamental assets of the city, which are specifically: shipping, technology, research, tourism and culture. The areas containing abandoned buildings are spaces of transition in the densely built fabric of neighbourhoods. They can provide spaces that serve to create communities and improve the lack of open space and accommodate the necessary functions on a local scale. Thus, abandoned buildings and especially abandoned industrial areas are also a great and unique opportunity for the city to activate its re-appropriation of space and placing of functions.

### **Ex Caserma Gavoglio**

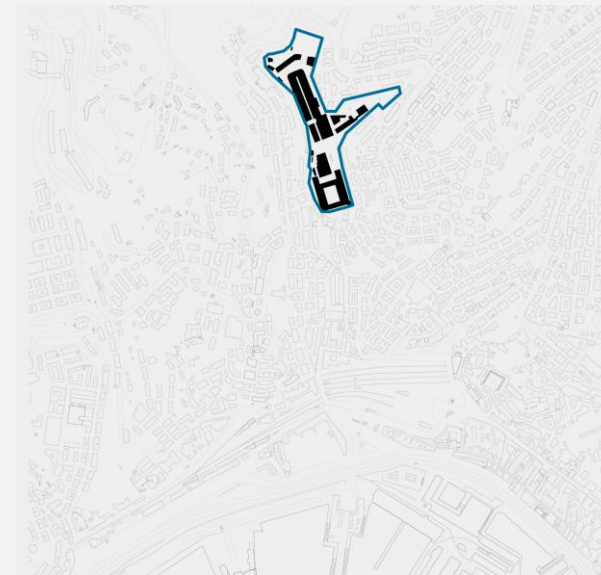
The ex Caserma Gavoglio is a former military base with warehouses and an administrative building. The buildings date from 1835-1920. Some are listed buildings. The army abandoned the place in recent years except for one building and until now the area has not been accessible to the public. The property belongs almost entirely to the Municipality of Genoa and was transferred free of charge to the Municipality after the presentation of an overall redevelopment plan and project. 8,300 m<sup>2</sup> of the area were used for residential services and offices and 18,800 m<sup>2</sup> for warehouses and garages. Two larger buildings of the complex are recognised by the supervision of Architectural Heritage as places of interest and both urgently need rehabilitation. The entire area is recognised as a site of archaeological interest. The site was chosen as a 2<sup>nd</sup> Chance pilot project because through its location and the urban context it seems to be a promising case study to tackle the challenge of redeveloping abandoned areas with an impetus on public property and neighbourhood activation: being situated right in the centre of a socially vulnerable, poor and densely populated district with scarcity of public and community spaces due to the geographical conditions – on the slopes of a steep valley - and the existent building stock - mainly social housing. The district is also challenged due to its location right behind the main railway station, the railway lines create a physical barrier and reduce direct connections to the inner city with bridges keeping the area quite disconnected from the nearby city centre. There is a single narrow road that climbs the hill to reach the district, called “Lagaccio” area. The railway line in the southern part of the district cuts the area off from the

city centre and the harbour, making it difficult to cross. This limits the accessibility of the area. Due to the fact that the complex entirely occupies the small, steep valley, below a water catchment area of an ancient and man-filled lake and is surrounded by dense, multi-storey buildings of the post-war era, the challenge is to redevelop the area in a way that the valley is given back to the neighbourhood as the only central space that could be made green and public. Standing inside the complex, one might feel observed by the tall residential buildings surrounding the enclosure of the complex overlooking the area and the roofs of the ex Caserma (barracks). There is a strong motivation in the citizens of this area to take part actively in improving the quality of their lives. Therefore, the neighbourhood associations are acting as strong anchor partners and actors in actively supporting and enhancing the appropriation and the development of strategic uses for the site for the further creation of public property.

<b>Ex Caserma Gavoglio</b>	Via del Lagaccio 41/160
<b>Owner:</b> Municipality of Genoa	Size (m <sup>2</sup> ): 46.000 m <sup>2</sup> , composed of 15 buildings (27.100 m <sup>2</sup> total, 15.240 m <sup>2</sup> covered surface, 33% of the whole area Vacant since: 1980

**Location**

The target site is located in the midst of a poor and very densely populated urban district called Lagaccio (12,000 people) close to the city centre the harbour area and less than 1 Km from the main railway station. It lies tucked away immediately behind the Genoa Principe railway station, and only the inhabitants of the neighbouring districts (Lagaccio, Oregina, San Teodoro) have visual contact with its vast and now silent pavilions.



**Physical conditions**

The majority of the buildings are vacant and derelict: there is only one accessible part, since 2015 it has been property of the Municipality and it has an inner courtyard at the entrance of the area (Piazza Italia, approx. 2,000 m<sup>2</sup>).





## 2 Vision & objectives for the reactivation

The basis for visions and objectives for the reactivation of the Ex Caserma Gavoglio were prepared through the Enhancement Programme, that was produced during the acquirement procedure by the Civic Administration, starting in February 2014. The Municipality of Genoa produced an Enhancement Programme (*Programma di Valorizzazione*) for the area, which was formally approved by the Municipal Council (30/06/2016) and by the Technical Operating Board (04/07/2016). The Enhancement Programme has the objective on the one hand of protecting and restoring a complex of significant historical and cultural interest, involving listed buildings, on the other hand it aims to answer the needs and requirements of the inhabitants of the Lagaccio district, an urban area which suffers environmental and infrastructural problems.

The Enhancement Programme does not recommend a permanent solution, but rather a range of possible uses (for further information see Chapter 3), which are well-matched with the protection of the asset, in line with the territorial and historical-cultural constraints and the guidelines resulting from the participatory process. These uses, together with the rehabilitation and urban redevelopment of the property, must contribute to an enhancement that combines social, cultural and economic results. The aim is to revitalise the district, responding to needs and seizing opportunities for development with a positive impact on the urban ecosystem.

The Municipality received a large number of comments regarding the new Municipal Development Plan in 2014 witnessing the interests of the people living in the area. The public administration has taken into account the interests and needs of its citizens, willing to give the complex back to the city. The citizens' remarks reaffirmed the request to use spaces and buildings for social purposes and for services to the neighbourhood and the city, requesting considerable reduction of the building stock, green areas and a better connectivity with other urban areas. A SWOT analysis on the district was assessed in order to develop the Enhancement Programme. A participation process (involving citizens, associations, economic categories, etc.) was brought about and it confirmed, on the one hand, the findings from studies conducted so far, and on the other further expanded and clarified them.

### Objectives

In the drafting of the Enhancement programme, guidelines for the redevelopment of the complex were produced. They take into account the participation process and the needs expressed by the citizens as well as the water management and geological issues that need to be faced and can be transferred into a number of objectives responding to the different needs:

1. **Support re-development by incorporating space/interest of different stakeholders in the area (building + open space)**
  - With the park project, transform the area into an open area to generate a meeting point to attract different actors: Development of a Platform as an Info-point and showcase building



- *Response to the missing link (content wise and physically) of the former military area with its surrounding neighbourhood to respond to the high population density of the area and the scarcity of public spaces:* to safeguard the historical buildings and revive them with uses well-suited with the environment and useful for the revitalisation of the district.
- *Response to the missing connection with the nearby inner city areas:* to upgrade and adapt the accessibility system, restore pedestrian and bicycle connections, enhancement of interchange with public transport (train, bus, elevators), enlargement of via del Lagaccio, public parking areas in the former SATI garage, and near the *Ponte Acciai* bridge (outside the complex).
- 2. ***Response to the geographical challenge as being situated on top of a former water retention basin for the city of Genoa:*** Revitalisation of the water streams and implementation of an innovative management and treatment system responding to the challenges of extreme weather conditions and air pollution.
- 3. ***Development of a process structure that allows a stepwise reactivation of the area:*** To establish cooperative planning and co-designing practice and provide flexible funding and business models due to the size, complexity of actors as well as the few existing public funds for the development.
  - *Launching of the Platform:* Organise a public call/competition to experiment concrete project proposals as well as actions to involve local professionals, local groups
  - *Development of Cooperative Planning: Starting and running* cooperative planning practice with different actors (e.g. participatory budgeting, division of planning responsibilities, planning and design strategies). With the development of participatory tools revitalisation of small portions of the entire area that are available for the benefit of the community

## Visions

The main vision encompasses the following guiding concepts and key elements:

### ***A place for the citizens:***

After the military forces left most of the buildings, the citizens living in the district showed their interest in the process of redevelopment and saw the *Caserma Gavoglio* as a project opportunity. Citizens' associations decided to become part of the possible changes, submitting ideas and proposals to the municipality allowing the development and emergence of new creative energies focused on the area. The *Lagaccio* district, where the military-industrial complex is located, has been the subject of sociological studies that highlighted the multicultural and multi-ethnic character of "early settlement" of many new citizens: a feature maintained in recent years and that, unlike other areas of the city, has led to fewer problems of coexistence between ethnic groups.

### ***Open Space and Amenities:***

An integrated range of actions and amenities for diverse population parts in the city of Genoa, ranging from local groups to tourist opportunities. The main anchor point is the existing shortfall in terms of remaining and available (terms of commercial aspects) physical space for these kinds of facilities within the historical centre. With the re-development among the administration as well as the Urbact Local Group (ULG), there exists a vision of an opportunity to address

this imbalance and to promote the further integration of different stakeholders in the area and hence into the city centre. In particular, the development of the facilities would be important for the elderly and youth of the local area and the city, since there is a wide range of different facilities in the city but to a large extent limited due to private ownership.

