

# THE CITY GATE

## LA PORTA DELLA CITTA

Cesena | Integrated Action Plan



## KAIRÓS, HERITAGE AS URBAN REGENERATION

**Kairós** is an URBACT Action Planning Network led by Mula (ES) and joined by Šibenik (HR) Ukmergė (LT) Cesena (IT) Heraklion (EL) Belene (BG) and Malbork (PL). It has focused on expanding the role of cultural heritage as a driver for sustainable urban development and regeneration. **Kairós** has worked at two levels. Locally, each network city has co-produced an Integrated Action Plan along with a group of selected stakeholders. Internationally, a learning and exchange itinerary was rolled out, including baseline study, thematic workshops, study visits and peer-reviews.

URBACT is a European programme promoting sustainable urban development. URBACT's mission is to enable cities to work together to develop solutions to major urban challenges, reaffirming their key role in facing increasingly complex societal changes.

**Kairós** is a word in ancient Greek meaning the right time for moving into action.

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# ABC of the Integrated Action Plan

## URBACT:

is a European exchange and learning programme financed by the Commission under its territorial cooperation goal as part of its programmes on interregional cooperation. The aim of the network is to stimulate innovation in urban regeneration by encouraging towns and cities to identify, transfer and disseminate good practice. In the 2014-20 programming period, the initiative continued as URBACT III, addressing four main goals: improving the capacity of cities to deliver sustainable urban policies, improving the design of urban policies, improving policy implementation in cities, building and sharing knowledge.

## SSA:

Small Scale Actions can be considered a sort of "test", to allow cities to prototype local solutions and reduce the risks for future actions identified in the IAP. Perhaps already tested in another city, they are actions that serve to verify the relevance, feasibility and added value of their implementation in the different local contexts. Small-scale actions are limited in time, scale and space and by their nature have the right to fail.

## peer review:

it is generally a procedure used by researchers for the selection of articles, proposed by members of the scientific community, performed by specialists in the sector (the so-called *referees*) to evaluate the content and determine if the work submitted to them is suitable for publication. Similarly, URBACT partner cities use this methodology to review and evaluate documents (e.g. IAP) produced by other cities in the network, with the aim of mutual support and learning.

## ULG:

acronym for URBACT Local Group, is a fundamental element of the URBACT program. Each partner of the URBACT network is required to set up a ULG that brings together the main local stakeholders in order to co-produce city strategies and action plans. The development of partnerships involving local authorities (including different departments within the local administration), beneficiaries/users, NGOs, public bodies, the private sector and civil society (citizens and inhabitants), has revealed a key component in the design and implementation of urban policies.



## IAP:

the Integrated Action Plan is drawn up during each URBACT program, through a participatory and transnational process. It is a tool that can be used to concretely respond to a political challenge, so each IAP is unique, in terms of local context, theme and coverage. There is no predefined model and each IAP is an important achievement in itself. It must guarantee an integrated approach, addressing the different dimensions of the problem (social, economic, physical and environmental); uses transnational networks for the exchange of knowledge; it is the result of a participatory process developed with the stakeholders involved in the URBACT Local Group.

## KAIRÓS:

is the name of the URBACT network focused on cultural heritage as an engine for sustainable urban development and regeneration. In ancient Greek, KAIRÓS means the right moment: this is the time to test an innovative policy framework, combining a solid integrated approach with a real purpose of transformation. To address this challenge, the KAIRÓS model pursues the correct assembly of five key dimensions: space, economy, social cohesion, attractiveness and governance.

## transnational networks:

URBACT enables European cities to collaborate to develop effective and sustainable responses to major urban challenges, reaffirming the key role they play in addressing increasingly complex social changes and encouraging cooperation through transnational exchange networks. The main beneficiaries are cities in the 28 EU Member States, Norway and Switzerland.



## peer learning:

in application of specific behavioural and didactic theories, *peer learning* takes place in learning communities, i.e. communities of practice where users can exchange information and knowledge among peers, producing mutual learning. This methodology is used in URBACT to conduct the work of the ULG and also of the transnational network involved in a project, such as Kairós.

## co-production:

There are different degrees of participation of communities and groups of people in the construction of urban projects and policies, going in a crescendo from information, to consultation, up to co-production. The use of co-production is considered the best guarantee for an integrated approach and increases the chances of successful implementation of these projects and / or policies, as the recipients of the same actively participated in their construction.

## Introduction by the Mayor

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*Cesena is a city where you live well, an inclusive city, lively and increasingly projected towards a European dimension.*

*A city strongly linked to its history and its testimonies – first of all the wonderful Malatesta Library, included in the UNESCO World Memories list – but, at the same time, capable of attracting and welcoming innovative companies and, for this reason, competitive in the international market.*

*A city where community relations are preserved and strengthened and where no one feels alone.*

*In recent years the Cesena community, although deeply marked by the gravity of the health emergency, has reacted to it, remaining united and demonstrating a strong sense of responsibility and solidarity.*

*The pandemic – which has certainly not dissipated the spirit of strong sociality and enterprise of the people of Cesena – has, however, partly changed their priorities.*

*A fundamental element now considered essential by every citizen is the improvement of the quality of public spaces, with particular attention to green spaces, urban woods and buildings intended as places at the service of the entire community.*

*Places and spaces connected to each other through a safe urban mobility network rich in services and, at the same time, places "close" to each citizen because they are perceived as "proper" and "useful" spaces by the formal and informal groups that populate, frequent and take care of them.*

*Then, the administration's choice was that the perimeter of public redevelopment interventions must necessarily include the entire municipal area in a design and a unified strategy that contemplates the city in the complexity of relationships animate it every day.*

*From this point of view, that is from the perspective of the richness of the unexpressed social interactions that could take place here, the station area is characterised by a high potential.*

*The area in front of the station is not only the "city gate" for Cesena and, therefore, the first image that is delivered to commuters and tourists who arrive here. It also represents a place of identity in the history of the city as it was formerly linked to the presence of the former Arrigoni factory, the first company for the transformation and marketing of agricultural products in the area, which then, after the strong expansion of the 1930s, moved elsewhere its own factories, leaving a large part of the current architectural and urban layout as a legacy.*

*Today, however, the spaces in front of the station are also the place where three of the most important schools in the city are located. A place now devoted to the training of our young people, who every morning flock from all over Cesena and neighbouring cities to those same spaces.*

*For this reason, precisely in relation to this area, through Kairós, we have decided to start a participatory path which, in highlighting the needs of the communities that frequent the spaces undergoing regeneration and in giving voice to the "visions" of the future of the same, knows how to intertwine and give concrete meaning to the design of interventions for the redevelopment of spaces*

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*and buildings, thus trying to transform the weaknesses of a "no man's land" into an opportunity for its rebirth that knows how to decline social inclusion in unison and economic attractiveness.*

*The goal was to invest in an area of our city of fundamental importance, being a real platform for the exchange of different means, which needs to be reviewed and reorganised also in consideration of its strategic position for the Cesena's inhabitants and for all those who arrive in the city, first of all students and workers.*

*There are numerous dynamics that are taking place and that will take place in the coming months and years in that portion of the city. First of all, there is the redevelopment of the square in front of the station.*

*The municipal administration has nominated and obtained an important national funding as part of the funds allocated by the European Union for the Next Generation EU program.*

*The project for the recovery of the railway station area, financed for 10 million euros, provides for the bus terminal to be moved to a new adjacent area and for the current yard to be recovered differently.*

*For this reason, a design competition for the whole area was launched in June 2022.*

*This path is in continuity with the redevelopment of the building of the former Le Fricò canteen, in which the CesenaLab business incubator and the Employment Centre will be located for a total amount of 2,300,000 euros, of which 800,000 Euros financed by the Emilia-Romagna Region, 750,000 Euros financed by the Regional Employment Agency and the remainder by the municipality.*

*For some years, then, the municipal administration had begun to intervene on the area, through the project "An Other Station" and "An Other Station 2.0", working on the urban decor, on the safety and on the lighting of some particularly problematic areas.*

*The Kairós project holds the reins of all these paths and, through the ULG, involves the interlocutors of the area in a participatory process, to collect the requests of the activities and people who live, work and transit in that area. The work done with Kairós has been fundamental for a whole series of ongoing paths in which the Administration is committed. First of all, the approval of the General Urban Plan of Cesena (PUG), which sees the station area as one of the strategic areas in which to go to act with a rethinking in terms of intended use and functions: many of the elements included in the PUG card of the station area they are derived precisely from the path taken within the Kairós ULG and from the inputs received from the stakeholders in the area, whom we thank for their active and proactive involvement.*

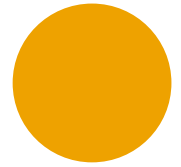


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*The station will increasingly become a place of "connections" of the city - not only with the historic centre, but also with the new university campus, where the Department of Psychology will be located in the next few years, and with the new sports facilities of Cesena Sport City, connected through a green infrastructure - but also an area of "mending" relationships: a "common place" in which students, commuter workers, travellers, families can simply "stop", regaining possession of their own spaces and times enjoying a new place in the service of the city. A place where everyone can find their own "Kairós".*

**Enzo Lattuca,**  
Mayor of Cesena





# PART I

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## A. CONTEXT AND PLANNING PROCESS



Photo by Michele Buda



# The urban context and definition of the problem

In the polycentric context of Romagna, made up of small-medium sized cities at a distance of about 20–30 Km along the historical routes of the Via Emilia and of the coast, Cesena ranks as **one of the centres at the service of the territory, characterised by a certain economic dynamism and in the offer of services to the territory** of its 15 Municipalities and also in a wider context<sup>1</sup>.

A city that has specialised, within this network, as an agro-industrial, cultural and health centre, also consolidating an important metalworking reality and the IT industry.

**In this integrated system of Romagna, one million inhabitants live and work within half an hour, of which almost one hundred thousand in Cesena.**

More in detail, in the period 2000–2019 the population of Cesena went from 90,321 to 97,038, with an increase of 7.43%, with two opposite movements: a decrease in the population of Italian citizenship of 1,023 units, and an increase of 7,740

units of the foreign one. The latter has grown rapidly over the last decade, going from 2.04% in 2000 to 9.88% in 2019<sup>2</sup>.

The people of Cesena have an average age of 45.8 years<sup>3</sup> (Italy 45.4) and, compared to the other areas of the network, have a lower birth rate, with a population level of 0–14 years lower than the other areas and that of 65 years and over is greater than in other areas (surpassed only by the Province of Ravenna). A significant figure is given precisely by **the old-age index, much higher than the national one**: for every 100 young people who are preparing to enter the world of work, there are 203 elderly people who leave it. The demographic analyses reported in the new PUG (General Urban Plan) estimate that the trend for the next few years will be one of a slower rate of decrease. **Even immigration, a fundamental element of the demographic development of the 2000s, has not been able to compensate for the negative natural balance in the last seven years.**

## An increasingly elderly population

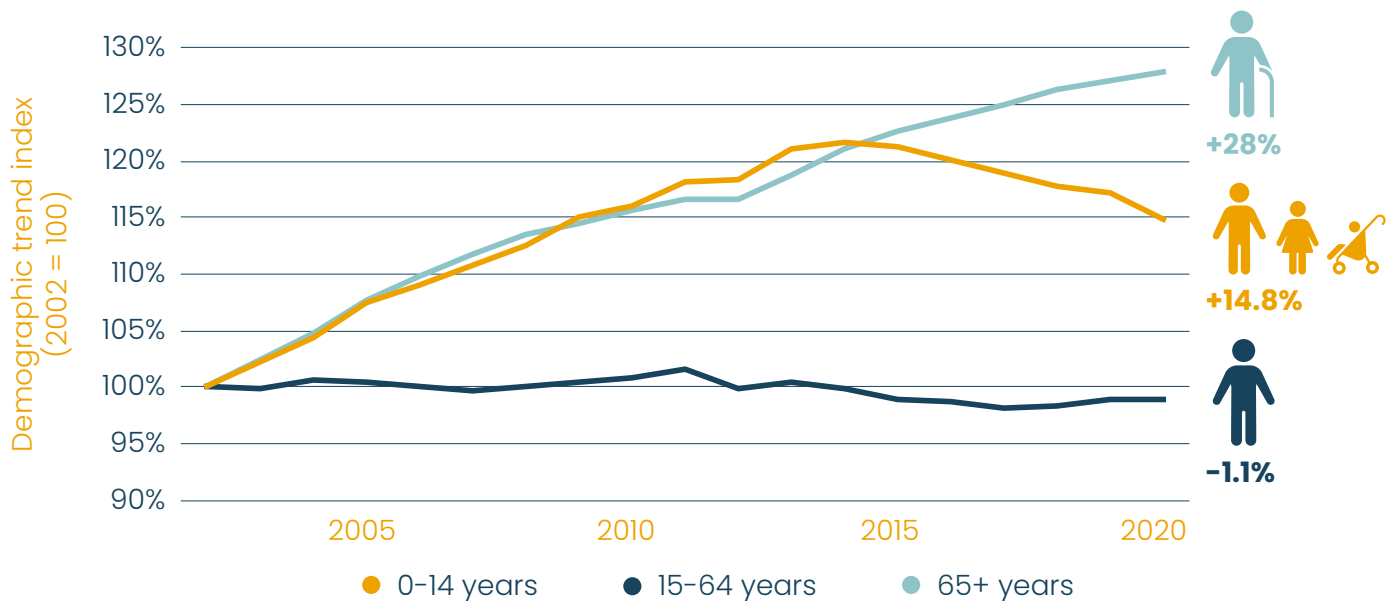


Image 1: infographics elaborated by Decisio for the PUMS

<sup>1</sup>Municipality of Cesena, PUG, 2022, Cognitive framework report of the territorial system

<sup>2</sup>Municipality of Cesena, PUG, 2022, Cognitive framework report of the socio-economic system

<sup>3</sup>data as of 31.12.2019

Thinking in socio-economic terms, it should be noted that in the last 7 years, moreover, **the number of families followed by social services has doubled, also as a direct consequence of the economic crisis.** From that moment on, especially families not previously known to services, such as those in which they lost their jobs or with problems related to parenting, have had access to support, an outcome largely related to the sharp increase in conflicting separations. Often these are also families who have recently settled in Cesena, with the promise of seasonal work in the agri-food and tourism sectors, often disregarded, bringing consequences of a social nature, given the structural fragility of these families, without natural networks of support.