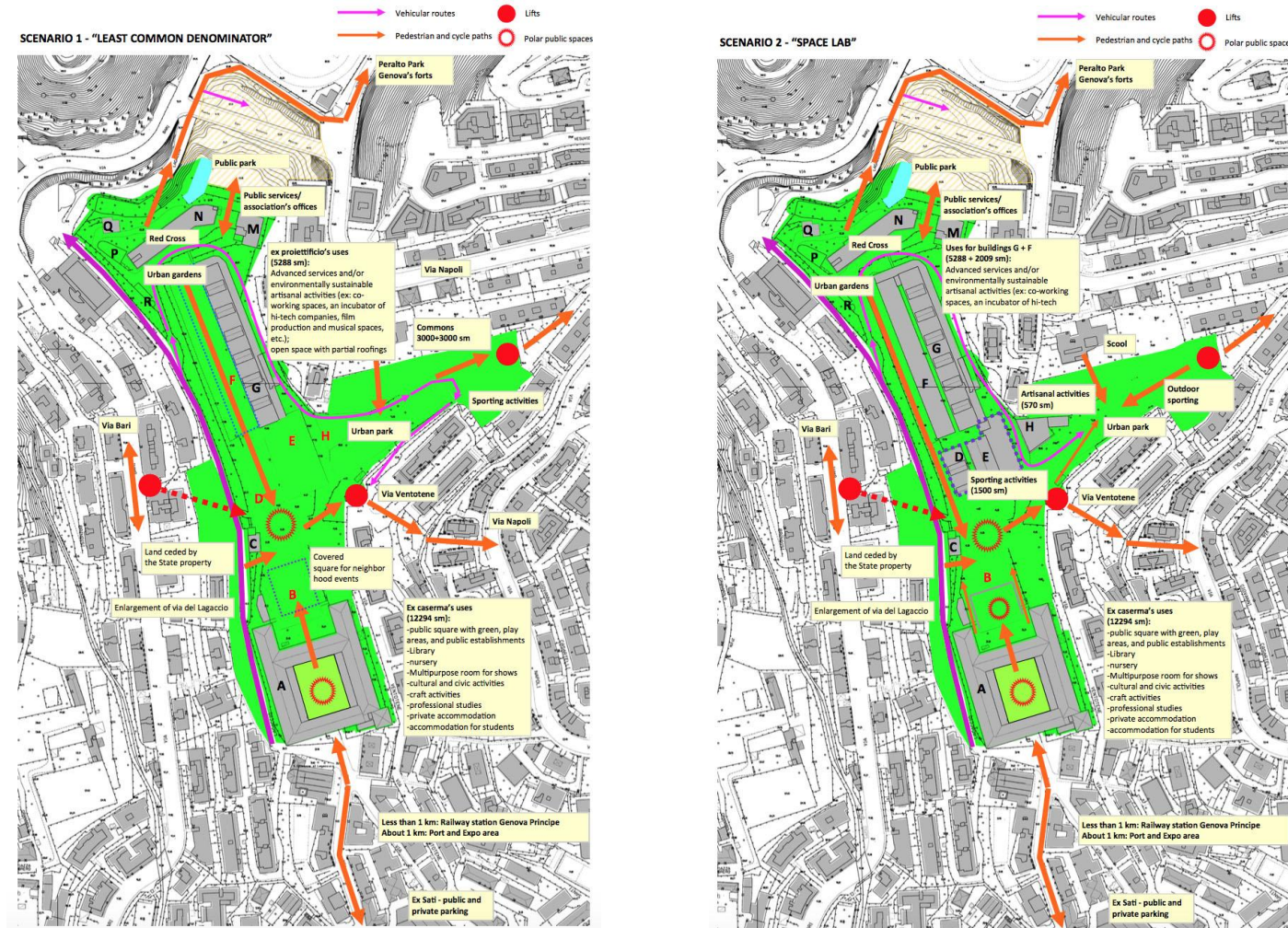
***Community Facilities (Arts & Culture):***

The plan should nurture culture and arts in Genoa. In particular, the focus is set on the creation of cultural infrastructure and facilities that will range from diverse public spaces, to open areas and to the building space. On the basis of the anchor point as the proposed park concept, that will be built in the coming years an innovative concept is considered (incorporating existing needs for public spaces with newly proposed usages). The Plan with its concept of co-designing and cooperative planning will explore the opportunity to enhance recreation facilities for a wider general public, incorporating community uses as well as facilities for children, young people and the elderly sectors of the population.

***Sustainability:***

Sustainability principles include compact-city approaches as well as connections of the vacant space into the city grip in walking- and cycling distance to the centre and public transport (see climate change agenda). The vision also considers the provision of a diverse range of services of the open space that will work as a corridor for the city climate and cooling of the urban zones. Sustainable design should be encouraged for new developments (incorporating the important contribution of re-cycling into the sustainable agenda of the city).

### 3. Functions & uses for the site



Programma di Valorizzazione – Enhancement Programme, Scenarios 1 and 2

## The scenarios of the Enhancement Program

The Enhancement Programme has a long-term perspective, thus it does not suggest a defined design solution, but rather suggests flexible actions that allow its implementation to adapt to the development of social and economic processes necessarily linked to the development of programmes.

Two scenarios have been developed to display the realisation of some of the possible actions (selected from those that emerged during the meetings with associations and categories). They are not two alternative scenarios, but rather they are possible visions with interchangeable elements within the framework of the guidelines and in accordance with the possible actions identified during the analysis phase and the participatory process.

Both scenarios suggest the demolition of most of the industrial buildings that do not have any historical value in order to give room to a considerable amount of **green areas** for parks and sports grounds.

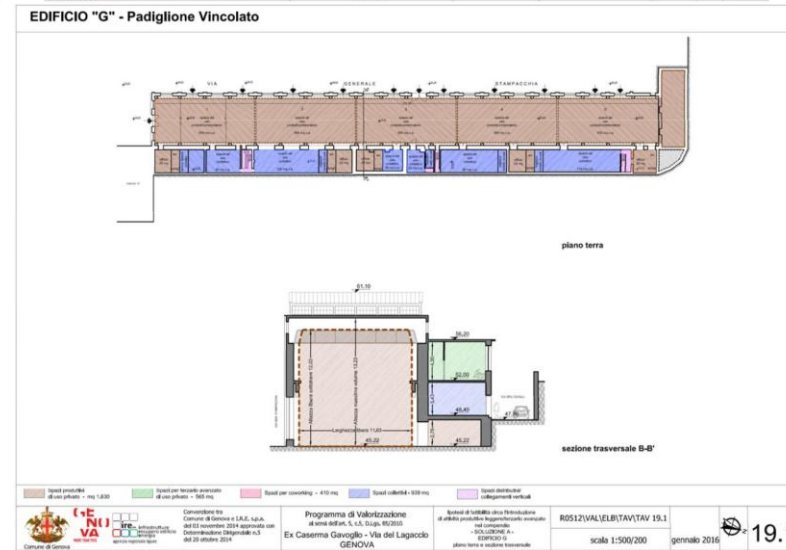
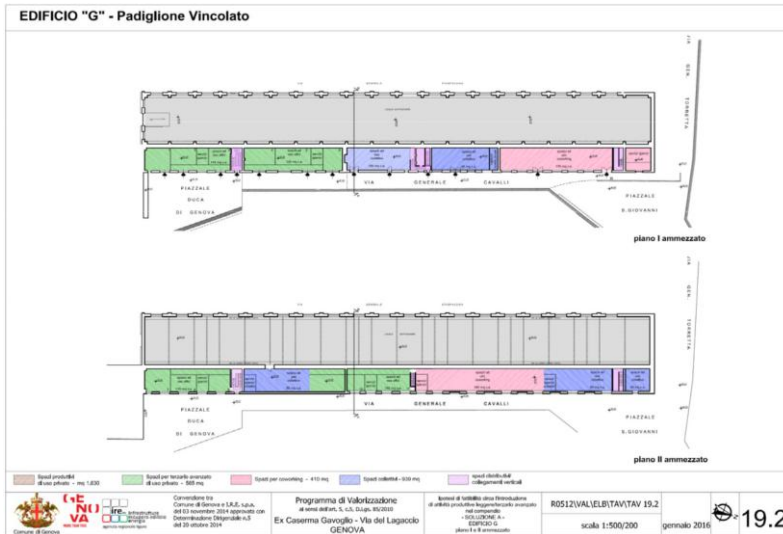
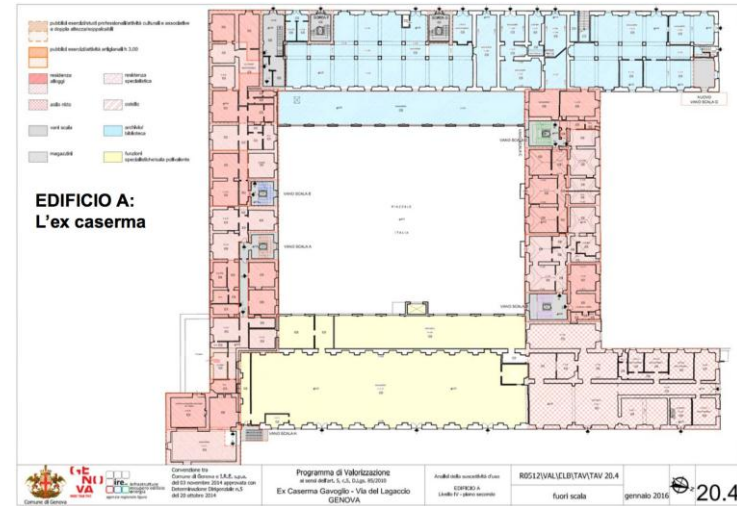
One of the main common elements in both scenarios is the creation of an urban park in the central part of the complex and in the valley of the *Rio Cinque Santi*. The total surface devolved to these functions is around 16,600 m<sup>2</sup> in scenario 1 and 10,300 m<sup>2</sup> in scenario 2, depending on the number of buildings demolished.

The listed building that housed the apartments of the industrial complex, can host a variety of urban functions: on the ground floor bars, small restaurants, businesses, professional offices and services of various kinds can be placed, while on the upper floors receptive activities (hostels, bed and breakfasts), student accommodation and specialised houses, public and private services can be envisaged.

The listed building that housed the *proiettificio* (bullet manufacture building), could contain craft activities with low environmental impact, well-suited inside the district.

Scenario 1 foresees a decrease of about 9,000 m<sup>2</sup> of covered surface, whereas in scenario 2 the decrease would be around 4,500 m<sup>2</sup>.