On the other hand, however, Cesena boasts **a social fabric characterised by a high number of cultural, sporting and recreational associations**, whose work is very valuable for the community and for integrating the network of available services. For the municipal area alone, 92 voluntary associations, 32 social cooperatives and 111 social promotion associations are registered in the provincial register. However, even if in recent decades Cesena has had economic and social performances above the Italian average, with evident consequences in the workplace, lately the city has suffered the same difficulties present at national level.

Overall, a great quality of life can be highlighted in Cesena, as reported by a study by the *Censis* Foundation: a city on a human scale, with widespread economic solidity, well-being and entrepreneurship, in addition to the welcoming character of the inhabitants. A city "where it is

possible to concentrate on work, finding a counterpart to one's commitment to the existence of convivial relationships, a good chance to use services and meeting places"<sup>4</sup>.

In this urban and territorial context, **in recent years the municipal administration has promoted the creation of new cultural spaces and services at the service of the community**, to combine the enhancement of cultural heritage with training, learning and leisure needs. For this reason, interventions are designed to trigger economic development and social cohesion.

Very recent projects in the process of being built dot the urban centre: from the activities of the urban laboratory of Casa Bufalini (2019), as a space for innovation and training to increase citizens' digital skills, facilitate cultural enterprises and host coworking; the refurbishment of the third lot of the Malatestiana, with an extension of 1,000 square metres for new services and activities, where the construction of the new Archaeological Museum is also planned; up to the works for the new art gallery of the city at Palazzo Oir; the House of Music, which will be built in Palazzo Mazzini-Marinelli; the redevelopment of the Ridotto rooms of the Bonci theatre as a cultural space; without forgetting the turning point towards this cultural direction that began with the opening of the Grande Malatestiana in 2013<sup>5</sup>.

For these reasons and in this urban and territorial context, in recent years, **the Municipality of Cesena has developed policies and projects with an impact on urban regeneration and the enhancement of heritage, largely focused on the historic centre of the city, but increasingly**

<sup>4-5</sup> Municipality of Cesena, PUG, 2022, *Cognitive framework report of the socio-economic system*



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**extended to others parts of the city:** the Administration's projects also concern proximity services that target more urban areas and not just the centre: for example, the CON.TE.STO, which concerns the library network of the municipality of Cesena and includes events, workshops and various initiatives; Green City Cesena, experience of civic enterprise that enhances proposals from citizens, associations and businesses that intend to take care of the city's green areas, making them alive and lived through the organisation of initiatives, courses, workshops, meetings; the Community HUB in Borello neighbourhood, an experimental space born from the participatory path of the city library network CON.TE.STO., with the aim of promoting proximity services and thus allowing to reach the goal of the "City in 15 minutes", proposed as a new dimension of living.

**The priority now is to extend the vital energy of a revitalised urban centre to the surrounding urban areas.**

In particular, it is **important and strategic to promote an integrated and innovative urban regeneration process for the area surrounding the railway station.** The area is strongly characterised by the presence of the **tangible and intangible heritage of the former Arrigoni factory:** starting from 1920, the area was entirely occupied by the fruit and vegetable processing plant, which in the 1930s saw its maximum development, reaching approximately 5000 employees. The former Arrigoni became famous because many of his workers fought fascism

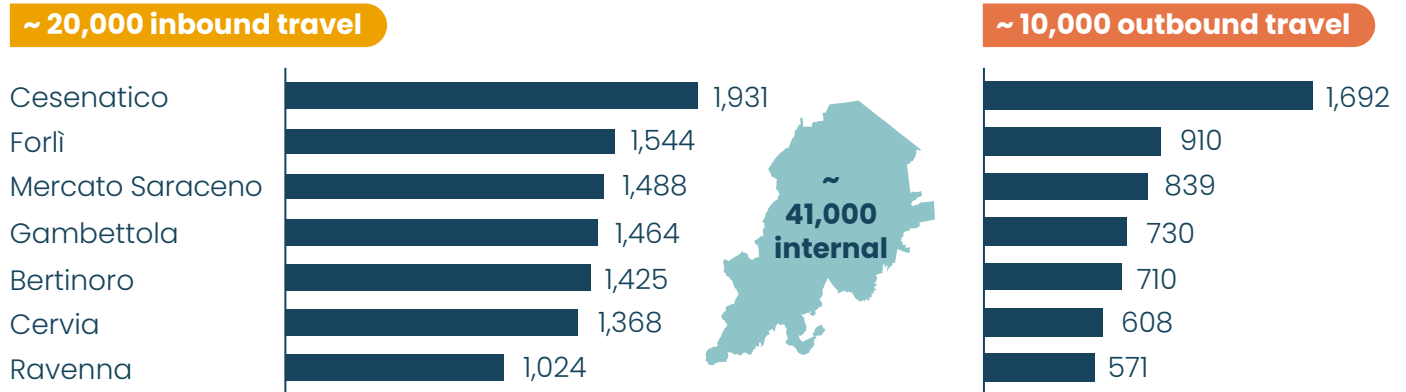
with strikes and sabotage, many were persecuted, sent to prison or killed, including the factory manager Giorgio Sanguinetti, after whom the square in front of the station is named. Between 1964 and 1967 the plant was moved to a more peripheral location, freeing up a large area, subsequently redeveloped in the 1980s, in which the city's high schools gradually settled. Today some buildings and one of the three chimneys of the former factory remain.

With regard to current uses, **there is a lack of quality public spaces in which to stop while waiting for the train and there is a lack of spaces specifically dedicated to the main users of the area** - mainly students - such as study rooms, internet cafes, places to meet.

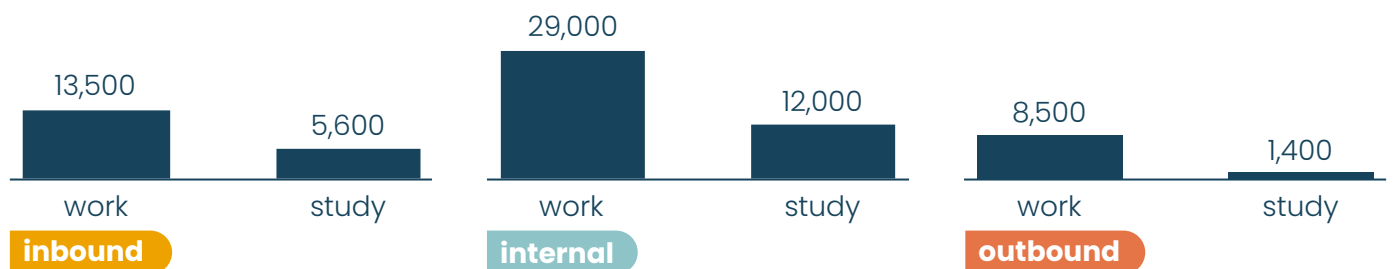
However, **this urban fragment has a high potential:** it is the main gateway to the city, from which to access the nearby historic centre, very close to a new residential (Novello neighbourhood) and to the new Cesena campus of the University of Bologna. The area also houses the faculty of psychology, which will be transferred to the new Campus, and the three city high schools: classical studies (Liceo Monti), scientific ones (Liceo Righi) and linguistic ones (Liceo Alpi); not far away we find the headquarters of three other schools: the "Leonardo da Vinci" Technical Institute of Surveyors, the Renato Serra Technical Commercial Institute and the Versari-Macrelli vocational school.

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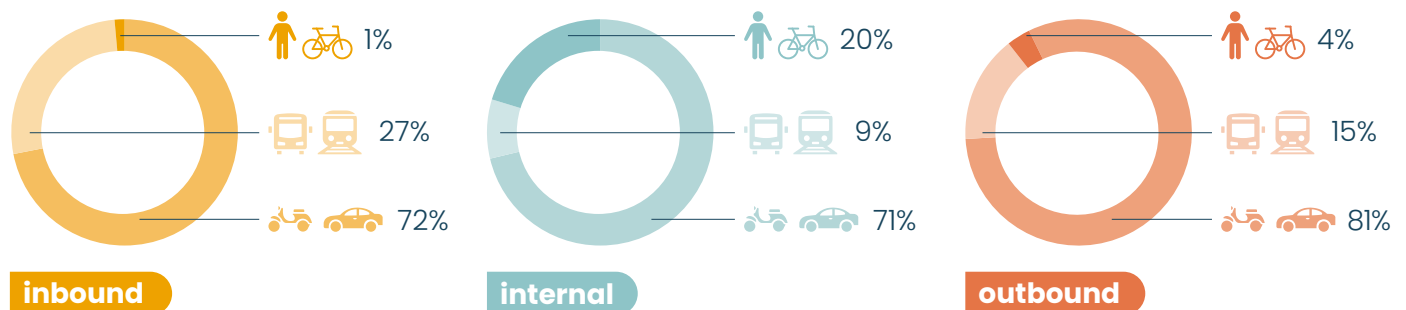
## Travels



## Reasons



## Means of transport



## Did you know that ...



**1 out of 2 commuters** travel during rush hour for less than **15 minutes**



**43%** of children are taken to school by car



The average distance of internal journeys is **3.5 km** which can be done by bike in 15 minutes



**1 out of 10 commuters** choose to travel by bicycle (higher than the regional average)



local public transport is mainly used for **school trips** and is competitive over distances greater than **10 km**

DATA SOURCE ISTAT

Image 2: infographics elaborated by Decisio for the PUMS

**A fundamental role in the area is now played by the stations – railway and bus – as well as by the areas equipped with public parking which place it as a place of passage, departures and arrivals.**

The data provided by the recent PUMS (Sustainable Urban Mobility Plan)<sup>6</sup> show that in Cesena there are about 70,000 systematic commuters / day, with a greater number of inbound journeys than outbound ones (it is a common mobility hub). Of these, 72% are for work and 28% for study (about 20,000). However, as much as 56% of the total takes place by car (67% if we take into account travel by car as a passenger), only 15% use public transport (urban and extra-urban, including the train) and 14% travel to an "active" way on foot (8%) and by bicycle (6%). As can be easily understood, 84% of private motorised mobility is used by those who travel for work (only 4% use public transport), while among those who travel for study, almost half use public transport (42%) or accompanied by car (30%)<sup>7</sup>. If on the one hand these data confirm the current frequentation of the heart of the area that revolves around the former Arrigoni factory by students of surrounding schools and universities, on the other they highlight the **need to promote among all types of commuters a new model of mobility, more sustainable and ecological**, as the PUMS itself points out.

In summary, therefore, **today the area presents itself as the ideal place in which to promote an organisation of spaces in a multifunctional and innovative way, through the enhancement and reuse of industrial heritage.**

To take up this challenge, Kairós represented an excellent opportunity to involve various actors operating in the area and jointly promote **a shared activation approach for urban regeneration**<sup>8</sup>.

Furthermore, its location makes it a hub of connection to the city: a place where the themes of mobility and intermodality are declined in all forms (local public transport, cycle networks and dedicated structures), through changes envisaged by the PUMS, which proposes new concepts of public space, capable of facilitating relationships between people, through sustainable mobility choices.

Analysing the portion of territory around the railway station from an urban and functional point of view, we can divide it into different areas:

1. a part to the north, occupied by the station building and its appurtenances and tracks that separate it from the Vigne district;
2. a central part which, starting from the square facing the station, extends southwards as far as via Emilia (viale Bovio), and includes a large system of voids, today essentially destined for bus terminus and car parks, interrupted by the presence of an ex-Arrigoni building, expression of industrial archeology abandoned from the mid-60s to the 80s, then partially occupied by a restaurant business until 2017 and by classrooms of the Department of Psychology, for which the transfer to the new Campus is expected in the coming years;
3. a part including the blocks on the eastern and western edges of the central area, characterised by the presence of mixed functions: residence, offices and small businesses, but also many rooms that are no longer used or underused;
4. an area currently free from construction, located upstream and downstream of the via Europa – known as "PRU<sup>9</sup> Europa" – as it has already been the subject of an urban redevelopment program, which has only been

<sup>6</sup> The PUMS is the Urban Planning Plan for Sustainable Mobility: "it is a strategic plan that aims to meet the varied demand for mobility of people and businesses in urban and peri-urban areas to improve the quality of life in cities. The PUMS integrates the other existing planning tools and follows principles of integration, participation, monitoring and evaluation"(ELTIS Guidelines, second edition, 2019, [eltis.org](http://eltis.org)).

<sup>7</sup> Municipality of Cesena, Urban Sustainable Mobility Plan, Plan Document – Update 2021 – 2030 Version 1.0 of 28/05/2021

<sup>8</sup> Rivas M. (2020), Kairós – Heritage as urban Regeneration. Baseline study. URBACT Programme.

<sup>9</sup> PRU is an Urban Recovery Program

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partially implemented. These are spaces once built and home to the storage of fruit and vegetables: "fruit warehouses" that dealt with the marketing of agricultural products, an activity of primary importance in the economy town until the early 90s. Their location near the station was strategic from a logistical point of view, as rail transport was privileged over road transport and each warehouse could take advantage of dead tracks, which allowed the loading of railway trains directly inside the aprons and the movement towards the freight yard. These are therefore urban gaps caused by the divestment of activities, following the structural evolution of the productive fabric not only at the local level.