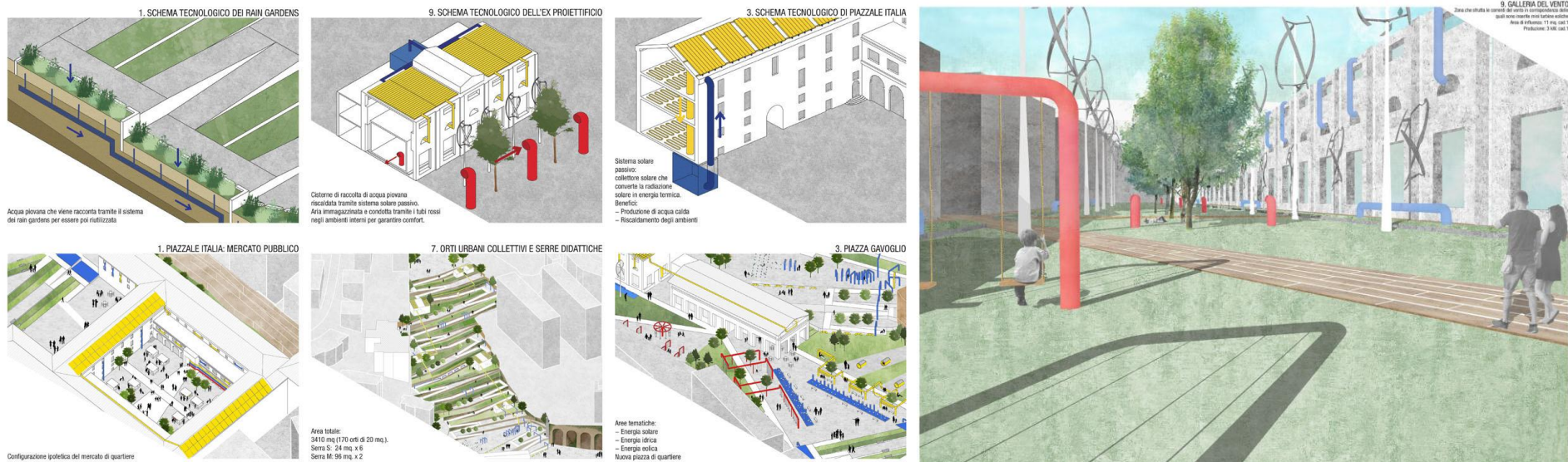


Starting from the outputs of the environmental analysis and taking into account the Enhancement Plan and the participation process, the students of the University of Genoa developed three projects according to three main themes.

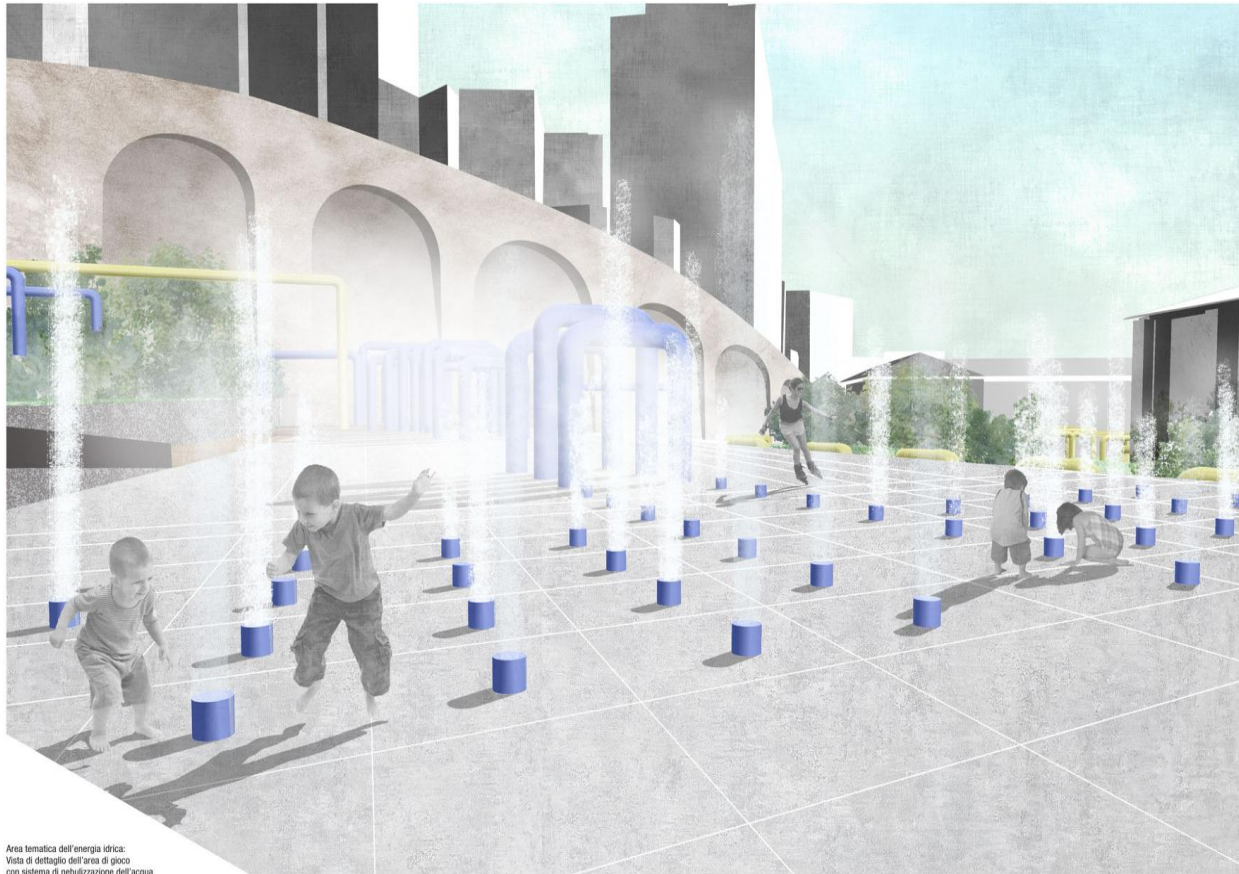
**a. PIPES PARK - Energy from water.**

This proposal for the redevelopment of the former Gavoglio barracks and the surrounding area involves the construction of a **technological park** that can have educational functions and which can be, at the same time, a recreational point for the resident population. From the entrance square *Piazzale Italia* one can directly access an area dedicated to a **museum**, not limited to the rooms of the Ex Caserma but spread throughout the park.

The themes that coordinate the whole system are the different forms of **energy**, which find applications in different parts of the park, especially renewable forms, which meet the thermal and energy needs of the complex. The conducting lines of this complex network are represented by **pipes** of different section, trend and colour and that, besides facilitating the orientation of the visitor inside the park, play an important role for the realisation of devices that regulate the microclimatic conditions inside buildings and some outdoor areas. The blue pipes, in fact, integrated into a network of rain gardens and cisterns, allow collection of **meteoric water**; this is partly used to support the irrigation system, in part it is heated by a **passive solar system** positioned on the roofs of the buildings and used to heat the internal environments through the yellow pipes. The red ones, however, regulate the quality of the air as they exploit the power of the **wind** to ensure renewal and adequate ventilation.







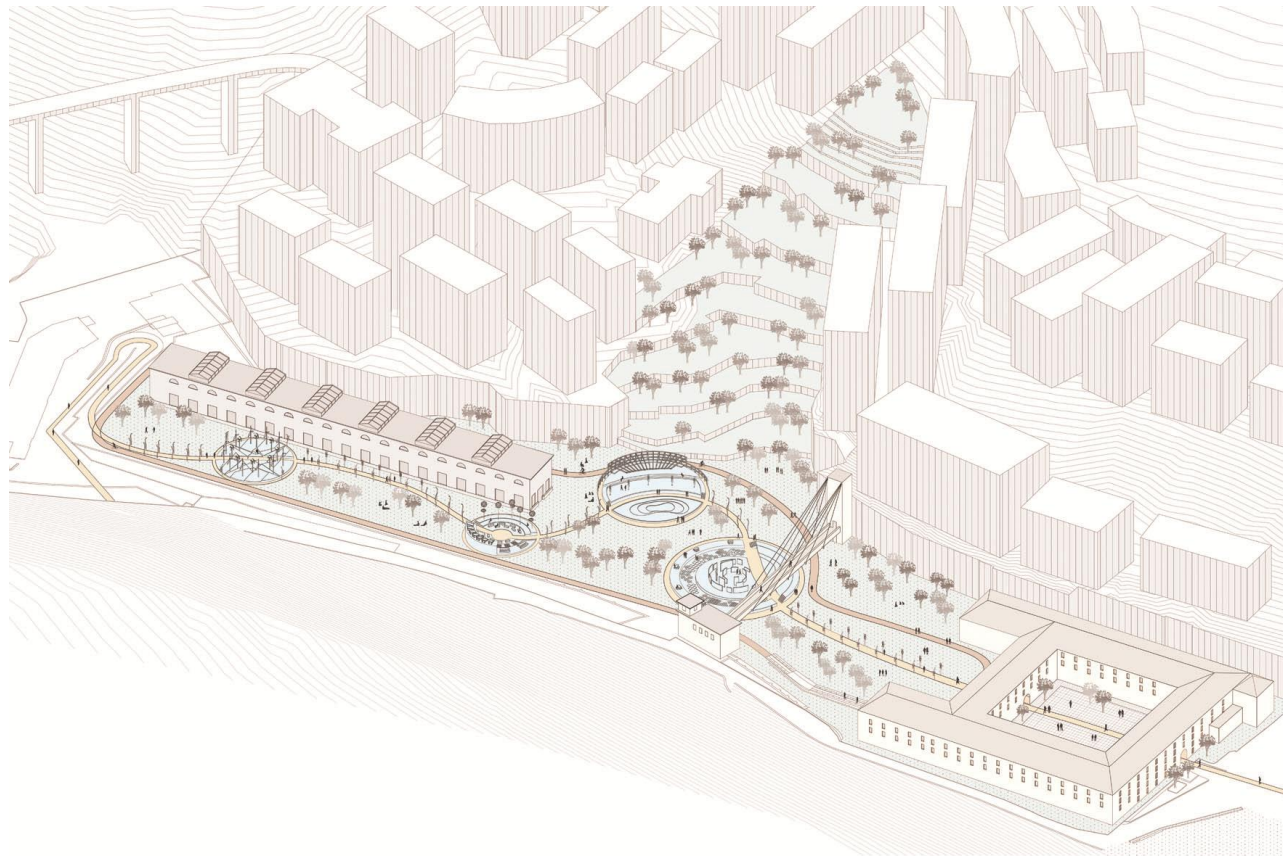
Area tematica dell'energia idrica:  
Vista di dettaglio dell'area di gioco  
con sistema di nebulizzazione dell'acqua