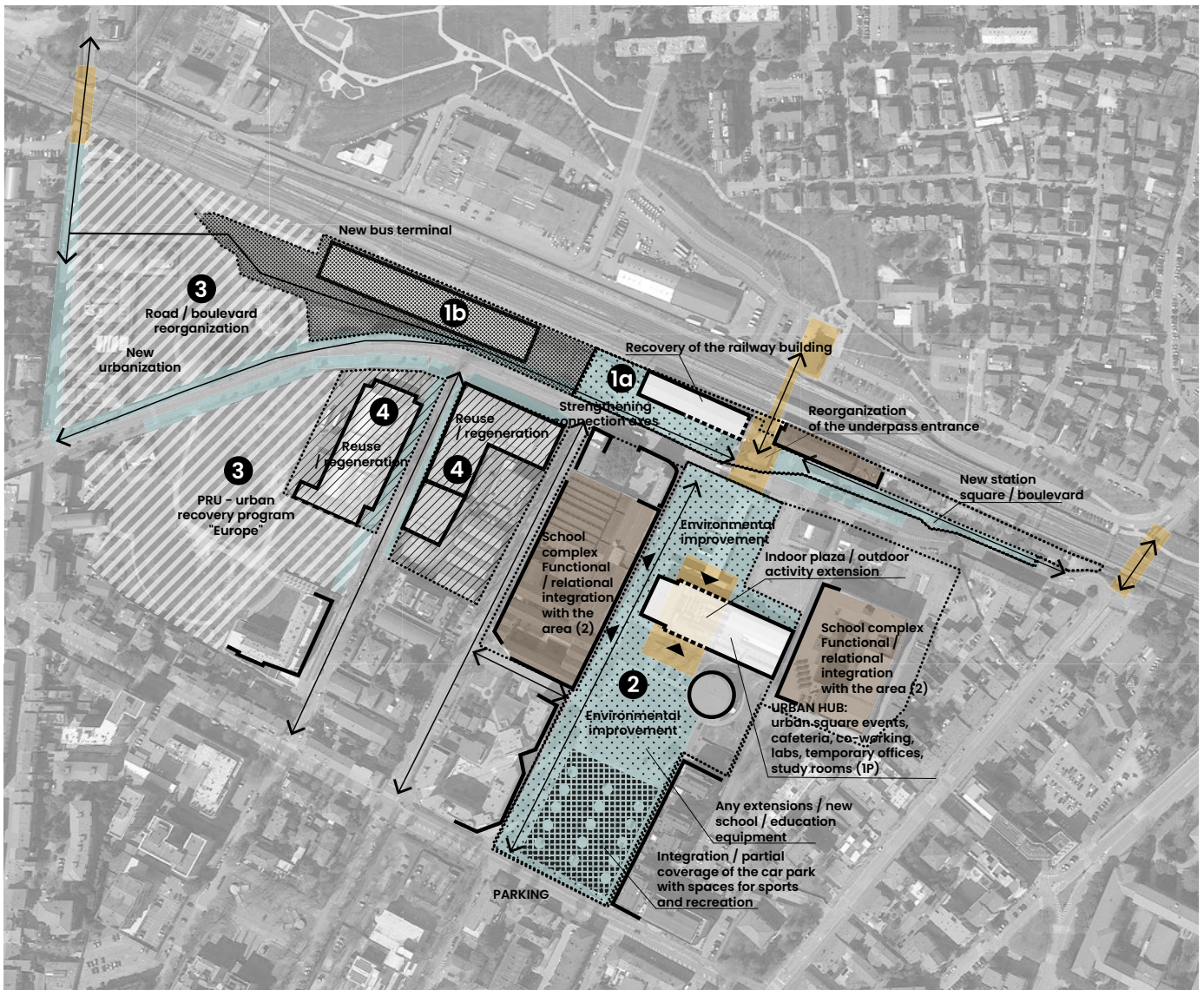
This subdivision into 4 areas was recently highlighted by the new Urban Plan of the City (PUG<sup>10</sup>), in which a specific form indicates the strategies and goals to be pursued for the eligible transformations. At the time of writing this document, the plan was adopted by a resolution of the City Council.

It is important to underline how **urban regeneration represents one of the 5 challenges of the PUG strategy, to be implemented also through the reuse of disused heritage**, in our case of an industrial type and located in a barycentric position of the area. As indicated in the PUG report: *"the Strategy, consistently with the new regional urban planning law, significantly limits the use of land consumption, and identifies large strategic areas in the city, with different levels of complexity and intervention: urban transformations must increase its attractiveness, the urban role and the qualification of the public city".*



<sup>10</sup> General Urban Plan: it is the planning and governance tool of the municipal area defined by the Regional Law No. 24 of 2017 of Emilia-Romagna.

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### STATION AREA - PRU (URBAN RECOVERY PROGRAM) EUROPE

- |  |   |  |  |
|--|---|--|--|
|  | Intervention areas                                      |  | Areas to regenerate  |
|  | Open space qualification                                |  | Buildings to be qualified with public / collective functions |
|  | Improvement of the crossing of access / entrance spaces |  | Parking area integration / mitigation                        |
|  | Environmental enhancement                               |  | Urban connections to be redeveloped                          |
|  | Buildings / areas of possible reuse or regeneration     |  | Buildings with public functions                              |
|  | Hypothesis of new bus terminal                          |  |  |

Image 3: PUG card on the station area

### What is the role of the Kairós project within such an articulated planning system?

Right from the start, the Integrated Action Plan (IAP) was intended by the Administration as a useful tool to zoom in on the station area and deepen its problems, starting with the involvement of the various stakeholders.

On the other hand, the pragmatic nature of the project's outcome, given by the identification of a list of feasible actions, made it **necessary to engage in constant dialogue with the existing projects in the area**. Dialogue is not always simple and immediate, precisely because of the strong concentration of interest and development of projects in the area and the extremely rapid fluidity of the design hypotheses, strongly influenced by the presence of several public and private subjects involved.

The working group clearly understood how the central part that follows the station-ex-Arrigoni-Via Emilia axis represents a strategic spatial area for the city, which constitutes an important access to the city, thanks to the presence of the main means of local and national transport, of public transport and its configuration perpendicular to the railway, reaching towards the historic centre. Furthermore, the presence of three high schools around the square in front of the station, as well as another group of high schools in the eastern area and the proximity to the university, partly characterise the area for the presence of students and cultural activities. Despite this, **the different open spaces which should play a connective role between these buildings for public use and the residential areas, instead represent voids without particular physical connotations and functions of their own**. Alongside the general poor quality of buildings, streets and squares, degradation phenomena, including social ones, are triggered in the interstices of less frequented places, generating a sense of insecurity and increasing the scarce propensity to use these spaces.

Overall, **the station area is frequented by different types of inhabitants, closed in their spe-**

**cific specialisations, times and ways of using the space**: high school employees and students in the morning; travellers who quickly cross space to go elsewhere; shop-goers, mostly run by resident foreigners; those who attend university for study or work; operators and visitors of the day centre.

From this analysis emerges the greatest challenge to be put in place: **it is necessary to highlight the great potential of this area, to activate them as engines of regeneration of the territory**.

If from the point of view of spaces the presence of the industrial heritage, the station and the squares can be an excellent "container", it is necessary that the different social groups that use these spaces can take an active role and collaborate to imagine solutions capable of presiding over constantly the territory, eliminating the phenomena of decay and the consequent perception of precariousness.

From these observations and awareness, **the work of the Kairós group considered it essential to focus first of all on relational actions and on practices of use of spaces, to experience the triggering of a process of regeneration of the area**. The URBACT program offers precisely this possibility: we do not have so many economies to intervene on the modification of spaces, but rather an excellent opportunity for collective learning, to understand which tools to activate, which collaborations and with what methods.

This approach did not seem like a limit to us, because the URBACT tool was not used in isolation, but integrated as much as possible with a series of urban planning and financing tools capable of intervening on the design and modification of spaces (see bus station projects, ex-Fricò redevelopment, velostation, as well as programming tools such as the PUG or the PUMS). In summary, we could say that **if the modification and redevelopment of spaces is the "hardware" part of the regeneration, with the actions contained in this Plan we have decided to work collaboratively on the "software" part**.



# Kairós as a collective and collaborative learning process

In this sense we can frame Kairós precisely as a tool that has allowed the start of a collective and collaborative learning process, on several levels.

First of all, at the institutional level, since **more projects of the Administration are concentrated on the area in question**, managed by different sectors: Government of the territory, Youth Policies with the "Youth Project", Public Works, Environment and Mobility, Municipal Police and by external public companies such as "ASP", the Human Services Company. The formation and management of a common table and the involvement of local stakeholders have allowed an overall vision, the sharing of a strategy and have stimulated planning coherent with the strategic guidelines of the administration and shared with the stakeholders. How?

Kairós developed the following two phases: phase 1 (September 19 - February 20) and phase 2 (May 20 - May 22, extended to August 22). Co-ordinator of the project is the Municipality of Mula (ES) which, together with the Municipality of Cesena, worked with the other 5 partners: Municipality of Belene (BG); Municipality of Heraklion (EL); Municipality of Šibenik (HR); Municipality of Malbork (Poland); District municipality of Ukmerge (LT). During the first phase, each partner prepared an initial state of play report, included in the project baseline study, which describes the local situation and the needs of the territories of the individual cities involved. In the second phase, the goal was, instead, to develop the Integrated Action Plan, through the transnational exchange of good practices and the strengthening of local relations. To set up the work that involves the various stakeholders in phase 2, the Municipality of Cesena started from the network of contacts already activated in phase 1, by implementing the table with other bodies and organisations. The choice of new subjects to involve at the work

table concerned, on the one hand, those who currently use the spaces, even in transit (high schools, CILS - a social cooperative that manages social activities in some premises in the area -, businesses, associations, universities); on the other, it involved various employees of the municipal administration already identified as referents for as many ongoing projects. The URBACT methodology, based on exchange and mutual learning, provided the operational framework for setting up the work with the group; the meetings, which began in February 2020, continued until April 2021, following a road map drawn up locally by each partner city, but in close relationship with the calendar of transnational thematic meetings.

## Thematic discussions, between local and transnational meetings

Since the Kairós project is founded on 5 pillars - space, economy, attractiveness, social cohesion and governance - aimed at highlighting the multidimensional approach of urban regeneration, each of them has been deepened at the partnership level in dedicated workshops.

The timing of the meetings of the working table of the Cesena group respected the sequence of these meetings, which always took place downstream of each transnational workshop, with the aim of declining together on a local scale the most significant contents discussed and learned in each workshop. Moreover, the coordinator of the ULG table has often played the role of discussant, facilitator or speaker in the various transnational meetings, thus allowing to make known the methods of approach to the various themes and the progressive results achieved.

## THE CITY GATE

The workshops were an opportunity to broaden the horizons of each partner, going beyond the individual local problems and dealing with numerous guests and international scholars. Although the limitations due to the pandemic have not made these face-to-face meetings possible, they have always been rather participatory, although at the local level we have not been able to involve our stakeholders. Probably the working language in English, combined with the online use only, without the opportunity of travelling and visiting different realities live, have put a considerable brake, which we tried to overcome precisely in the meetings of the work table in Cesena, reporting the most interesting elements learned with respect to the issues under discussion in Cesena.



From February 2021 to April 2022 the local working group (ULG) met 8 times in plenary, of which only 2 in presence, in addition to numerous individual meetings carried out with the coordinator, to discuss more in depth on individual issues that emerged during the collective meetings. This continuous interweaving between plenaries and dedicated meetings has contributed not only to keeping the exchange and relationship process alive over time, but also to compensating for the evident deprivations of physical relationality caused by the pandemic. The first meeting, launch and presentation of the project, was the most attended in terms of attendance with about 30 people, and then settled on an average of 16-20 participants, representatives of as many groups, municipal offices and local realities, who they are kept active and proactive throughout the process of reflection and collective proposal of the actions to be included in this Plan. These numbers fully reflect the approach of this type of programs, which have as their goal the co-production of results, developing with consistent collective work, unlike participatory approaches more linked to listening and collecting requests, which may include therefore more significant numbers of participants.

The communication of the entire collective path took place both via mailing list, including all the guests invited to participate in the table (about 50 subjects) at each update, and with constant updates and reports of the meetings published on the Municipality website, on the [dedicated page](#). Right from the start, the goal of the work was clarified and shared: co-producing the Integrated Action Plan with the participants at the table, capable of responding to a specific urban question, through an equally precise shared vision.



## THE CITY GATE

**Each integrated action plan is the result of a unique and contextualised work, therefore it is different in any city and working group.** Accordingly, there is no model to follow, but an approach to be applied to the growth of the working group: listening and sharing, mutual learning,

co-production of contents. The plan, moreover, rather than constituting a final point of arrival, is rather a starting point, a concrete framework of the "to be done", to be achieved through the partnerships – consolidated and new – developed throughout the period of meetings of the group.

### Cesena ULG

#### MUNICIPAL DEPARTMENTS

- Urban planning
- European Policies and Funds
- Public building
- Youth (Schools and Universities)
- Mobility and transport
- Culture (Festival-Events)
- Social Services (Social mediation)
- Police (Urban security)
- Community Participation and Neighbourhood
- CEAS (Centre for Environmental Sustainability)

#### REGIONAL STAKEHOLDERS

- ArtER – Regional Innovation Agency

#### STAKEHOLDERS LINKED TO THE PILOT AREA

- Cesena Lab (Municipal Start-up incubator)
- Architecture University
- Psychology University Department
- 4 High Schools
- Ass. Il Pellicano (aggregation center for students)
- CILS (laboratory for disabled people)
- Trade associations
- ASP (Human Services Company)
- Rent foundation
- Alchemico Tre (Cultural association)

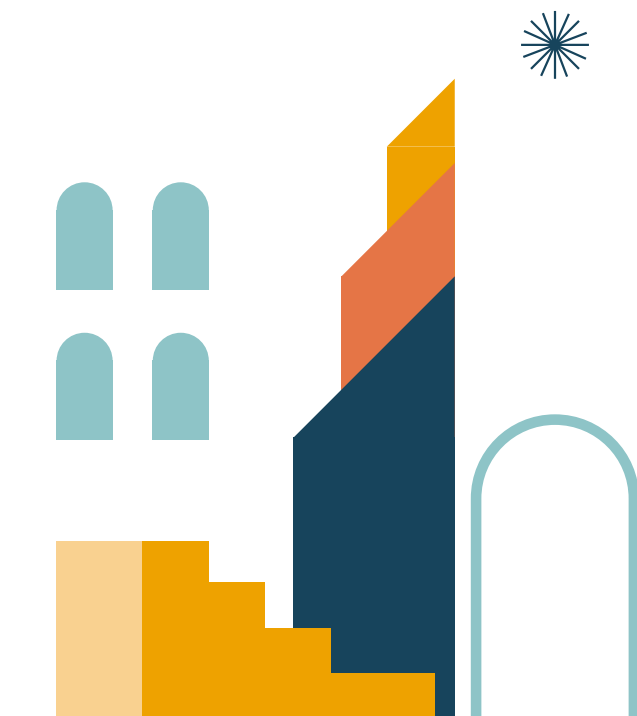


Image 4: composition of the ULG working group

A group that managed to be proactive and network, despite the online meetings that did not make it possible to have all those ingredients that generally make it easier to get to know each other and to cooperate: digression, chatter, distraction, overstepping of time, having a coffee together ...

**The ULG group discussed various themes that characterise the area**, following the thematic discussion identified in the 5 pillars that structure the contents of the Kairós project.

The theme of **space** was fundamental for setting up the collective work and understanding the urban context of reference and was not only at the centre of the dedicated meeting, but it was the constant background of all the meetings, culminating in a meeting-inspection which took place in the November '21, when the sanitary conditions finally allowed it. Thus the group was put in a position to assume full knowledge of the key locations in the strategy of the new urban plan and the sustainable mobility plan being drawn up in the same period and an awareness of more precise projects, such as those relating to the new bus station and the redevelopment of the public building in the centre of the area, known as ex-Fricò. Another topic investigated, the **local economies**, saw as protagonists the representatives of the municipal offices and trade associations, to think together both on the redevelopment project of the ex-Fricò spaces which provides for the establishment of CesenaLab and the Centre for Employment, now active in other areas of the city, both on different types of commercial and professional activities. The theme of **attractiveness** was declined, more than in terms of city branding, as a tool for strengthening and sharing a specific local identity, as also set out in the transnational workshop. Working together on sharing the history of the area in its identity evolution up to the current situation, we wondered how this historically

founded basis can stimulate a contemporary vision of identity, in the first instance, and then subsequently of the attractiveness of the area

**Social cohesion** was perceived by all participants as a key ingredient in which to invest in the area. The reflection on this theme therefore also coincided with the beginning of the work of synthesis of all the analyses conducted up to that moment, to begin to collect the ideas discussed and synthesise them in a vision on which to set up the Plan. From this vision, the first proposals of the stakeholders began to take the form of concrete actions.

The urban challenge from which to derive a shared vision as an answer to the problems to be solved was outlined starting from this moment: a large part of the meeting was dedicated to describing and collaboratively writing this challenge. The group was stimulated to propose a first list of actions to do, starting with the themes of the 5 pillars (spaces, economy, attractiveness, social cohesion and governance).

This information formed the first core of this plan, which was immediately presented at the transnational meeting with all project partners. This meeting, in fact, provided for a peer review in which there was a mutual reading and comments by all the partners, in order to have the double result of learning from each other from the respective plans being drawn up, and have concrete help in identifying the strengths and weaknesses of each IAP, so that it can be improved.

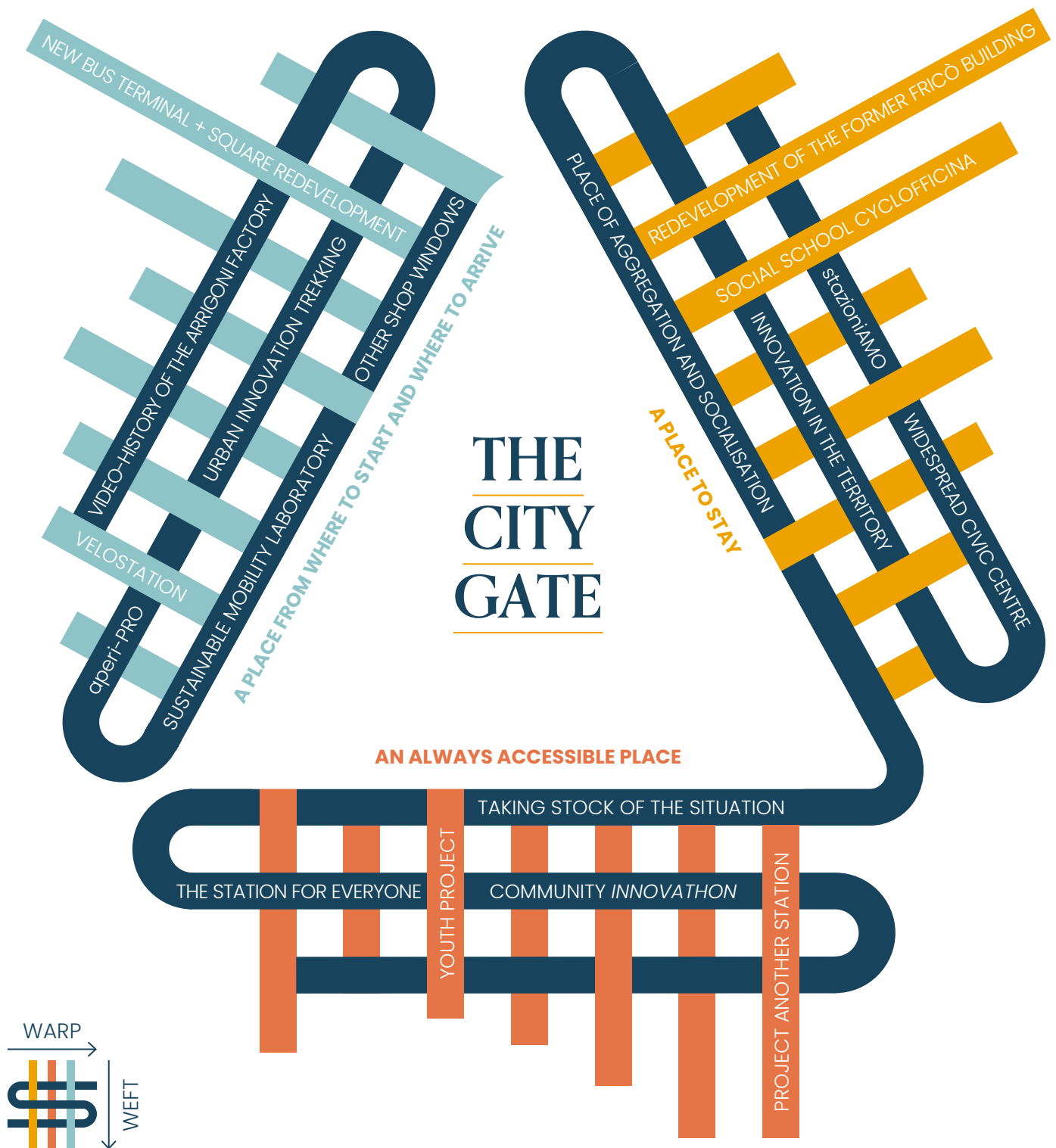
Immediately after this peer review meeting, held in Cesena, the ULG met on the street: starting with an inspection in the ex-Fricò building, accompanied by municipal technicians who opened it for the occasion, the group then walked through the station area, to discuss observing the different aspects on which to intervene, through the actions described below (see part II, Action Plan).





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At this point, thanks to both the peer review and many one-to-one meetings, we arrived at the next meeting in plenary to better define the first draft of actions, organised into 3 subgroups which correspond to 3 specific goals to be achieved.



Continuing the individual meetings with the various proposing subjects, the writing of the actions arrived at the final definition, shared with everyone during the last plenary (April 22), finally in attendance: the set of 12 actions ready and printed, with some details and possible further collaborations have been developed.

**The co-production of actions thus found its synthesis as described in this document.**

A starting point, rather than an arrival point: from this moment, the actors involved in the writing are ready to go to carry out each of the individual actions.

One of the successes of the path, in fact, was to understand and learn together how to start intervening in the area starting from the practical actions that each stakeholder can already put into play, in order to activate or strengthen practices of use of spaces, existing or future ones. Thus truly triggering a process of urban regeneration, which integrates different dimensions with the physical one of the city.

In fact, imagining a metaphorical comparison with the concept of urban fabric, commonly used to describe homogeneous portions of the city as regards the functional, morphological and environmental characteristics, we can

think in terms of **collaborative fabric for urban regeneration**, of which the planning of the local administration (in progress and under construction) constitute the **weft**, while the “connective” actions proposed (and taken up again) by the local stakeholders weave its **warp**.

It goes without saying that this approach implies a precise coordination of vision and action, aimed at achieving the necessary results. In this sense, **the Plan was set up precisely following a fabric formed by the texture given by the many planning interventions of the public body, to which the 12 actions proposed by the stakeholders within the URBACT-Kairós process were intertwined.**

Once again we underline that **this fabric could not have been obtained without a collective and collaborative learning path**: municipal offices and stakeholders have continuously exchanged knowledge, information and points of view, in the course of more than one year of work to many hands, reaching to the **collaborative writing** of this plan, elaborated thanks to the exchanges that took place and, why not, to the digital advantages of our meetings, which saw several participants writing simultaneously on the same document in the “cloud”!

# Vision and focus

If the challenge to be put in place is to reveal the great potential of this area, to activate them as engines of regeneration of the territory, how to act in a coordinated manner in this direction?

Aware that from the point of view of spaces, the presence of the industrial heritage, the station and the squares can be an excellent "container", the ULG has found it necessary that the different social groups using these spaces can take an active role and collaborate - with each other and with the municipal administration - to imagine solutions capable of constantly guar-

ding the territory, eliminating the phenomena of decay and the consequent perception of precariousness.

The **general goal** of the Integrated Action Plan is, therefore, to use the heritage of material resources (industrial archeology and surrounding spaces, mobility infrastructures) and intangible ones (people, formal and informal groups, bodies and organisations using the area of the station) to put them into a system, in order to transform the area in terms of safety, accessibility, attractiveness, socio-economic development.



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A goal that wants **to focus on the memory of this portion of the city, for the productive and therefore economic-social role it had in the recent past, the awareness of which should act as a driving force for new economies in historical continuity.**

From these premises, a clear vision of the **specific goals** to be pursued emerges, which see the station area as:

### A PLACE FROM WHERE TO START AND WHERE TO ARRIVE.

It is necessary that the station and the surrounding area are enhanced and therefore immediately perceived as an access door, also capable of orienting towards the rest of the city, from a spatial and mobility network point of view, but also from a social and cultural point of view;

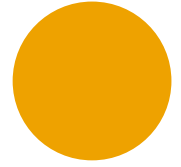
### A PLACE TO STAY.

The presence of large open spaces and public buildings of cultural value must attract and support a series of activities that make the territory a place not only for transit, but also where it is pleasant to be;

### AN ALWAYS ACCESSIBLE PLACE.

The renewed identity of the city gate, in which it is also pleasant to stop, must be characterised as an "always open" place. It will be necessary to imagine a mix of interconnected functions that make the various spaces accessible to different social groups and at different times of the day, week and year.





# PART II

## B. ACTION PLAN



Photo by Michele Buda



## Goals and actions: weft and warp

The set of actions of the Plan is organised according to the 3 specific goals, also recalling the 5 pillars of Kairós, and is composed according to the warp and weft structure, as highlighted in the summary table below. The strategy of intervening alongside the most important projects of the municipal administration (from a spatial and economic point of view), in place or already planned, wants to favour the development of relationships and practices of use of spaces.

**A first group of actions (goal 1)** was identified to underline the **role of orientation to the city that the area has**. This is why we want to act by combining the recovery of the historical memory of industrial heritage with the encouragement of networking between innovative companies; the promotion of soft mobility with greater visibility of the various social realities of the area, through the involvement of small businesses in the area. Actions to expand and consolidate local networks, to foster mutual knowledge also for travellers and city users of the city who cross the area on a daily basis. This “warp” of actions is intertwined on a web of important municipal projects to redefine the area as a gateway to the city: the new bus terminal which, moving from the square on the opposite side of the road next to the west side of the station building, frees up a central space, around which the station building, the former Fricò and the two high schools overlook, becoming the subject of a new design to redevelop the spaces. To complete the intermodality rearrangement picture, the velostation will also take up space in the area.

**A second group of actions (goal 2)** wants to bring attention to **the need to innovate the practices of use of these spaces, to modify the often negative imaginary of the**

**area** and bring a new habit of frequenting it. How? Through the promotion of events and temporary uses in its open spaces, in networking different local realities with schools, in order to give students new spaces and the possibility of attending them beyond school hours, also encouraging exhibition activities, seminars and training for citizens and students, thanks to the support of CesenaLab, which can thus prepare new fields of action in view of its next transfer to the former Fricò building. Once again, while waiting for the new spaces, we can act to strengthen relationships and coordinate to share spaces and activities. The plot of administration projects on which these actions are intertwined concern precisely the redevelopment of the former Fricò building and more generally the new layout of the area, starting from the strategic scheme indicated in the PUG (general urban plan). In addition, there is also an approach at a micro level to promote the opening of new spaces, in collaboration with educational institutions, such as the social school bike co-op<sup>11</sup> in *viale della Resistenza*, the outcome of the infrastructural works to support the integrated “cambiamomarcia” project. This experience can serve as a model for a new mode of cooperation between schools and the Municipality, to encourage the permanence of students in the neighbourhood and also network them with citizens and other local realities.