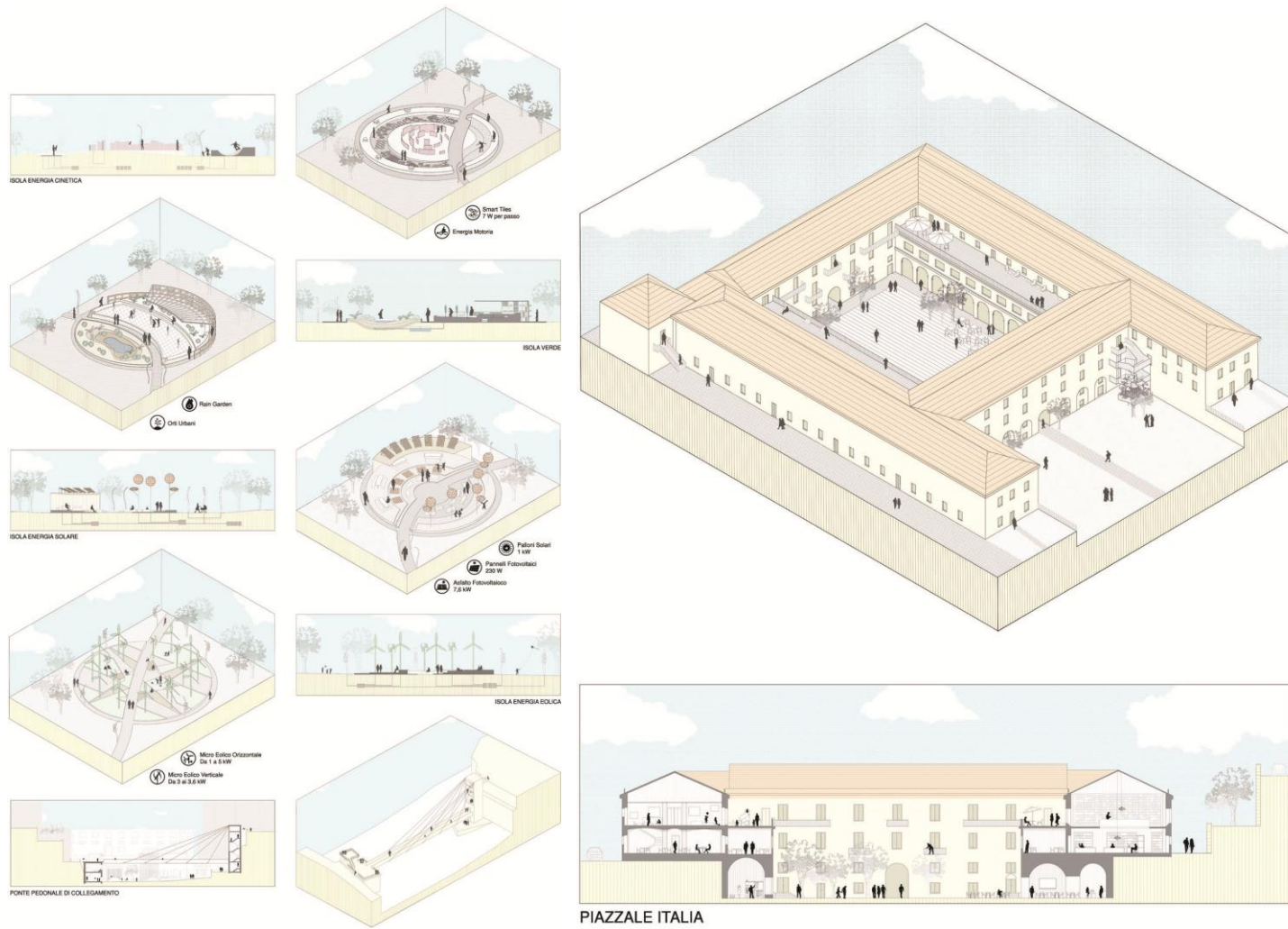
- MASTERPLAN
1. Piazzale Italia: mercato pubblico
  2. Sistema tecnologico di "Rain Gardens"
  3. Piazza Giungla
  4. Area tematica "Energia Solare"
  5. Area tematica "Energia Eolica"
  6. Area tematica "Energia Idrica"
  7. Orti urbani collettivi, Serre didattiche
  8. Nuova viabilità pedonale Via dell'Agappia
  9. Galleria del Vento

### b. TECH ISLANDS PARK

The project locates "Energy Islands" inside the park, i.e. areas where new technologies are introduced in order to sensitise visitors to the use of renewable energy and environmentally friendly attitudes. The route crosses kinetic island, green island, island of the sun and wind island: four realities of which three produce energy through renewable sources, while the fourth shows the sustainable management of water and urban greenery. In addition to being outdoor classrooms where you can approach these new sustainable energies, the islands produce the energy necessary to self-feed as well as allowing the night lighting of the park.

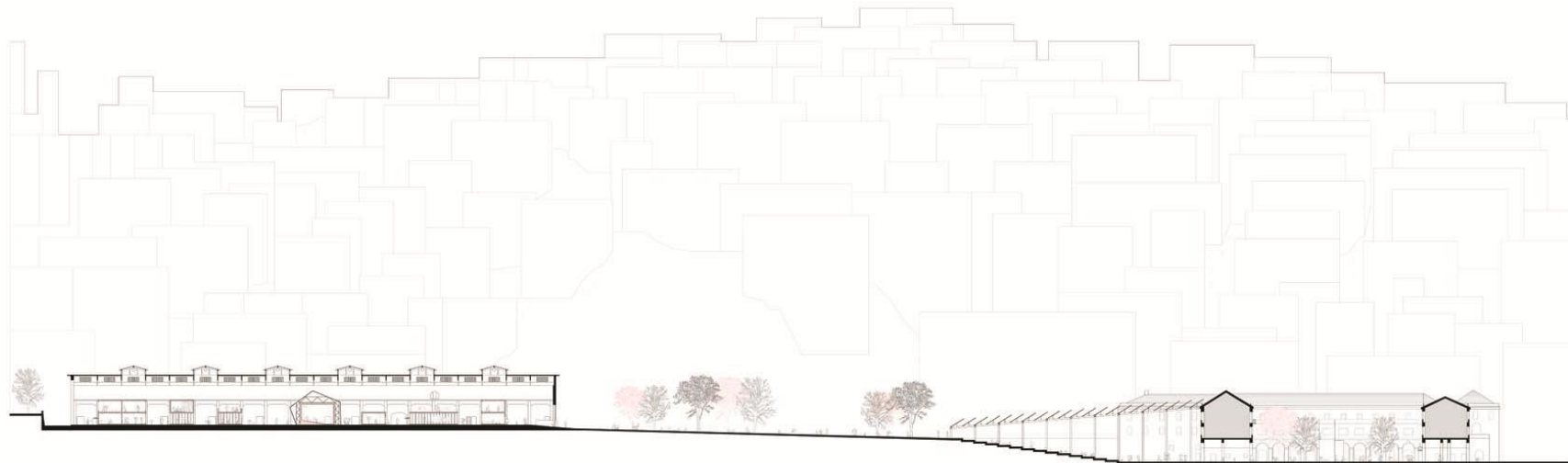


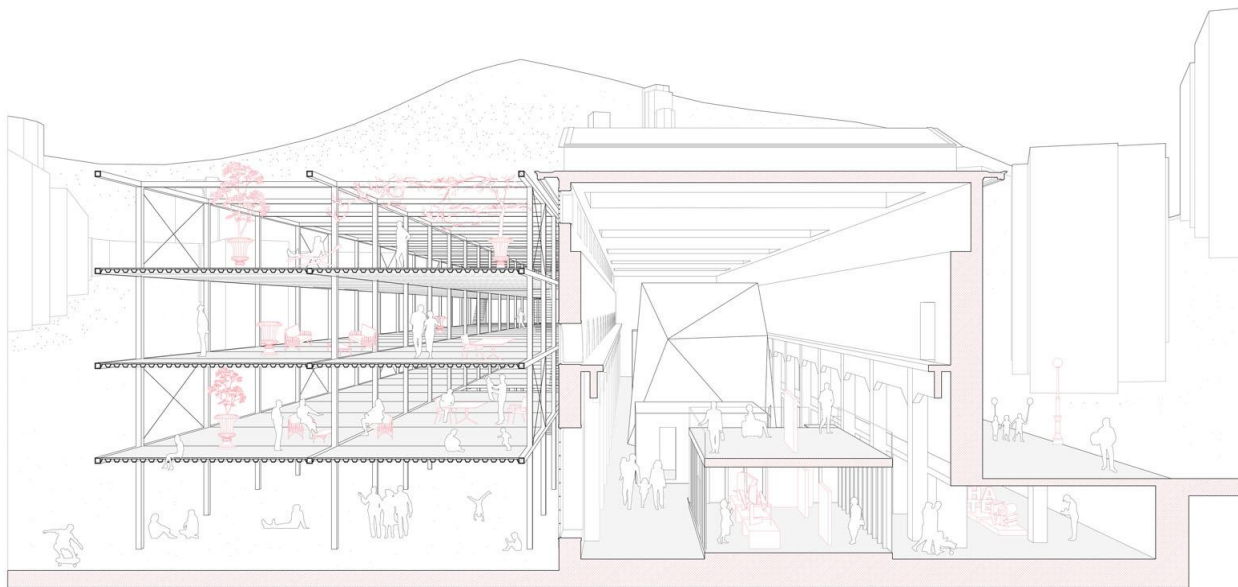
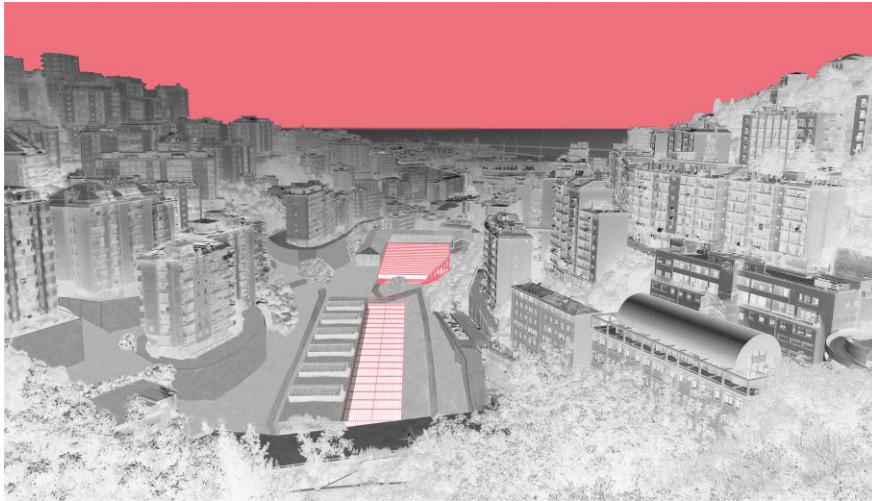




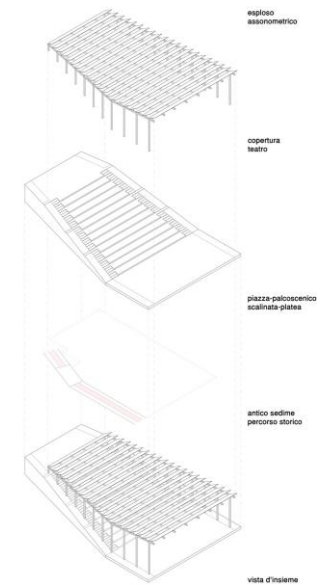
### c. BEHIND THE SCENES

The project proposes the creation of an outdoor theatre and an interactive technology theme park. The intervention aims to enhance the spatial qualities of historical buildings while respecting the pre-existence and transforms the complex through two rich scenography constructions. The barracks become a place of cohesion for the inhabitants of the neighbourhood, an aggregation pole for the community. The project involves the inclusion of a new element, a flexible theatre that takes on different configurations depending on the time of day and the actors who bring it alive. The “*proiettificio*” building has 12 modular parallelepipeds inside which host different activities.





sezione prospettica  
pergolato e proiettificio



espilco  
assimetrico  
copertura  
teatro  
piazza-palcoscenico  
scalinata-piana  
antico sedime  
percorso storico  
vista d'insieme

## 4. Actions & next steps for the reactivation

*Due to the actual situation the aims for the action plans of the Ex Caserma Gavoglio are (also see Chapter 2 Objectives):*

- 1. to further support re-development by incorporating space for the interest of different stakeholders into the redevelopment of the area (including the building as well the open space)
- 2. to structure a process which allows reactivation of the area in steps due to the size of the building and the area in general as well as the complexity of the different actors involved
- 3. to identify complementary, intermediate and long-term steps for the development, since short-term actions/temporary uses can explore new meanings for the existing building, the open spaces and involve stakeholders and long-lasting contracts and agreements ensure the sustainability of actions and consider temporary use and tools as a designed strategy for a new life cycle of spaces and areas.

### Reactivation process

The municipality will be, due to its administrative role, responsible for coordinating the implementation of the reactivation strategy and the involvement of stakeholders. In line with the actual project frame, the UNaLab will also be involved, the municipality of Genoa will be mainly in charge of the multi-stakeholder agreement (divided responsibility, acquisition of funds for single actions (see Action Plan)). The UNaLab project is co-funded by the European Union under the H2020 research programme. To ensure the management and development of a proper governance structure the following measures are important requisites and under discussion with the municipality:

What has been done so far

Activation of stakeholders for the reuse of the property

- Promote and manage the activities of the local administration together with other stakeholders (unlocking further 'resources' for the reuse)
- Design a governance structure that ensures the co-development of the stakeholders involved in the re-activation/reuse process and ensures communication and coordination between them
- Enhance a growing network design structure to be able to further identify and activate stakeholders for the re-activation of the property (iterative design)
- Promote the information, public consultation processes and incorporation of public interest/the notion of urban public property in an integrated project development

Development of appropriate strategies, instruments and processes for the re-activation of the property

- Ensure instruments (co-production tools) to support the re-activation of the property that entail:
- Finance frameworks for the whole process and reuse



- Define responsibilities and roles of the municipality and stakeholders in the process of re-activation  
Explore the reactivation as an integrative development (biting systems, project commission strategies) not only based on economic development with information, development and implementation tools (work with local/social media as IT governance, smart city governance tools, living lab structure)

## Work in Progress

### Mid term

The urban park, together with nature-based solutions and safety measures towards hydrogeological problems, will be completed in the next three years thanks to the funding of the project UNaLab. A co-design process is going to take place in the following months in order to involve all the stakeholders and of course the ULG representatives. Some small sports facilities will be set in the *Rio Cinque Santi* valley. The UNaLab project will be the first concrete step towards the solution of the water management and geological problems of the complex and the realisation of an urban park in a part of the *ex Caserma Gavoglio*, in the direction of the enhancement plan towards the reactivation of the sleeping giant. The results of the project will impact on different urban socio-economic situations that differ in size, problems and climatic conditions. In order to create a test environment and European reference go-to-market for nature-based solutions, UNaLab will use and further develop the Urban Living Lab model of ENoLL and the "European Awareness Workshop Scenario" method to co-create solutions, thus giving rise to a technological ICT toolbox and a set of nature-based solutions ready to be adopted in cities through a platform for co-creation of nature-based solutions.

In the short term the UNaLab project as well as the Urbact process share the same objective: to involve the local community as a resource for reactivation. The ULG is bringing about a synergy between the Urbact and UNaLab project mainly concerning the communication of the development of the urban park project. UNaLab will set a co-design process in which ULG members will play an active role. Moreover, the activities proposed by the action plan are focused on the communication process with the aim of facing and answering the lack of communication between public administration and stakeholders that emerged during the ULG meetings. Furthermore, the activities proposed by the action plan are meant to allow a deeper involvement of the stakeholders and of the entire district in the enhancement process and in the design of the urban park area implemented within the framework of UNaLab.

### The operational plan (*Piano Urbanistico Operativo*)

While the urban park is being implemented, the municipality and citizens are committed to following the reactivation of the other areas of the complex. A new technical and economic analysis will be carried out with the primary objective of safeguarding the hydrogeological protection of *Valle del Lagaccio*. A programme containing urban, economic and managerial elements will be shaped in order to proceed on the path to the operational development of transformation introduced by urban planning regulations.

An Operational Plan will be developed in the framework of the Enhancement Programme and the related guidelines. It will also be an outcome of the process of technical analysis and participation. The operational plan's task is also to outline the implementation phases of the entire complex. The enhancement programme suggests for this aim a draft timeline that must be verified and deepened during the operational development.

### **Long term**

When conditions and resources are concrete, it will be possible to proceed gradually with realisation of functional lots, with the aim of delivering to the city increasingly important segments of the entire complex. The ex *Caserma Gavoglio* will be a real open "yard" for a long time, meant as a construction process being able to grasp new opportunities for growth and socio-economic enrichment, a real body in constant growth and transformation that can accompany the development of the neighbourhood and the whole city.

### Action Plan Caserma Gavoglio

Table with information on identification of key actions, preparation of their implementation such as responsibility for financial resources, funding by and funding programmes, time schedule as well as links to within the plan and other current projects.

Field of action	No. #	Project title + description; Stating requirements	Responsibility (Stakeholders to involve)	Financial resources	Funding by	Financing secured	Time schedule	Links to other projects
<b>Objectives</b>								
<b>Objective 1</b> <i>Further support of re-development by incorporating space/ interest of different stakeholders into the area (building + open space)</i>	1.0	<b>CREATION OF A PLATFORM</b> <i>Transform the area into an open area to generate a meeting point to attract different actors with the park project. The action will focus on:</i>	<i>Municipio Centro-Est (duty)</i>	State, region, city and EU-findings	Public finances	- <i>Formal agreements needed</i> - <i>Agreed with municipality to acquire further resources to adapt the actions budget</i>	12.2017-02.2018 8/9 ULG meeting	<i>UNaLa b Project</i>
	1.1	- <i>Development of "temporary" Infobox to inform about development, facilitate exchange, provide space for meetings, incorporate activities of different stakeholders</i>	Planning Department of the Municipality, Cooperation with: - ULG - University					
	1.2	- <i>Ensure the involvement of different stakeholders through the ULG by identifying the opportunities and problems of participation with:</i> - <i>Develop information tools to increase the transparency of the project develop objectives and processes for all stakeholders and the general public</i> - <i>Disseminate the development process as the urban park and nature-based solutions</i>						
	2.0	<b>DEVELOPMENT OF LINKAGE</b> <i>(content wise and physically) of the former military area with its surrounding neighbourhood.</i> <i>The action will focus on:</i>						



	2.1	- <i>safeguarding and reviving the historical building with uses well-suited with the environment</i>						
	3.0	<b>UP-GRADE ACCESSIBILITY SYSTEM</b> <i>Response to missing connection with nearby inner-city areas with upgraded accessibility system. The action will focus on:</i>						
	3.1	- <i>Restoring pedestrian and bicycle connections</i>						
	3.2	- <i>Enhancement of interchange with public transport (train, bus, elevators)</i>						
	3.3	- <i>Enlargement of via del Lagaccio, public parking areas in the former SATI garage, and near the Ponte Acciai bridge (outside the complex).</i>						
<b>Objective 2</b> <i>Response to geographical challenge (situated on top of former water retention basin for the city of Genoa)</i>	4.0	<b>REVITALISATION OF THE WATER STREAMS</b>	Planning Department of the Municipality Cooperation with:	City		- <i>Formal Agreements needed</i> - <i>As well as agreement with municipality on acquiring further resources to adapt the actions budget</i>	01-03.2017 02. Call begins 03. Entry deadline	1.0-1.2 <i>UNaLa b Project</i>
	4.1	- <i>Implementation of innovative management</i>	- University					
	4.2	- <i>Treatment system responding to challenges of extreme weather conditions and air pollution</i>	- <i>Ordine degli Architetti Architects professional association</i>					