**A third group of actions (goal 3)** wants **to make this place always accessible, by relating safety and imagination**.

On the one hand, therefore, it encourages cooperation and coordination between those involved in guaranteeing the safety of the area, contrasting and offering alternatives to the widespread phenomena of degradation; from another it works precisely on the construction of new imaginaries, contrasting the negative ones with creative

<sup>11</sup> A bicycle cooperative in Italy is called “ciclofficina” and is a bicycle non-profit workshop

## THE CITY GATE

activities and knowledge between subjects. An ambition that is anything but simple to achieve and for this reason also supported by the activation of a permanent table, which maintains and renews the contacts and networks between the various stakeholders, welcomes new ones, keeps the attention on planned actions alive, realises them and imagines new ones.

This warp of actions is intertwined on a web of municipal projects also related to safety and imagination: with the urban security project "Another station" and the set of interventions and coordinated actions to support and to promote active participation among the young people of Cesena in all aspects of the life of the community, called the "Youth Project".

## Summary table











	n.	WHAT (action in the plan)	WHO (promoters, bodies, stakeholders)	WHERE (location of the action)	HOW (funding and resourcing)	WHEN (timing of realisation)	Kairós' pillar/s	
GOAL 1: A PLACE THAT GUIDES ENTRY AND EXIT FROM THE CITY								
WEFT	a.	new bus terminal + square redevelopment	Municipality	bus station, K. Marx square	call for Next Generation EU-PNRR 10mil €	award of works to the contractor by July 2023 and completion of works by March 2026	<div></div>	<div></div>
	b.	velostation	Municipality, Memorandum of Understanding with RFI (Italian railways network)	disused goods warehouse owned by the Italian railway network	municipal budget: € 500,000	approved agreement for loan for use of property owned by RFI for 15 years; redevelopment works entrusted to RFI	<div></div>	<div></div>
WARP	1.	urban innovation trekking	IAT + ART-ER	city route starting from the station area	hours of IAT and ART-ER personal service	in conjunction with events that have possible relations with the themes of innovation. For example, a first trek could be during the "Researchers' Night" event, at the end of September 2022	<div></div>	
	2.	video-history of the Arrigoni factory	Alchemico tre APS	video	Municipality	March-May 2022	<div></div>	
	3.	sustainable mobility laboratory	architecture department, University of Bologna	between the station and the university campus	Next Generation EU-PNRR funds on the station area; other funds linked to initiatives on sustainable mobility	May-June 2023 and September 2023	<div></div>	
	4.	other shop windows	CILS + Rete di Mediazione	shops around the station	man-hours to be devoted to the activities of CILS and Rete di Mediazione (Mediation Network)	contacts from May 2022, carry out the action by the end of 2022	<div></div>	
	5.	aperi-PRO	CNA + Cesenalab	in the current Cesenalab premises (and later ex-Fricò)	man-hours to be devoted to the activities of cesenaLab and CNA	calendar of meetings from September 2022	<div></div>	

● spaces    ● economimies    ● attractiveness    ● social cohesion    ● governance










## THE CITY GATE

### GOAL 2: A PLACE TO STAY

WEFT	a.	<b>redevelopment of the former Fricò building</b>	Municipality	entire ex-Fricò building	€ 2.3 million (Region 800,000 + 750,000 Regional Employment Agency)	approved preliminary project December 2021		
	b.	<b>social school ciclofficina</b>	Municipality + school	Viale della Resistenza middle school	#cambiamomarcia: integrated project of the Municipalities of Cesena and Cesenatico, co-financed by the Ministry of the Environment and the Protection of the Territory and the Sea	inaugurated September 2020		
WARP	1.	<b>place of aggregation and socialisation</b>	CILS, Municipality "Youth project"	Ciacaré space	Municipal Budget	from April 22, experimentation until December 22		
	2.	<b>innovation in the territory</b>	CesenaLab	in the current spaces of CesenaLab (and later in the ex-Fricò)	hours-man in the CesenaLab services sector and Chamber of Commerce funds	school year and academic year 2022-23		
	3.	<b>stazioniAMO</b>	Department of Architecture and Municipality	public spaces in the station area	Municipality of Cesena, ERDF funds, Interreg Europe	from May to September 2022 and then organisation of events to follow in the school year 2022-23		
	4.	<b>widespread civic centre</b>	schools in the area	area of the station, places of culture and sport on the net	Ministry of Education, Emilia Romagna Region, Municipality, European Funds	starting from the school year 2022-23		

### GOAL 3: AN ALWAYS ACCESSIBLE PLACE

WEFT	a.	<b>progetto Giovani (Youth project)</b>	Municipality	Station area, mainly inside the Ciacaré garrison and on the road, in direct contact with the children	Regional funding and municipal budget	Street education from March 2022; Ciacaré space opening: May 2022		
	b.	<b>progetto Un'altra stazione (1 e 2) (project Another station, 1 and 2)</b>	Municipality + Region	zona antistante la stazione ferroviaria di Cesena e l'area sul retro della stessa (quartiere Vigne), incluso parcheggio sottostante il Liceo Monti	funding from the Emilia-Romagna Region	since 2019		
WARP	1.	<b>the station for everyone</b>	Rete di Mediazione Comunitaria (Community Mediation Network) and Local Police	station area, the "cube" and adjacent school buildings	regional calls, man-hours of the Local Police and other organisations	experimentation school year 2022-23		
	2.	<b>community innovathon</b>	ART-ER, Alchemico tre	Ciacaré space	ART-ER participation not onerous (hours-man)	September-October 2022		
	3.	<b>taking stock of the situation</b>	Municipality	to be defined on the basis of the calendar and themes of the meeting	municipal budget	from October 2022, with quarterly or four-monthly meetings		

## Fiches of the 12 actions

### GOAL 1: A PLACE THAT GUIDES ENTRY AND EXIT FROM THE CITY

#### 1. urban innovation trekking

Walking, observing, learning: urban trekking can be a good way to meet new people and the city you have lived in, since always or if you have just moved to study or work. Why not do it just to get to know the most innovative production companies in the area?

The action involves the design and construction of a path capable of leading citizens, experts and non-experts, to the places of innovation and research in Cesena, with particular attention to the station area. Then from the city centre, with the Bufalini house and CesenaLab, we will move towards the Campus, the technopole and the spaces of the former Arrigoni, destined to become a new centre of city innovation, in close relationship with the access to the city.

ACTIVITIES	EXPECTED RESULTS
<ul style="list-style-type: none"> <li>• route planning</li> <li>• involvement and networking of various innovative realities in the area</li> <li>• route scheduling simultaneously with other city events</li> <li>• inclusion of the route in the city tourist offer in dedicated portals (e.g. <a href="http://ipercorsidelsavio.it">ipercorsidelsavio.it</a>)</li> </ul>	<ul style="list-style-type: none"> <li>• to make known the innovative realities of the city</li> <li>• networking between these realities and interested citizens / entrepreneurs</li> <li>• change the negative imagery of the station area, focusing the path on the enhancement of the industrial heritage, reconverted into contemporary and innovative terms</li> </ul>

**LEADER ORGANISATIONS:** IAT (information office and tourist reception), in partnership with ART-ER (Territory Research Attractiveness, Emilia-Romagna Consortium Society)

**INVOLVED STAKEHOLDERS:** Cesenalab, University, Casa Bufalini Open Laboratory, Tecnopolo, European Projects Office Municipality of Cesena

**WHEN:** in conjunction with events that have possible relations with the themes of innovation. For example, a first trek could be during the "Researchers' Night" event, at the end of September '22. Furthermore, by giving a different theme each time to the trekking in the places of innovation, it is possible to attract the interest of specific interlocutors.

**LOCATION:** city route starting from the station area.

**SOURCES OF FUNDING:** achievable within the IAT and ART-ER personal service hours.

#### EXAMPLES / BEST PRACTICES:

- neighborhood walks of the Bologna Urban Innovation Foundation
- In loco (On the spot) of Spazi Indecisi
- Forliviamo: it is also a way to involve foreigners, they want to replicate the project also in the other cities of the region; if you want the trek you can also do everything in English



## 2. video-history of the Arrigoni factory

When you exit the Cesena station, you are faced with a square and some apparently anonymous buildings. Instead, if you look closely and enter the square, you can see through the use of digital means, animation and the contamination of contemporary languages, a chimney capable of recalling a dense and prosperous productive past. In the 1930s Arrigoni became the most important food factory in the area, with about 5000 employees, also known for strikes, sabotage and libertarian propaganda against fascism. Contemporary visual languages will be a powerful means to help change the negative and apparently historyless imaginary of the area.

ACTIVITIES	EXPECTED RESULTS
<ul style="list-style-type: none"> <li>historical research</li> <li>vintage video acquisition from the Istituto Luce</li> <li>interviews with experts and scholars of the area</li> <li>video production and editing</li> <li>screenings (temporary during specific events and permanent on web pages)</li> </ul>	<ul style="list-style-type: none"> <li>knowledge of the history of the area by young people and new residents</li> <li>diffusion of the video in online platforms of the Municipality of Cesena and Alchemico Tre (Youtube, Instagram, Facebook and web pages)</li> <li>projection of the video on the occasion of the inaugurations of the new operational offices in the area on which Kairós worked and any other events, reviews, local festivals (possible projections also on the walls of the area)</li> </ul>

**LEADER ORGANISATIONS:** Alchemico tre

**INVOLVED STAKEHOLDERS:** Alchemico tre APS, Municipality of Cesena, Youth Project, ULG Kairós group

**WHEN:** March, April 2022

**PLACE:** Cesena

**SOURCES OF FUNDING:** regional calls (e.g. Participation call, Regional Law 3/2016, Regional Law 24/2003) or direct European calls (e.g. Interreg Europe)

### EXAMPLES / BEST PRACTICES:

- [INopera](#), Docustories on work in Cesena
- artistic qr-code examples: [qr-code-art](#), [curiosity project](#) - Aidoru, [INA casa](#) project (the start-up [NonStudio](#) created the qr-codes to access the interactive map with video interviews).

## 3. sustainable mobility laboratory

Starting from the issues discussed during the ULG meetings and the related knowledge shared, the co-design laboratory will be organised with the aim of defining a pilot action capable of involving a wide target of users (students, tourists, workers, teachers, city-users, etc.), with whom to directly experience how to move around the city in a sustainable, efficient, safe and pleasant way.

The different forms of sustainable mobility (feet, bicycles, buses) will be investigated as a preferential system to reach strategic sectors that gravitate around the railway station pole (e.g. University Campus, schools, historic centre, park and sports sector, racecourse area, park above secant, hospital, etc.), underlining the role of the area as a "gate to the city" and serving as a device for knowledge of history (ex-Arrigoni) and planned projects (velostation, new bus station, recovery of Le Fricò, etc.). The action is part of a series of plans, policies and initiatives promoted by the Municipality of Cesena on the subject (Piedibus, Cesena Cammina, Urban Sustainable Mobility Plan, questionnaire "And yet you move", PUG, Bike to work, and so on).

ACTIVITIES	EXPECTED RESULTS
<ul style="list-style-type: none"> <li>• 3 days of co-planning workshops + 1 day for experimentation action (to be programmed on the occasion of other initiatives - e.g. European Week of Sustainable Mobility (SEM), Unesco Week of Education for Sustainable Development or other at municipal, national level)</li> <li>• 3 days of co-design workshop:               <ul style="list-style-type: none"> <li>- 1st day: presentation of the topic, interventions by experts, good practices and experiences + inspection + training of working groups.</li> <li>- 2nd day: work in groups</li> <li>- 3rd: work in groups + return of results</li> </ul> </li> <li>• Re-elaboration of the results by the coordination group based on the results of the laboratory</li> <li>• 1 day for experimentation action</li> </ul>	<ul style="list-style-type: none"> <li>• development of maps</li> <li>• production of temporary road signs</li> <li>• communication devices</li> <li>• podcasts</li> <li>• guided walks</li> <li>• flash-mobs</li> </ul>

**LEADER ORGANISATIONS:** Department of Architecture

### INVOLVED STAKEHOLDERS:

- Architecture students
- ULG participants (e.g. high school students, Youth Project, CILS, ART-ER)
- Municipality of Cesena (Urban Mobility - Environment)
- Associations / territorial communication companies on mobility

**WHEN:** May-June 2023, September 2023

**LOCATION:** between the station and the Campus

**FUNDING SOURCES:** Regional call for Participation funds; other Regional funds; ERDF; other funds linked to initiatives on sustainable mobility

**EXAMPLES / BEST PRACTICES:** The five squares: a workshop to take care of the University Area, 2019; UTOPIA CONCRETA, 2018.



## 4. other shop windows

In the area there are many traders, especially foreigners, with shops frequented by different types of users, not just foreigners. Starting from an intuition and a fruitful collaboration in the past with a bar in the area, the CILS cooperative proposes to broaden the gaze and expand the social network active in the area to shopkeepers, enhancing their function as a showcase in the city and in its landing area in particular. The idea is to make them active protagonists of a network capable of stimulating social inclusion, offering exhibition and / or information spaces to promote the initiatives present in the station area. Bars and other businesses can join voluntarily to become neighbourhood info-points, through which to make themselves known and make known the initiatives of various subjects. They could also become promoters of the digital transition, by offering information and useful tips. To meet a widespread need among regular customers, as recently revealed by some merchants, it is possible to use these places to help citizens understand, for example, how to approach services such as SPID (the public digital identity system) or where to learn to use apps to read qr-codes. A win-win action: to attract new customers, to integrate different social practices.