<p><b>Objective 3</b> Structure process to allow reactivating the area in steps (due to size + complexity of the different actors involved)</p>	<p><b>5.0</b></p> <p><b>LAUNCHING AND COMMUNICATION OF THE PLATFORM</b> Organise a public call/competition to experiment concrete project proposals as well as actions to involve local professionals, local groups</p>	<p>Planning department of the Municipality (duty) Cooperation with: University Involved actors: - ULG - University - Professional Associations - Privates</p>	<p>State, region, city and EU-findings</p>	<p>Architect Union (ordine degli architetti )/ Raised by the public call</p>	<p>“Iterative planning processes” different project spans so as to establish and provide flexible funding and business models.</p>	<p><u>12.17-07.18</u></p>	<p>1.0-1.2, 2.1 UNaLab Project</p>
	<p><b>5.1</b> - Revitalisation of small portions of the entire area that are available to the benefit of the community</p> <p><b>5.2</b> - Define with ULG actions needed for the reactivation of the ex Caserma: - identify the key-actors - the participating actors model - the impacts and opportunities</p> <p><b>5.3</b> - Identify the Infobox communication strategies such as: - public events - In-situ and digital information on the development as well as WIFI access - define areas of accompanying temporary re-use as in key-areas such as piazzas (e.g. Piazza Italia) - actions related and focusing on children, youth and elderly population</p>					<p><b>04.18</b> final LAP Event</p>	
	<p><b>6.0</b></p> <p><b>DEVELOPMENT OF COOPERATIVE PLANNING</b> Starting and running cooperative planning practice with different actors (e.g. participatory budgeting, division of planning responsibilities, planning and design strategies) With the development of participatory tools:</p>			<p>“flexible funding and business models” - Public finances, secure private</p>			

	<p>6.1</p> <p>6.2</p> <p>6.3</p> <p>6.4</p>	<p>- design of group settings (Charrette Framework) at the InfoPoint</p> <p>- Co-designing with focus on media and temporary activities</p> <p>- Ensure co-management (Agreements and modes) between Municipality, Town Hall, ULG, UNaLab, local associations</p> <p>- Provide flexible funding and business models</p>			<p>investments</p> <p>Formal Agreements needed</p>			
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## 5. Management & Governance structure for the site and the reactivation process

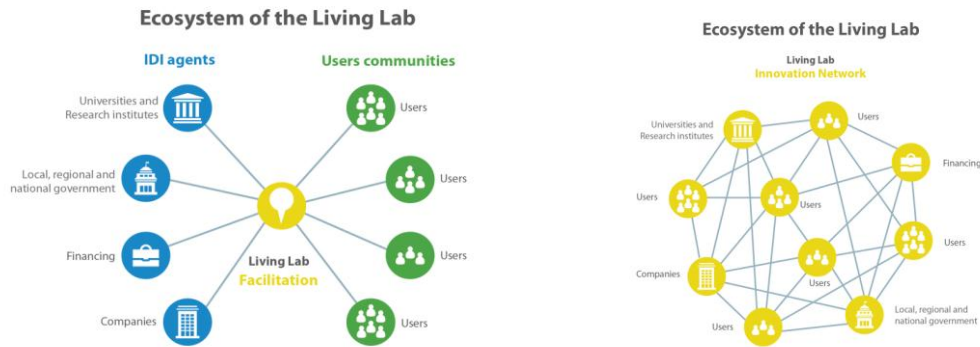
The community-based organisation needs to be designed in a very flexible model. In these terms in recent years as also already adopted by the municipality and the UNaLab, the **living-lab** approach has been experimented to improve the process quality. The aim is that the results of UNaLab will impact on different urban socio-economic situations that differ in size, problems and climatic conditions. In order to create a test environment and European reference of go-to-market for nature-based solutions, UNaLab will use and further develop the Urban Living Lab model of ENoLL and the "European Awareness Workshop Scenario" method to co-create solutions, thus giving rise to a technological ICT toolbox and a set of nature-based solutions ready to be adopted in cities. Engineering, the leading reference technological partner, will provide the platform for co-creation of nature-based solutions and will guide other ICT partners in finalising the entire UNaLab technological framework. The UNaLab project is co-funded by the European Union under the H2020 research programme.

The analysis on living-labs presented from different projects shows how this network structure is working as an organisational form that enables development and knowledge exchanges. The key lesson that can be learned from the case study is that development has been possible based on close cooperation in a growing network of municipality programmes and other actors, such as academic partners, community groups and public as well as private partners. More precisely, it is shown that good results can be achieved when adequate conditions for collaboration are found to develop a constructive dialogue among groups that act as adversaries.

Against this backdrop the group will work further on the living-lab governance structure so as to **enhance**:

**Collective learning and knowledge transfer through complementary networks:** The quality of cooperation of heterogeneous actors and the existence of intermediary arrangements to facilitate collective learning and knowledge transfer at regional or local level seems critical for success.

**User-centric research and development, experimentation and co-creation:** Living Lab is a user-centric research methodology for sensing, prototyping, validating and refining complex solutions in multiple and evolving real life contexts. They relate to experimentation and co-creation with real users in real environments where researchers, enterprises, public agencies, and others interact searching together for new technological and social solutions for their needs. Living Labs or Citizen Labs are open networks in the sense that they promote interaction among academia and society.



(Fig. Living-lab) Type II Living Lab (left) is a methodology for open innovation fostered by its users and is also an organisation that coordinates and facilitates activities based on this methodology and Type III Living Labs (right) correspond precisely to innovation networks.

## 6. The elaboration process of the reactivation strategy

### The development process

The challenge addressed by the network of the Urbact working group made up of the municipality, the ULG, the university and the Urbact experts in the working period was to elaborate strategies for joint development of the site, as an urban regeneration with opportunities for enhancing the development of public spaces and embedding the reuse of the property in the urban/neighbourhood development context. Against this backdrop the main working targets guiding the development for the 2nd Chance project have been:

- To elaborate on the city development objectives, perspectives and announced strategies as well as the objectives and needs for the neighbourhood the property is situated in.
- To further elaborate the opportunities that reuse of the property can offer for the city/neighbourhood. In terms of “sustainable” functions that could be embedded in the building and the site and that can avoid negative effects for the neighbourhood because of the reuse.

Therefore, the working steps were to elaborate the physical, social and economic adaptability of the property to new functions so as to promote development, management and design that:

- Elaborate the current physical state of the property and encompass a feasible, physical, property adaptation to new functions and uses.
- Develop strategies of co-production and co-designing for the activation of stakeholders for reuse of the property.

In 2011 the association *Voglio la Gavoglio* gathered people who for decades had been dealing with the neighbourhood and its well-being. The association was formed in fact after the presentation to the City Council of the first draft of the new urban plan (PUC) for the area of the former Gavoglio barracks, that much worsened the previous PUC, allowing the increase of buildings and changing for the worse the parameters on green and services for the district. *Voglio la Gavoglio* opposed and eventually obtained a change in the PUC. *Voglio la Gavoglio* has been able to highlight the urban opportunity offered by the Gavoglio barracks at the centre of the public debate and has also attracted interest in other districts as one of the most extensive participation experiences in the city.

In 2013 a landslide hit the side of *Via Ventotene* inside the former barracks area and reawakened interest in the acquisition of the property by the Municipality of Genoa; in February 2014, the Civic Administration activated the procedure for the free acquisition of the Caserma Gavoglio according to the procedures established by the state-owned federalism (article 5, paragraph 5, Legislative Decree 85/2010).

In order to define the Redevelopment Programme as a necessary action for the acquisition of the asset from the state from March to December 2015 the Municipality chose to build a path of communication, dialogue and confrontation, with citizens, associations, entities and categories, followed by the competent municipal offices and in which to enhance the role of the Municipality in receiving many contributions.

The public process was co-designed by the Municipality, the *Municipio Centro-Est* and the *Voglio la Gavoglio* association. Public bodies, trade associations, professional associations and boards, environmental protection associations, cultural associations and citizens' committees, as well as individual citizens, were called on to contribute to the debate. Thematic round tables were organised:

- 20.06.2015, social relations and services and connections and mobility
- 11.09. 2015 economic activities
- 19.09. 2015 social, cultural and leisure & sport activities
- 3.10. 2015 " presentation of the listening phase results

At the end of 2015 a small civic centre was opened inside Piazza Italia in the Caserma Gavoglio to take care of and to keep open a square of about 2,000 m<sup>2</sup> for the neighbourhood. The centre is named *Casa Gavoglio Civico 41* and gathers a network of 12 associations who answered to the call of tender for the management of the small indoor spaces.

*Casa Gavoglio* was started with the ambition of ensuring adequate information to citizens regarding the redevelopment programme, aiming at the returning to the neighbourhood and to the city of the entire area according to conditions expressed by the citizens themselves.



## Stakeholders involved

In March 2016 the application of the University of Genova with Caserma Gavoglio to the 2nd phase of the 2nd Chance network was submitted. In the following months the Municipality of Genoa completed the Valorisation Programme for the asset to be transferred, which received the approval of the Municipal Council (30/06/2016) and of the Technical Operating Board (04/07/2016).

This programme with two different scenarios, defined in the participatory process held in 2015 with the city, was presented to the public. The activity in "2nd Chance - Waking up the sleeping giants" inherits the participatory process done in 2015, and in order to define the new course before summer 2016 two events were held to gather a group of stakeholders and to explain the goals of the network. In the meetings the Redevelopment programme was presented for the first time to the city by the Special Projects Office - *Patrimonio Comune di Genova* – Arch. Anna Iole Corsi, who was also the coordinator of the ULG.

The first meetings were oriented to activate the stakeholders already involved in the process and also to attract other stakeholders.

### **23.06.2017 Biblioteca Universitaria Via Balbi 40.**

"Quale vocazione per il futuro della Gavoglio, quale partecipazione per decidere" with *Comune di Genova, Amici di Pontecarrega, Progettare la città gruppo informale, Fondazione Mario e Giorgio Labò, Dipartimento Scienze per l'Architettura*

**22.07.2016 Una casa verde per la città Casa Gavoglio Civico 41.** "Festa nella Casa di Quartiere per raccontare il programma di valorizzazione della ex caserma." with Municipio Centro-Est, Casa Gavoglio 41, Ufficio Partecipazione Comune di Genova, University of Genoa, CNA, Florida University (<http://www.comune.genova.it/node/65044>)

**The third meeting to shape the ULG was organised in November 2016** with *Municipio Centro Est* and the *Assessorato Economia* to define if it was necessary to host the activity of the ULG ready to be formed inside the Ex Caserma. In the first phase of the activity it was chosen to start with an open organisational structure, and to continuously adapt the URBACT Local Support Group structure on the go. On the basis of need, an open membership allowed us to increase participation with new stakeholders and to have time to find ad hoc interventions on a specific topic to achieve this result.