ACTIVITIES	EXPECTED RESULTS
<ul style="list-style-type: none"> <li>propose the action to shopkeepers through the contacts of the Mediation Network and identify at least 2 or 3 interested shops</li> <li>present to the shopkeepers the action and the mutual benefits</li> <li>identify exhibition / information spaces for each shop involved</li> <li>raise awareness of initiatives of social value that concern the area</li> <li>activate any collaborations with students (high school and university students) to set up shop windows (initiative logo, colours and coordinated image) or with other subjects, in order to promote digital citizenship literacy</li> </ul>	<ul style="list-style-type: none"> <li>start including local traders in the network</li> <li>experiment with new forms of collaboration and neighbourhood</li> <li>involve foreigners in the territorial network</li> <li>achieve greater social cohesion</li> <li>gradual awareness raising of the commercial activities of the area to the ongoing urban regeneration process</li> <li>improving the dissemination of information on places to acquire skills for digital citizenship</li> </ul>

**LEADER ORGANISATIONS:** CILS cooperative + Mediation Network

**INVOLVED STAKEHOLDERS:** commercial businesses in the area, Departments of Architecture and Psychology

**WHEN:** contacts from May 22, carry out the action by the end of 2022

**LOCATION:** shops around the station

**SOURCES OF FUNDING:** man-hours to be devoted to the activities of CILS and Mediation Network

**EXAMPLES / BEST PRACTICES:** Exhibition “Let's do it. A fantastic reconstruction”, Edurisk project curated by ConUnGioco ONLUS for INGV Bologna [facciamonoi.net](http://facciamonoi.net); story in the Journal of civil protection.

## 5. aperi-PRO

Design and implementation of a series of appointments between innovation and creativity professionals, in collaboration between CesenaLab and CNA. Meetings to guide you to and from the city on a professional level. It can be created inspired by a light and successful format already all over the world, such as that of the "Creative mornings", to organise monthly appointments in the station area: half an hour of speech, questions from the public and a breakfast offered. Then ready to take the train (or maybe just arrived in the city by train or bus) and start the working day, loaded with new ideas just learned and new knowledge and networks activated.

This action stems from some experiences already carried out by CNA, involving professionals for an aperitif together as a "hook" to network, get to know each other and establish relationships. The promoters will decide together whether to further develop the action with appointments at aperitif time or by joining the network of the "Creative mornings" at breakfast time: the important thing will be to encourage innovative and creative professional networks in an informal and convivial way. Perhaps this too is a legacy of the food culture produced by the Arrigoni factory!

ACTIVITIES	EXPECTED RESULTS
<ul style="list-style-type: none"> <li>• select the spaces in which to carry out the meetings (travelling station area and then new ex-fricò premises)</li> <li>• subscribe to the platform to become a local host</li> <li>• select professionals to invite monthly</li> <li>• set up a working group, involve student volunteers as a team</li> <li>• advertise, create, communicate events</li> </ul>	<ul style="list-style-type: none"> <li>• networking of a community of local creatives</li> <li>• activate new practices of use of the station area with a new type of meetings and attendance</li> <li>• activate new commercial and / or social collaborations between different users of the area.</li> </ul>

**LEADER ORGANISATIONS:** CNA (National Confederation of Crafts and Small and Medium Enterprises) and CesenaLab

**INVOLVED STAKEHOLDERS:** local professionals and creatives, students and volunteers, local catering

**WHEN:** calendar of meetings starting from September 2022

**LOCATION:** CesenaLab spaces

**SOURCES OF FUNDING:** man-hours to be devoted to the activities of CesenaLab and CNA

**EXAMPLES / BEST PRACTICES:** [creativemornings.com](http://creativemornings.com)



## GOAL 2: A PLACE TO STAY

### 6. place of aggregation and socialisation

The station area is very popular with young people: like the students attending the 3 high schools overlooking the square Karl Marx, but also those who pass through the same square to go to other schools in the city; or as well as the university students who arrive by train in Cesena, or the young people who frequent the spaces of the CILS cooperative.

The action aims to carry out an experimentation of an aggregative-educational place in the station area, aimed at creating integrated proximity services for young people, implementing coordinated interventions, to support and promote information, active participation in the life of the community, giving opportunities concrete of protagonism.

A first experiment starts with the activation of the municipal service, called the "Ciacarè" youth centre, to lay the foundations for a series of practices destined to intensify in the area, through a densification of social networks among young people.

ACTIVITIES	EXPECTED RESULTS
<ul style="list-style-type: none"> <li>• identification and preparation of a space</li> <li>• involvement of interlocutors of the territorial network</li> <li>• planning: organisation, interventions and integrated activities</li> <li>• contacts with schools in the area</li> <li>• experimentation with gradual expansion of the offer</li> <li>• one-to-one orientation activities for final year high school or university students or through new methods (eg: escape room)</li> </ul>	<ul style="list-style-type: none"> <li>• promotion of youth social inclusion</li> <li>• integration of different realities and projects of the territory</li> <li>• offer of alternative activities to those linked to forms of distress and risky behaviours for young people</li> <li>• stimulation of the involvement of young people in the life of the community</li> </ul>

**LEADER ORGANISATIONS:** CILS cooperative, "Progetto Giovani" Municipality

**INVOLVED STAKEHOLDERS:** ART-ER, Binario 5, IS Garibaldi-Da Vinci, schools, universities

**WHEN:** from April 2022, experimentation until December 2022

**PLACE:** Ciacarè space

**SOURCES OF FINANCING:** Municipal Budget

#### GOOD PRACTICES:

- [Generative Orientations](#)
- [Orientation Escape Room](#)
- [Orientation Info Desk for startups](#)

## 7. innovation in the territory

The action aims to raise awareness of entrepreneurial innovation activities in informative terms, even for non-professionals in the area. Starting from the experiences of CesenaLab with workshops for schools or with the "PID" (Digital Enterprise Point) of the Chamber of Commerce, the leading organisation wants to systematise the communication of innovation with the territory through different types of activities:

- shows and exhibitions;
- events;
- specialist laboratories.

These activities will initially take place in the current spaces of CesenaLab or in others, in collaboration with any local partners, to consolidate practices of use and collaboration and intrigue citizens on innovation issues. Subsequently, this network and this set of practices will hopefully take up space in the premises of the former Fricò building, contributing to the enhancement of the industrial archaeology site.

ACTIVITIES	EXPECTED RESULTS
<ul style="list-style-type: none"> <li>• creation of exhibition spaces</li> <li>• event organisation</li> <li>• organisation of specialised laboratories</li> <li>• basic training on innovation and 4.0 technologies</li> <li>• social innovation</li> </ul>	<ul style="list-style-type: none"> <li>• involvement of non-professionals in the issues of entrepreneurial innovation</li> <li>• enhancement of territorial networks on innovation and education</li> </ul>

**LEADER ORGANISATIONS:** CesenaLab

**INVOLVED STAKEHOLDERS:** High school Garibaldi-Da Vinci, other high schools, universities

**WHEN:** school year and academic year 2022/2023

**LOCATION:** CesenaLab

**FUNDING SOURCES:** man hours in the CesenaLab services area and Chamber of Commerce funds for the management of the PID

**EXAMPLES / BEST PRACTICE:** Innovation gyms ("Mondo Digitale" Foundation)



## 8. stazioniAMO: activation and temporary use practices

The station area will undergo profound transformations, which will change its shape and uses of space. The times to achieve it are not fully known at the moment, but what we do know is the need to begin to transform the practices of use of space, freeing them from the negative imagery that this area has been carrying for a long time. To obtain this result, the action aims to promote the creation of events and practices for temporary use in the public space, through the active involvement of students and teachers who gravitate to the area, to stimulate citizens' perception of being able to pleasantly stop in this part of the city.

The action will be triggered by the Small Scale Action of tactical urbanism that involves the entire area of the station, and through temporary experimentation, aims to encourage a new use of space, also through the promotion of events. Furthermore, these activation practices will favour pedestrian traffic and guide the various city users in crossing the space from the station to the city centre and vice versa.

ACTIVITIES	EXPECTED RESULTS
<ul style="list-style-type: none"> <li>• mapping of actors and needs</li> <li>• activation of a scheme of temporary use practices or events</li> <li>• shared identification of places and methods of care and space management</li> <li>• small scale action 27 May '22: flash mob: wall of desires, a participated event on the occasion of the Cap 2030 Festival</li> <li>• design workshop with the students of the degree course in Architecture for the temporary setting up of the public space and the new system of pedestrian signs (September 2022)</li> <li>• planning of public events in the area</li> <li>• work table for the organisation of events in the station area by associations</li> <li>• realisation of events and dissemination</li> </ul>	<ul style="list-style-type: none"> <li>• experimenting with new forms of shared care and management of public space</li> <li>• practice different uses of space in the station area</li> <li>• gradually consolidate the perception of a space where it is possible to stop and do pleasant activities</li> <li>• stimulate event organisers to take advantage of this area</li> <li>• increase the presence and safety of the area</li> <li>• making the station area a new city stage and a space available to young people and schools that insist in the area</li> <li>• promoting new forms of sustainable mobility and wayfinding</li> </ul>

**LEADER ORGANISATIONS:** Department of Architecture and Municipality

**STAKEHOLDERS INVOLVED:** students and teachers of Architecture, high schools, CILS cooperative, city users

**WHEN:** May 2022 (flash mob "wall of desires"); September 2022 (workshop); later on event organisation

**LOCATION:** green and pedestrian area between Liceo Alpi, Liceo Righi and Ex Arrigoni

**FUNDING SOURCES:** Municipality of Cesena, ERDF funds, Interreg Europe

**EXAMPLES / BEST PRACTICES:** [Regeneration lines](#); [Rock project](#)

## 9. widespread civic centre

A city to learn: those who teach school every day know this and ask for it. A social space of coexistence and comparison, where it is possible to meet, read, relax in a context of comfort and functionality. No longer an exclusive space for teaching activities, but a real “civic centre”: a place in which the school assumes the function of a cultural centre, a hub for social gathering and a centre for planning extracurricular activities. Seminars and conferences, exhibitions and shows, concerts, but also canteen and bars. All open to the territory, citizens, tourists and students. What if this “unique” space doesn't exist in the meantime? The Municipality currently does not have spaces capable of satisfying these requests, but it can support social networks and practices of use of space: for example, by promoting agreements between managers of many different spaces where the required activities are already carried out, by putting them in relation between them and guaranteeing the use to students, involved as an active part of co-management of the network.

PCTO<sup>12</sup> and Community Educational Pacts on the one hand, and university student cooperatives, network of companies in the restaurant or agri-food sector (OROGEL, AMADORI, APOFRUIT, and so on) on the other, could be the tools to create and finance concretely these practices and create a widespread civic centre. Once the practices have been activated, a dedicated space will not be long in coming!

ACTIVITIES	EXPECTED RESULTS
<ul style="list-style-type: none"> <li>networking with cultural and social centres, libraries, halls and classrooms for seminars and conferences, exhibition and concert spaces, bars and clubs interested in networking</li> <li>identification of services to be shared with student discounts</li> <li>formalisation of an agreement (e.g. Community Educational Pact)</li> <li>identification of a student empowerment mechanism for co-management of the network (e.g. through PCTO)</li> <li>experimentation</li> </ul>	<ul style="list-style-type: none"> <li>networking between different commercial and non-profit businesses to welcome students</li> <li>development of active youth citizenship</li> <li>greater school-territory openness and vice versa</li> <li>solution of educational institutions needs</li> </ul>

**LEADER ORGANISATIONS:** Schools in the station area

**ACTORS INVOLVED:** Municipality, University and profit and non-profit organisations of the area interested in networking

**WHEN:** starting from the 2022/2023 school year

**LOCATION:** station area, places on the network

**FUNDING SOURCES:** Ministry of Education, Emilia Romagna Region, Municipality, European funds

**EXAMPLES / BEST PRACTICES:** examples of [Community Educational Pacts in Turin](#); [Research Forum Diversity and Inequalities](#)

<sup>12</sup> Pathways for Transversal Skills and Orientation, formerly called “school-work alternation”

## GOAL 3: A PLACE ALWAYS ACCESSIBLE

### 10. the station for all – a network for urban safety

During the meeting period of the ULG table, Community Mediation involved other participants in the group in the meetings of the Mediation Network, of which it belongs. A network born a few years ago from the meeting between public and private social operators who deal with proximity services, with the aim of facing complex city situations that require the exchange of information, suggestions and planning among the participants.

Following the goals that emerged with respect to the issue of safety in the station area, the Network promotes the activation of a specific working group on the subject, which will involve, in addition to the social nucleus of the Local Police, the Classical, Scientific and Linguistic *Lice*<sup>13</sup>, CILS and other services and associations operating in the station area.

The goal will be to monitor and plan interventions on the various phenomena of degradation emerging and in progress in the station area and in the spaces around the schools, especially the ex-Fricò and the "Cube". The table will benefit from the experience of the Mediation Network, its contacts, the space used for the meetings and the monthly scan of its meetings.

ACTIVITIES	EXPECTED RESULTS
<ul style="list-style-type: none"> <li>establishment, within the Mediation Network, of a working group called "the station for all" with the subjects listed under "actors involved"</li> <li>periodic group meetings, monitoring visits, interviews with citizens and exhibitors</li> <li>planning, together with the services in charge, of community promotion interventions to accompany interventions on structures and police in a coordinated and harmonious way</li> </ul>	<ul style="list-style-type: none"> <li>making school buildings safe, in particular the "Cube"</li> <li>strengthening of the perception of safety by all users of the school (students, families, teachers and staff)</li> <li>continuous coordination and sharing of the strategies implemented by the various actors in contrasting the phenomena of degradation and insecurity</li> <li>synergistic interventions between social workers and Local Police</li> <li>social map of the area</li> </ul>

**LEADER ORGANISATIONS:** Community Mediation Network and Local Police

**INVOLVED STAKEHOLDERS:** CILS, 3 high schools in the area, Province, START Romagna (public transport company), Municipality mobility office, Educational Services, education and sport of the Municipality, Social Services, Associations

**WHEN:** experimentation 2022-23, meetings on a monthly basis and as needed

**LOCATION:** station area, the "Cube" area and areas adjacent to schools; former Roverella building for network meetings.

**SOURCES OF FUNDING:** Regional calls, local police man-hours and other participating organisations

**EXAMPLES / BEST PRACTICES:** Observation Tables, provided for by the Italian State - City and Local Authorities Conference agreement of 26 July 2018 for the implementation of urban security

<sup>13</sup> High schools

## 11. community *innovathon*

How to create a community between very different and often mutually unknown subjects in the territory?

Probably starting first of all to get to know each other, exchanging information, talking about each other, posing problems and looking for solutions together, making oneself visible.

A participatory tool, playful, creative and challenging at the same time, is the *innovathon* ("innovation" + "marathon"), a short-term participatory activity, in which people come together to solve some particular problems of real life by "challenges", in a friendly and fair competition. It provides space and time for participants to progress on problems, network stakeholders and provide an opportunity to learn about the specific topics covered by the initiative.

ART-ER, thanks to its experience on the subject, promotes collaborations with social and artistic groups in the territory, to activate both exchange and knowledge workshops on those who live and frequent this area, and to carry out artistic projects in a collaborative way.

ACTIVITIES	EXPECTED RESULTS
<ul style="list-style-type: none"> <li>realisation of an <i>innovathon</i>, that is a design marathon to generate ideas to define new uses, new management models and / or new layout of Ciocarè (or other place in the station area - also open space)</li> </ul>	<ul style="list-style-type: none"> <li>involvement of 4th and 5th year high school students</li> <li>improved knowledge of the different social realities of the area</li> <li>stimulation of creativity and local imaginary change</li> </ul>

**LEADER ORGANISATIONS:** ART-ER, Alchemico tre

**ACTORS INVOLVED:** 4th and 5th year high school students (neighbouring and / or city) - possibly also university students

**WHEN:** September-October 2022

**PLACE:** Ciocarè

**SOURCES OF FINANCING:** ART-ER participation not onerous (hours / man)

**EXAMPLES / BEST PRACTICES:** NEOMA Project (2021)



## 12. taking stock of the situation

What will become of the group of individuals who have met for more than a year to discuss the future of the station area? How to keep up to date on the initiatives of each and monitor the various actions envisaged in the IAP, as well as the diversified projects of the local administration? How to develop other ideas together and involve new subjects?

A simple, light, yet fundamental action in order not to waste the work done: a small coordination of local realities that meet 4 times a year to take stock of the situation and grow together.

ACTIVITIES	EXPECTED RESULTS
<ul style="list-style-type: none"> <li>• creation of mailing lists of interested parties and coordination</li> <li>• annual calendar of meetings (3 or 4 per year) and organisation</li> </ul>	<ul style="list-style-type: none"> <li>• strengthening of the local network and communication</li> <li>• mutual support to develop the actions foreseen in the IAP</li> <li>• shared follow-up of the actions carried out</li> </ul>

**LEADER ORGANISATIONS:** Municipality

**ACTORS INVOLVED:** ULG Kairós participants and other realities who want to join afterwards

**WHEN:** from October 2022, with quarterly or four-monthly meetings

**PLACE:** to be defined based on the needs of the calendar and themes of the meeting

**SOURCES OF FUNDING:** man-hours for the organisation and management of the permanent participatory table in the station area

**EXAMPLES / BEST PRACTICES:** C as a city - community, creativity and skills of the Municipality of Modena: permanent creative workshop aimed at various social groups in the area for the Gramsci-Sacca area and the station area

# Implementation framework

A fundamental feature of the plan is that it was built as a connecting tool between different projects already in place or planned in the area. In particular, the start of the ULG meetings took place in parallel with the last meetings of the participatory process of the new PUG (General Urban Plan) and this circumstance led to a close relationship, through the sharing of knowledge and requests. In the same way, the ULG work table was built precisely to bring together numerous stakeholders interested in the regeneration of the area, starting from the presence of the cultural heritage given by the buildings of the former Arrigoni factory.

The actions described above highlight the fruit of this collaboration which, through the arguments developed by the ULG during the various meetings, has developed the idea of intervening through the IAP with activities that can be carried out through above all the strengthening of the networks between the subjects operating in the area, leaving the transformation actions of the spaces to the public body.

Thus, not only the organisation of the IAP structure itself as described in the previous chapter has been outlined, but also the fra-

mework of its implementation: **weft and warp**, in fact, have been metaphorically identified as the **two lines of activity that this plan pursues and that advance in parallel**. On the one hand, the public body will proceed with the planned projects both for the physical transformation and for taking charge of the problems of the area, on the other hand the actions described here can be carried out mainly on the basis of the ordinary activities of the proposing organisations, in order to make it possible to realise it in a short time. This implementation strategy aims to achieve the effect of **bridging the long time required for the construction of new spaces and buildings with a series of activities** intended – as we have seen – to first of all strengthen relationships and practices of use of spaces. **A necessary "time in between"** and no longer waiting for a change, but **active in the development of actions** that will benefit from the new physical structure of the area.

The chronoprogram below also highlights the intertwining – even temporal – between weft and warp actions, in which those relating to the weft are already in progress and of a long duration.



# THE CITY GATE

## Time schedule

		april 2022	may 2022	june 2022	july 2022	august 2022	september 2022	october 2022	november 2022	december 2022	january 2023	february 2023	march 2023	april 2023	may 2023	june 2023	july 2023	august 2023	september 2023
GOAL 1	weft	new bus terminal and square (design competition launched on June 22)																	
		velostation (design in progress, agreement signed with RFI)																	
	warp	urban innovation trekking																	
		video Arrigoni																	
		sustainable mobility laboratory																	
		other shop windows																	
GOAL 2	weft	redevelopment of the ex-Fricò building (preliminary project approved 12/2021)																	
		social school cycle workshop (existing from 2020, in use)																	
	warp	place of aggregation and socialisation																	
		innovation in the territory																	
		stazioniAMO																	
		widespread civic centre																	
GOAL 3	weft	Youth project																	
		project Another station																	
	warp	the station for everyone																	
		innovathon																	
		taking stock of the situation																	

# Financial resources

One of the success factors of the plan may be **its concrete feasibility**: the working group has tried to imagine **a set of feasible and low-cost actions, with a dual purpose**: on the one hand, to stimulate the start of the urban regeneration process building a series of activities capable of giving vitality to the places in question, on the other hand, ensuring that from these actions others can be created in cascade, by emulation. In any case, the Municipality is very involved in the search for European funding: since 2009 it has a dedicated Service that deals with the research, application and management of national, regional and European funding and which, since 2015, has been engaged in the search for funding also on behalf of the Union of Valle del Savio Municipalities, through a dedicated agreement. Currently the Strategic Planning Service, Integrated Municipal, National and European Projects is constantly working in the search for funding on the new ETC (European Territorial Cooperation) programming, on the new POR FESR 2021-2027 and on the Next generation EU resources through PNRR calls (National Plan of Recovery and Resilience).

Some of the possible sources of funding that could be activated for the implementation of the actions included in this Plan are divided below into: European funding lines; ministerial funding sources; regional funding opportunities.

## EUROPEAN FUNDING LINES

Since most of the programs are in the start-up phase on the new 2021-2027 programming, here are some of the main programs and related reference topics so that they can serve as guidelines for monitoring future opportunities:

- ETC - European Territorial Cooperation:
  - Euro MED Program: "Greener Med" and

"Smarter Med" and "Med governance" priorities;

- Adrion Program: the new frame of reference is being defined;
- Central Europe Program: "Innovation" and "Governance" priorities;
- EUI - European Urban Initiative:
  - URBACT program: program under definition, to explore some themes that emerged during the Kairós course;
  - UIA Program - Urban Innovative Actions: Topics "Air Quality", "Circular Economy", "Climate Adaptation", "Jobs and Skills in the Local Economy", "Sustainable Use of Land and Nature Based Solutions";
- HORIZON EUROPE: Priority "Adaptation to climate change, including transformation of society", "Climate-neutral and intelligent cities".

## MINISTERIAL SOURCES OF FINANCING

- Next generation EU - PNRR calls - Contributions to municipalities for urban regeneration and decoration projects

## REGIONAL FUNDING OPPORTUNITIES

- Regional Project "4 and a half million trees";
- Call for participation in the Emilia-Romagna Region, to design participatory paths for stakeholders and communities;
- KICK-ER, guidance and support service offered by ART-ER<sup>14</sup> for startups, companies or business projects, research laboratories and local bodies that have an innovative project with an impact on the regional territory and intend to launch a crowdfunding campaign;
- Regional Law 24/2003 art. 6 which provides funds for safety in degraded areas.

<sup>14</sup> Consortium Company of Emilia-Romagna created to promote sustainable growth in the region through the development of innovation and knowledge, attractiveness and internationalisation of the territorial system.



Furthermore, ART-ER's participation in the ULG had the further stimulus to reflect on a series of activities that it is promoting regarding the *civic crowdfunding*<sup>15</sup> tool, which could also be used strategically in a complementary way to finance a series of small-scale stocks.

In fact, just recently ART-ER is about to activate a pilot path, aimed at local authorities in the region that have projects in place linked to the urban regeneration of their territory, with the aim

of supporting local administrations in identifying the most functional funding mix model for their objectives, also in order to more effectively seize the opportunities connected to national (e.g. PNRR), regional (e.g. POR FESR) and European (e.g. UIA) programming and structuring the work plan to activate the match-funding model to be adopted and, if necessary, set up one's own crowdfunding strategy.

## Small Scale Actions

A novelty introduced by the URBACT III program (2014-2020) is a new type of activity: small-scale actions. For the first time, each partner city was made available a budget of € 10,000 to be able to carry out small experimental actions, in order to inspire its own Integrated Action Plan. In fact, it has been seen over time how it could be fruitful to be able to test ideas before inserting them into the plan.

This is why the URBACT program has defined them as *"an experiment. It is an idea or a concept, perhaps already tested in another city, which can be tested to verify the relevance, feasibility and added value of its implementation in the different local contexts. Small-scale actions are limited in time, scale and space and by their nature have the right to fail"*<sup>16</sup>.

In the case of Kairós, we have foreseen two, with **a very concrete logic linked to the development of the plan**: on the one hand, to try to intercept existing activities, in which stakeholders

participating in the ULG were involved, on the other hand, to identify activities capable of promoting the IAP and setting in motion the consolidated imaginary of citizens on the station area. In the first case, we found a synergy between a municipal office (CEAS, Environmental Protection Sector) and a school, both participating in the ULG; in the second case, the working group started from the awareness of the impossibility of being able to involve all the potential subjects interested in the area in the ULG (ideally all the local population and beyond!) and therefore from the need to imagine an action capable of starting to undermine a certain custom in the use of the open spaces that connect the front of the station with the Via Emilia, starting with the daily attendance of several hundred students. Uses which are often characterised by a negative vision of such spaces, relegated only to certain hours, days and periods of the year, and often linked only to crossing or parking, but not to a pleasant stop.

<sup>15</sup> It is a bottom-up microfinance practice, which allows you to launch an online fundraising campaign to finance projects and ideas. Specifically, civic crowdfunding finances social and cultural projects for the benefit of the community. Public Administrations, businesses, non-profit organisations and citizens contribute to fundraising for public works, such

as neighbourhood redevelopment initiatives, territorial and community development, or ecological, energy and economic development projects.

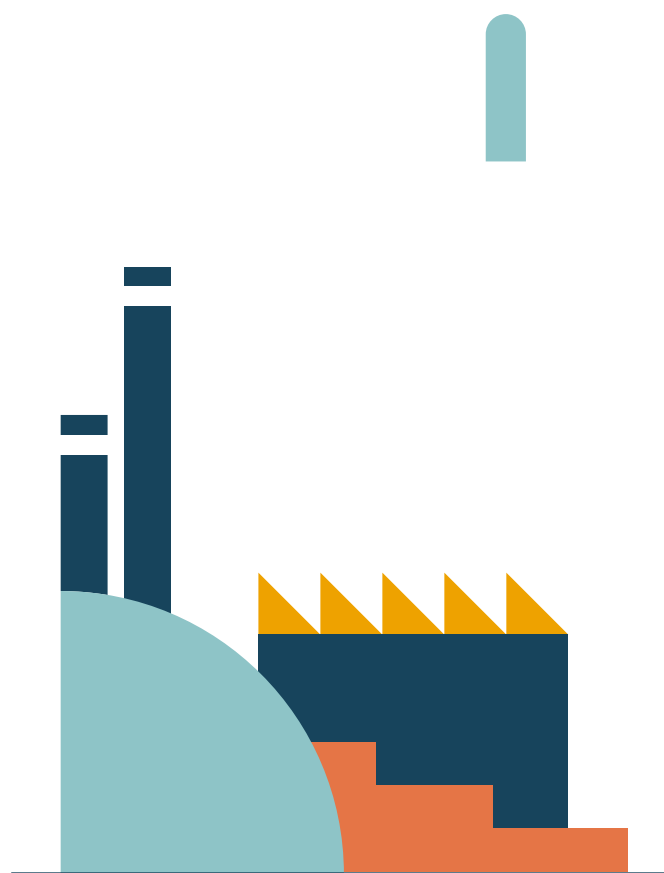
<sup>16</sup> S. Kneeshaw, *Small Scale Actions: an URBACT innovation helping cities experiment local solutions*, January 2022