Key activities



**OPEN STRUCTURE Urbact Local Group**  
**FIRST PHASE 2017**

> **1** ULG meeting: 26/27 january  
 Transnational meeting GENOA\_INTEGRATION OF URBAN COMMONS.

> **2** ULG meeting: 09 march  
 DESIGN ACTIVITY with STUDENTS  
 Citizens + Municipality

> **3** ULG meeting: 04 april  
 END OF DESIGN ACTIVITY  
 Presentation to ULG of design results

> **4** WS Responsive City 19/13 June  
 IAAC Barcelona / DAD Genova  
 Genoa Responsive City  
 Gaming and Participation  
 Senior Faculty: Areti Markopoulou

> **5** KAAU SUMMER SCHOOL 05/08 luglio  
 OPENING OF CASERMA GAVOGLIO to the  
 public / Installations and ULG event / Public  
 Call to redefine the ULG for the secon part of  
 the activity

**OUTPUTS 2018**

> **10** ULG as Stakeholder in  
 UNalab - The ULG voice in UNalab

> **11** our LAP  
 LOCAL ACTION PLAN  
 Open presentation of the LAP to media,  
 citizens and policy-makers

> **12** EXHIBIT/COMPETITION feb 2018  
 Final Exhibition in Caserma Gavoglio

**CLOSED STRUCTURE Urbact Local Group**  
**SECOND PHASE 2017**

> **6** ULG meeting: 02 november  
 Redefining the Road Map

> **7** ULG meeting: 14 november  
 Problem tree and possible solutions

> **8** ULG meeting: 22 novembre  
 Participation to the Smart Week -  
 UNalab

> **9** ULG meeting: 05 december  
 Local Action Plan EDITION

## First phase meetings

With the trilateral Meeting held in Genoa on 26th-27th January 2017, on the topic Integrating “urban public property” in the reactivation of vacant buildings and sites with the participation of Christian Iaione, from LabGov as external expert, the ULG was invited to take part in the activities to learn about best practices of public property.

Among the lessons learned one stands out for which the approach to the topic of reactivation of sleeping giants oriented to public property takes the time to prepare it, test it and further develop it, making it fit the best way possible to the local situation step-by-step.

Good practices held in Genoa and abroad were displayed and it was an important moment to increase awareness of the local situation. From this meeting our ULG was officially engaged in the process of the LAP sharing a common goal.

The trilateral meeting held in Genoa in January 2017 offered the opportunity to start the activity with the ULG coordinated by the Municipality of Genoa.

### **26/27.01.2017 - 1st ULG meeting. UNIVERSITA' DEGLI STUDI DI GENOVA - Strad. Sant'Agostino 37 DAD - AULA VALLEGA- and Casa Gavoglio civ.41 - Via del Lagaccio 14:30-16:00.**

The meeting was organised in two steps. The first was a visit with other PPs of the network to the Ex Caserma Gavoglio. A SWOT analysis session, coordinated by TU Berlin (Paola d'Alencon and Bettina Bauernfeind), was held to understand the current situation for the reactivation and to clarify needs and objectives of the neighbourhood. The result of this session was compared with the SWOT analysis the Municipality had done in 2015 and shared with the group. The day after in the department after the end of the trilateral meeting the ULG met to decide a roadmap for the activities in 2017. It was decided to steer the activity to develop a vision for the reuse of the site embedded in the neighbourhood development context, starting from the scenarios that were the Redevelopment Programme by the Municipality.

The students from the *Laboratorio di Progettazione Architettonica* of the 3rd year were involved in the design activity starting from the site visit in January and the 2nd ULG meeting.

This was considered to be an important step in the reactivation also because in November 2016 the Municipality won an H2020 programme to realise an urban park on the site. The urban park will have a tight schedule and the entire process, realisation included, will have to be completed in 2020.

In the first ULG meeting the ULG was settled with three main partners: the University, Christiano Lepratti, Silvia Pericu, Chiara Olivastri, Paola d'Alencon and Bettina Bauernfeind as external expertise, students from the *Lab. Progettazione* and the Municipality that attended with many representatives, *Ufficio Partecipazione* Gigliola Vicenzo and Gabriella Corradino, *Patrimonio*, Anna Iole Corsi, Sonia Zarino and Antonella Colombini and *Municipio Centro Ovest* M. Elena Buslacchi, and citizens and associations *Casa Gavoglio civ 41*, *Coop Librotondo* and *Associazione GAL*.

### **09.03.2017 - 2nd ULG meeting**

#### **UNIVERSITA' DEGLI STUDI DI GENOVA - Strad. Sant'Agostino 37 DAD AULA 6A, 9.30-13:30**

In this meeting the basis of the design of the site was decided. The students of the *Laboratorio di Progettazione Architettonica* of the 3rd year had the opportunity to meet associations and citizens to understand their needs and the Municipality to share the programme. In the first stage Sonia Zarino presented the redevelopment programme of the Municipality, Christiano Lepratti and Silvia Pericu illustrated a possible roadmap for the activity of the ULG in order to present

the results of this design stage in the KAAU summer workshop of July that would be a large Urbact event able to attract new stakeholders and to discuss in public new functions and layout for the area. *Casa Gavoglio 41* shared their vision of the transformation of the area. There was no report of this activity.

#### **04.05.2017 - 3rd ULG meeting**

##### **UNIVERSITA' DEGLI STUDI DI GENOVA - Strad. Sant'Agostino 37 - DAD AULA 6A, 9.30-13:30**

The ULG meeting focused on the presentation of the projects elaborated in *Laboratorio di Progettazione Architettonica* (3rd year). More than 15 proposals were presented and every group had the possibility of receiving feedback from the Municipality and citizens belonging to the ULG. In this activity it was also decided that in the KAAU summer school there would be an installation that would exhibit three projects, collecting the best ideas coming from the first stage. The installation was named Turning Table and would be focused on interacting with other stakeholders to be involved in the Urbact process.

A formal call would be sent via e-mail to have a manifestation of interest to participate to the ULG in the second stage of the process in which the aim would be to develop a Local Action Plan with different terms. The long-term action based on the sharing of a vision on final uses of the area and the short-term action that aims to start a community-led action inside the Caserma.

The report of the activity was about the merging of the projects and other comments on the proposals.

The activity related to the visualisation of the scenarios for the ex Caserma Gavoglio was programmed to end by the first week of July and would be presented to the public in the KAAU Summer Workshop, an event that would involve citizens, the University and other European schools performing installations within the forbidden area of the former barracks. The event would also allow us to enlarge the ULG that in this first phase was split into different groups that we had to meet sometimes separately. The political elections, to be held in June in Genoa, made it difficult to join stakeholders in the process.

In order to facilitate the meeting in July, as soon as the new mayor was elected, a large maquette of the Ex Caserma Gavoglio and its neighbourhoods would be placed in the middle of Piazza Italia.

#### **13/19.06.2017 WORKSHOP GENOA Responsive City- IAAC Barcelona / DAD Genova**

##### *Activity that involves the Urbact Local Group*

The workshop organised within the activities of the KAAU summer school in the Ex Caserma Gavoglio led to the involvement of a part of the Urbact UGG group as an active part in experimenting gaming software on the theme of the public park of Ex Caserma Gavoglio and the evaluation of results and data developed by students in the week of activity.

Topic of the workshop: Gaming and Participation - Senior Faculty: A. Markopoulou

If the physical structure and the image of the city have always been based on the technologies of production, communication and representation, how do the Information era and communication technologies impact on the process of the design of the city?

Which are the design protocols, that allow the planning of an urban responsive organism, able to adapt and/or interact with its inhabitants? Can we implement such interaction from the very first steps of the design of the built up and urban space?

Can we use responsive and gaming technologies to rethink participatory processes on designing with people?



The workshop claims an active role for both architects and users as co-designers of new urban relations, behaviours and operations through responsive and gaming technologies. The sessions will focus on developing and understanding how gaming can become a tool for the designer for sharing and evaluating the design process through user's feedback.

The case study of our work will be Ex Caserma Gavoglio, engaging the neighbourhood associations that are working in the participatory process of Urbact and in the activities that led to interesting guidelines for the future regeneration of the area.

The students in the workshop will collect the feedback of the users in order to map a series of proposals that will reflect the average wish of the users for the design of their public space.

#### **05/08.07.2017 – 4th ULG meeting - Summer school KAAU – Ex Caserma Gavoglio**

The KSW- KAAU Summer Workshop was organised inside the Ex Caserma Gavoglio to open the complex to the public for a week, to attract interest of other stakeholders and to present to the ULG the findings of the first phase of the activity involving them in the debate around the scenario of the redevelopment.

It was part of a line of research and teaching communication of ADD, PhD in Architecture and Design and the DAD, Department of Architecture and Design (UNIGE) drawn from previous events planned, in particular the experiences of Recycle Italy (research carried out within the PRIN programme), the different MED.NET meetings, and in particular the international forum MED.NET 3. RESILI (G) ENCE, held in Genoa from 25<sup>th</sup> to 29<sup>th</sup> October 2016; Reagent project, participatory meetings cycle held in Genoa in the period June to September 2016, the Rebel Matters meetings held in Genoa in 2011, intended to combine urban creativity, and the European Research Urbact III Action Planning Network - 2nd Chance.

The topics of workshop days were the local development processes, the actions of the project, in dealing with the governance based on cooperation between public administration and the community, exploration of collaborative formulations for the regeneration of collective and common resources, as well as the enhancement of aggregation and cultural aspects of local communities, the recovery of abandoned spaces and the application of new technological and social systems that will improve the management of these dynamics. Students from other universities applying an Erasmus plus Project and the local community were invited to perform installation in the Ex Caserma: from exchanges with a multidisciplinary and international character to the production of ephemeral installation. These installations aim to prove that an unused urban space can become a powerful aggregator of collective energies and is able to express and represent the resili(g)ent (resilient/intelligent) capability of the city. In particular, for participation it was required the production of:

- Ephemeral Installations - using recycled materials - in a space that becomes an outdoor exhibition;
- Installations which allow one to reflect on the resilient potentiality of cities in general and, in particular, of Genoa;
- Installations that encourage interaction 'space-use-users', 'city-dwellers', through integrated devices and the application of new technologies.