### "Resilient cities" laboratory

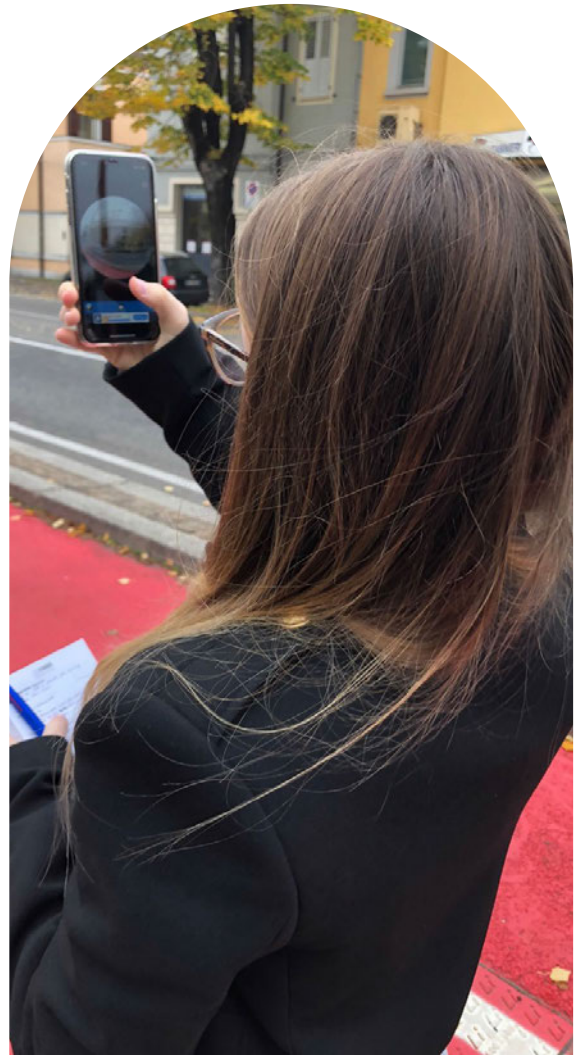
Pursuing the goal of making the various projects in progress in the area interact, the first small-scale action carried out concerned a laboratory and didactic activity developed by the Agency for Energy Prevention of Emilia-Romagna ARP AE. This is the "Resilient Cities" project, proposed to all the schools in the Region and which was also attended by a class from the Liceo *Linguistico Alpi* in Cesena.

The project, as structured at the regional level, was developed in 4 meetings, with the aim of providing youngsters with tools for reading the urban environment in an ecological-environmental key, carrying out an inspection in an area chosen to observe through 5 filters thematic, developed with as many specific cards prepared by the project, and finally play in teams to propose ecologically compatible solutions, through the SOS4cities game. The thematic observation filters concerned: flows and functions present in the area, accessibility, sensory reading, orientation and exposure to sun and winds, the presence of greenery and water. The Kairós working group intervened in defining together with the managers of the Laboratory the urban route to be taken by the students for the inspection, intercepting all those places around the station area which had been discussed several times within the ULG. Furthermore, through an intervention in the classroom, the ULG coordinator led the students into the world of the UE URBACT program, through the participatory process of Kairós, showing the path, the goals and the value of this laboratory in the development of the project. In this way, the Kairós working group collaborated with the Region, school and cooperative *Controvento* that created the laboratory, to also **involve students on the reflections and project proposals taking place in the area, from the specific point of view of climate change and related environmental mitigations**. The results of the laboratory, also followed by psychology students through service learning activities with the cooperative *Controvento*, were strongly felt by the studen-

ts and concerned a growth of their skills, both in the context of reading natural phenomena in the urban environment, and in the development of European projects such as URBACT. In fact, the students also participated in the transnational meeting with all the project partners held in Cesena (November 2021), in which space was dedicated to them to tell about the progress and results of the laboratory, and where they were able to interact with exponents of the several participating European cities.



## THE CITY GATE



### Flash mob "StazioniAMO"

A second small-scale action, proposed by the Department of Architecture, was designed ad hoc for Kairós and carried out in May 2022 in piazza Aldo Moro, on the occasion of CAP 2030, the first edition of the city festival dedicated to the Attractive and Participated City.

It was an action of direct involvement of the students who attend the schools included in the area of the Cesena station, with the aim of collecting desires, needs and ideas about this part of the city. Therefore, not only a new opportunity to deal with the needs of those who live in the area on a daily basis, but also and above all **a trigger moment to promote a series of tactical**

**urban planning interventions in the entire area of the station, to encourage and stimulate new uses of public spaces, favouring pedestrian traffic and a pleasant stay in the area.**

In fact, #stazioniAMO is also the name of one of the 12 actions proposed in this plan: the results of the flash mob will be included in a workshop, organised by the Department of Architecture, to promote a tactical urban planning action and, through temporary experimentation, encourage a new use of space, also through the promotion of events. Furthermore, these activation practices will be aimed at favouring pedestrian traffic and guiding the various city users in crossing the space from the station to the city centre and vice versa.



illustration of the initiative by the councillor Francesca Lucchi to the students



wall of wishes set up in piazza "Aldo Moro" with the wishes of the youngsters



During the time of leaving the school, the researchers of the Architecture department made students and teachers find two workstations in which to create the wall of desires together: one in the green area between the ex-Fricò building and the *Righi* and *Alpi* high schools, and another in the courtyard of the building known as the “Cube”, with the aim of involving the students of the *Monti* high school. Some teachers also used their last hour of class to reach these places and work together with the students to develop ideas and proposals. After a brief explanation of the initiative, the youngsters were involved in an informal way to leave their own desire to “redeem” the station area and include new functions and uses that could better meet their needs. The initiative also had a moment of more formal involvement through the participation of the councillor Francesca Lucchi, who explained the wishes of the administration on the future of the station area. This moment made it possible to collect the interest of more young people more effectively.

Furthermore, the desire to stay updated on the various planned initiatives and to participate in the regeneration and reactivation process emerged.

At the end of the morning, more than 300 notes were collected: a double level of reading emerged linked to the two types of cards delivered, one of a guided nature, with multiple choice, the other with a free space in which to leave a thought.

Most of the students (267) preferred to fill in the guided one, while the remaining 109 decided to

formulate their own thoughts. Among the results, it is evident that a more pleasant stay in the station area would be facilitated by the presence of more equipment that can allow greater comfort, such as water fountains or plants that can guarantee greater shading. In the background (but in any case well represented), there remained the options capable of further encouraging social relations and community dynamics (seats, convivial areas or sports equipment).

In the case of the cards to be completed with a free thought, the children insisted more on environmental quality and, above all, on the possibility of increasing the level of safety and cleanliness of the space, experienced and perceived as degraded.

**The constant frequency of the place could be the solution to this negative feeling and, in order for it to increase, a series of equipment and services have been identified to encourage the stay:**

indoor areas where you can meet to study or spend time waiting to take the bus; canopies to shelter or be able to stop on rainy days. To keep the area more alive outside school hours, they proposed the opening of new places such as ice cream shops, patisseries or bars, and the organisation of events, especially aimed at young people.

In summary, these are many ideas that have already emerged both in the course of the previous small scale action, and in the work with the ULG table: a further step, therefore, to continue in the direction traced!

## Risk analysis

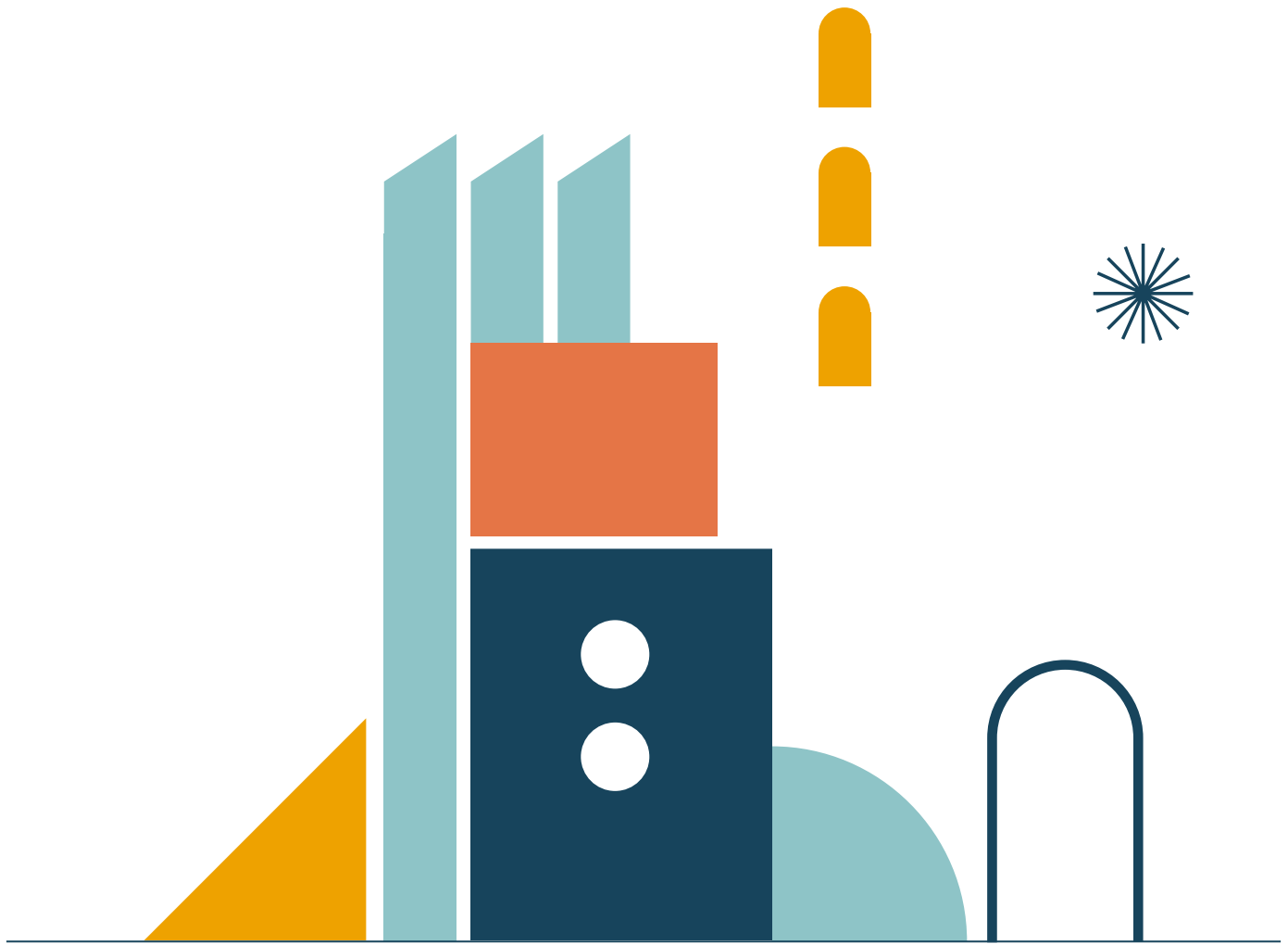
Kairós' path, characterised by a multidimensional approach and with the involvement of many stakeholders, institutional and non-institutional, is not free from risks linked to the implementation of the 12 planned actions.

This Plan focuses on a strategy aimed at enhancing as much as possible what can be done immediately, to begin to produce small changes in the area, strengthen relationships and networks, provide examples to other subjects,

inspiring them, to multiply the actions to be carried out:

alongside some actions that are simpler to carry out and therefore with a low probability of risk with respect to their success, others have been imagined that require greater effort for their implementation, due to largely to bureaucratic-operational and / or financial issues.

The table below shows the synthetic picture referring to each action.



## THE CITY GATE

RISK	TYPE	PROBABILITY	IMPACT	MITIGATION MEASURES
<b>failure of the public administration to take charge of the IAP</b>	strategic political	low	high	involvement of various municipal offices in the ULG meetings and co-production of the actions
<b>difficulty in finding financial resources</b>	financial	middle	high	most of the actions of the plan are designed to be carried out through the ordinary working hours of the bodies and organisations involved; the Municipality has a lot of experience in participating in tenders and finding funding
<b>difficulty in involving dealers and other subjects in the area</b>	relational, organisational, communicative	middle	high	the participation of ULG exponents in the Mediation Network should favour the exchange and effective communication with the interlocutors
<b>low participation of the inhabitants of the area and of Cesena in the different types of meetings and events proposed</b>	relational, organisational, communicative	middle	high	the different typology of organisations participating in the ULG (schools, universities, associations and bodies of different types, mediation network) should help to involve their respective users in the activities, favouring correct communication; the use of tactical urban planning actions should favour different uses of space, unhooking the usual imaginaries, linked to the degradation phenomena of the area
<b>difficulty in involving young people in activities</b>	relational, organisational, communicative	high	high	the start of street education and the opening of the <i>Ciacarè</i> space with dedicated staff should encourage the involvement of young people, having adequate tools
<b>difficulty in coordinating on the issues of safety and degradation</b>	relational, organisational, communicative	middle	very high	the participation in the ULG table of the local police with the various subjects interested in the topic favoured the exchange and mutual knowledge, to commit to setting up a coordinated working group
<b>difficulty in establishing and consolidating networks between schools and public and private subjects in the area</b>	relational, organisational, communicative	high	high	willingness of the Municipality to intervene as a facilitator in the relationship for the stipulation of agreements; identification of human resources dedicated to following the process
<b>difficulty in keeping attention on the area alive over time, due to lack of space redevelopment works</b>	relational, procedural, legal	middle	high	already existing political commitment towards the start of a regeneration process of the area; provision also sanctioned by the PUG; funds for ex-Fricò works and new bus terminal already allocated
<b>poor valorisation of the industrial memory of the former Arrigoni buildings</b>	strategic political, relational, organisational, normative	middle	high	coordination between the various sectors and related departments of the Municipality to address the regeneration of the area by keeping together the various aspects, both related to the heritage and to socio-economic development

# THE CITY GATE

## LA PORTA DELLA CITTÀ

Cesena | Integrated Action Plan

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