The scenarios developed in the first phase of the activity of Urbact were presented to the public in an installation called "*PAMPANO, FAI UN SALTO ALLA GAVOGLIO!*" to allow interaction with people with three main projects developed following the Redevelopment Plan of the Municipality. At the same time an environmental analysis of the site was tackled as a contribution to the topic of the urban park. The ULG activity included: the public presentation of the workshop, the installation about the interaction of citizens with the scenarios and a call to join the ULG for the second phase of the process. More than 20 associations replied to the call showing their interest in participating in the second part of the process. In summer time the City Council was involved in the

political elections that brought to a shift of power from one party to the opposition, and this situation caused delay in the possibility of following a clear roadmap as well as a lack of policy decision making in the process of Ex Caserma Gavoglio.

### **Second phase meetings**

In Genoa there was already an existing local group and a local policy on the chosen challenge. So, the aim was not to duplicate or set up an additional group but to review the existing body and possibly adjust it. In his sense the URBACT activity in this phase became a part of the ongoing agenda.

After summer 2017 and the event organised in Caserma Gavoglio a call was done to form a smaller group, of a maximum of 20 persons, able to remain stable till the end of the project life time and to better focus on completing tasks.

After the call a group of stakeholders, most of whom already took an active part in the first phase, decided to set a closed structure to define the roadmap for an integrated action plan to be presented to the Municipality at the end of the process.

The ongoing agenda on Ex Caserma Gavoglio also foresaw that ULG would provide its input as stakeholder to the project UNaLab funded by the European Union under the Horizon 2020 research and innovation programme, in which Genoa is a frontrunner and a demonstration city to develop smarter, more inclusive, more resilient and increasingly sustainable societies through innovative nature-based solutions (NBS). Genoa will implement urban living labs demonstration areas in its context and the ex Caserma Gavoglio will be the experimental field with the aim of creating an urban green park at the core of the site in the next three years as considered by the funding conditions.

This can be considered a great opportunity to wake up the sleeping giant and the first step in the process that will enable the reactivation of the giant in the interest of the neighbourhoods, but the participation of the Urbact local group and the integration of the local plan in this process are now more than ever fundamental for the goal of the Urbact network.

So, the closed structure URBACT Local Support Group agreed to define a roadmap able to co-produce a Local Action Plan while dealing with different agendas: an ambitious programme that relies on the key role of the ULG coordinator from the Municipality who is involved in the UNaLab project as well as reference person for the group at local level.

A set of 3 or 4 meetings has been defined with this plan.

### **02.11.2017 5th Meeting- Casa Gavoglio civico 41- Via del Lagaccio**

The meeting was oriented to share the roadmap and to clarify the ongoing agenda. During the political elections the debate on the reuse of the former barracks involved members of the ULG in confusing situations. Moreover, the progress of the municipality's technical offices on the topic of the green park led to the need for updating and discussion on these issues.

The role of the LAP within the planned actions was also explained in detail and also all the steps of the ULG process in the year were gone over to include all the participants at the same level.

#### **14.11.2017 6th Meeting - Casa Gavoglio civico 41- Via del Lagaccio**

The meeting was dedicated to problem analysis as a key step to ensure that the Local Support Group properly defined the problem versus causes and effects. The technique of the Problem tree was adopted to work with problems in a group setting. Among the problems detected the lack of information and communication was highlighted as well as the risk of losing the wider vision of the Redevelopment Programme and the work done by the University in the next to come activity on the urban park that represents just one of the five areas of the entire complex.

Once the tree had been filled in, it was used to flip problems into solutions.

#### **05.12.2017 7th Meeting - Casa Gavoglio civico 41- Via del Lagaccio**

The ULG members were asked to define actions for the reactivation of the ex Caserma in the medium term (3/5 years).

The meeting was divided into two sessions of about 45 minutes each:

the first session aimed to further define the challenge that was considered to be a priority to solve the challenge of medium-term reactivation on the basis of the problems identified at the last meeting:

- who is involved
- what impact can they have
- what state of facts do you want to go to subvert or incentivize
- what are the key factors or inhibitors

In the second session each one proposed possible actions in order to choose one or two actions to be defined in the objectives, identifying the actors and the possible modalities.

The proposals were discussed and then summarised on sheets that were hung on the blackboard:

- Digital or physical information platform on the general scenario
- Temporary re-use spaces in Piazza Italia
- Virtual or physical communication of the evolution of the construction site
- Related educational actions for children (6-14 years).
- Studying video/visual tools to describe well what happens to the former barracks (that is directed to different targets + WIFI connection in the square)
- InfoPoint
- Heterogeneous information: to children, young people, technicians.

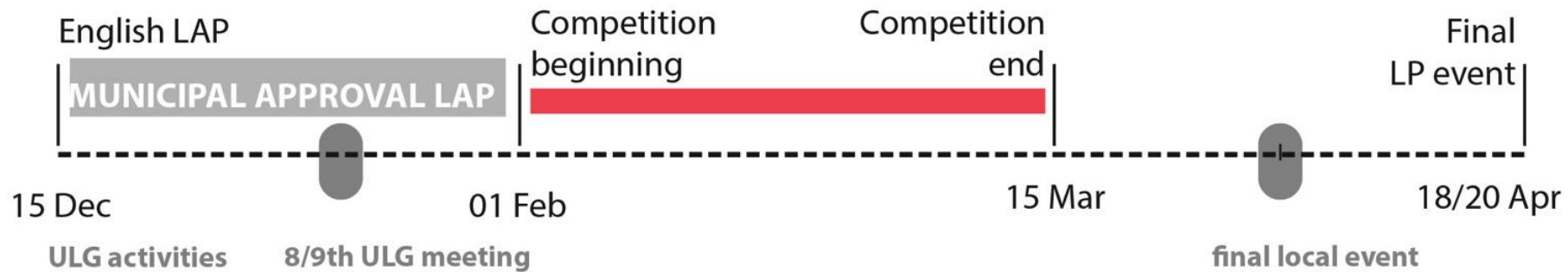
Then made with different outputs: video, contest, images, technical report, photos, public calls, crowd funding.

- Temporary use of spaces. Participatory round table between the Municipality, Town Hall, local associations, cities, etc. to bring out ideas, financing proposals, ways of democratic access to the use of the premises.

- "Meta - instrument" as agreements of immaterial collaboration on knowledge, information and events of temporary reuse (art, music, sociality, etc.) - involving the Municipality's participation office.

Activities previewed January/March 2018

8-9<sup>th</sup> meeting January about the review of the final version of the native tongue LAP and plans for the exhibition/competition



### Lessons learnt & Recommendations

The main lesson learnt is that starting with a Local Support Group from scratch is more efficient than inheriting a local group that was exploited in a long-term process. An active and pressing participation of citizens and neighbourhood can also unbalance the composition of the group and discourage the involvement of stakeholders belonging to other categories in the process.

If the process is led by another entity than the Municipality it is necessary to have a formal agreement for the coordination of the local group; in Genoa the Municipality has been participating with the official role of the ULG coordination, however they did not guarantee continuity to the process thus leaving the role to the University. A clearer and more continuous involvement of the Municipality would guarantee a more efficient process. In this sense the ULG coordinator should be directly funded.



## 7. General prospect dealing with vacant properties in Genoa

In the city of Genoa there are many abandoned properties. In most cases the empty buildings are a legacy of past industrial and economic activities linked to the port. Placed in strategic locations within the city, these are adjacent to the fabric that has been heavily urbanised since World War II. Vacant buildings are elements of break and have a negative impact on the context in which they occur. At the same time these sites present a great opportunity: a vacant building stands for empty, but it also means free, therefore full of opportunities. Abandoned buildings and especially abandoned industrial areas become great and unique opportunities for the city to activate the re-appropriation of space and placement of functions. The challenge for the city administration is to be able to exploit these spaces to improve the liveability of the city and the neighbourhoods in which they are found.

The goal of the administration is to reactivate the places that have been abandoned for years within the urban fabric. To do so the first objective is connection with the city, not only economic, but also cultural and social. The city administration has an overall plan for the recovery of the currently derelict and abandoned properties. The plan aims to link properties to the fundamental assets of the city, which are specifically: shipping, technology, research, tourism and culture. The local political agenda identifies a high priority in the will for redevelopment of derelict strategic areas placed within the city. The proof is the dialogue that was carried out between administration and local stakeholders (citizens, citizens' associations, NGOs, etc.) for the definition of development strategies for the areas.

Beside the actions and plans developed by the Municipality for vacant buildings the development is supported by a strong scientific community and university from the Architecture and design Departments across Italy.

In 2017 a policy about agreements between the Municipality of Genoa and civic associations on the use of abandoned buildings was launched.

After the urban planning masterplan was approved, in which large areas of the city as well as vacant building complexes were identified in search of a new identity and use, together with the pressing request from civil society for participation, Genoa decided in 2016 to define a strategic programme to enhance the community collaborative governance. The intention of the programme is to:

- look at urban space as a system of social relationship and capacity to combat its degradation,
- balance the development of the downtown area and the periphery,
- develop enhancement programmes for public space,
- commit to transparency and participation in the development of the public space,
- come up with new partnerships for the use of urban spaces, involving the civic sector.

One tool of the programme is to match the vacant buildings and sites (military barracks, civic centres, ancient salt warehouses, asylum for the insane, beaches and other kinds of spaces) with civic sector stakeholders (NGOs, cultural associations, entities from the non-profit sector, schools, informal groups, citizens) for

temporary use. In preparation of this a call for the public temporary use of the vacant buildings and sites is made, to which stakeholders of the civic sector can apply. The city determines which space is to be used by which civic sector stakeholder. The selected civic sector stakeholders sign a formal agreement with the city for the temporary use and management of a certain space in order to start the activities they applied for.

This tool is developed following the path of the city of Bologna that brought innovation in the Italian public sector, promoting key values such as collaboration, and responsibility in order to enhance urban public property.

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