

City: Potenza

Integrated Action Plan for Urban Resilience

1. Introduction

Potenza is built on a mountain with most of the urban infrastructure benefiting from a view on the valley and the sprawling extensions of the city that have appeared over the past years. The earthquake of the 1980s is still imprinted in the memories of the local government as a landmark event that stigmatized decisions and plans for the city. Le Corbusier's planning paradigm was perceived as the only way to earthquake-proof the city, leading to a lock-in in thinking and imagination limited to entrenched planning ways. Thinking about urban resilience is a way to shift mind-sets and policy priorities to a forward-looking integrated approach. For the city of Potenza, the concept of urban resilience is a new framework that positions civil protection as only one aspect of urban development and, not as the core and only priority for the future of the city. The framework of urban resilience will allow the city of Potenza to take a multi-dimensional approach to becoming a city of the future.

New ways of engaging and planning are required given the amounting social, ecological, economic and institutional stresses and shocks. The city is experiencing a plethora of stresses: deindustrialization in its early stages, high unemployment rates and the migration of young educated people to other cities outside the region. Moreover, the economic downturn is fuelled not only by the global economic crisis, but also mainly by the withdrawal of the public sector and economic disparities in providing services to citizens. This is turned even worst when combined with a low appreciation of Potenza's heritage and urban green spaces and the depreciation of citizens as 'users' of services rather than the heart of the city's potential to thrive.

With new integrated approaches for future planning, the city of Potenza opened a dialogue with local agents of change (the urban local group), to determine the location of the experimental site to co-create actions for fostering urban resilience.

2. Current Situation (stresses and shocks)

The location chosen as Urban Living Lab (ULL) for the project Resilient Europe is the historical city centre. This has been hit by the local economic downturn with local businesses with the centre and creating a domino effect in emptying the space, leading to underused and under-financed urban infrastructures and contributing to a discontinuity in the urban business flow of the city. The city centre also still suffers from the fear that the 1980s earthquake inflicted to the residents. The basement floors and often the first floors of the houses in the historical centre remain uninhabited, with the few residents of the city centre being too disempowered to provide a leading example of a 'living centre'. Apart from the business sector that weights in the significance of a liveable and vibrant city-business-district, a latent

interest from civil society is present, including street-level regeneration actions and urban park maintenance.

This urban living lab has three characteristics making it very suitable for real-life experimentation in urban resilience. Firstly, the impacts of stresses are evident and results in increased vulnerability (low levels of resilience). Second, there is an interest from local communities to take action and search for ways to improve living conditions and escape from the current situation. Finally yet importantly, there is a political intention and interest in making efforts for co-developing action pathways. For the Municipality of Potenza, resilience means a change of perspective in facing problems and solve them. Citizens should no longer wait for the intervention of the local administration to solve their own individual problems while institutions, on their side, cannot work on the local system considering citizens as passive subjects and simple users of the territory in which they live. Institutional actions should be finalized to encourage conditions that channel people's positive energy toward the creation of adequate, comfortable, and serene life conditions, in order to express their own potential as individuals and group. This approach leads to two main goals. The first is a more effective relationship between citizens and institutions, considering that public policies will be defined together with citizens who will actively participate in public life, not only through the democratic delegation of the vote. On the other hand, policies developed considering the needs of citizens and concretely sustained by them are supposed to be naturally sustainable, leading to the transformation of the urban system that will not only be more resilient to stresses and shocks, but also prevent their occurrence, thereby limiting their potential impact. This is true as far as stresses suffered by the city everyday are often due to the negative effects of actions resulting from previous unshared policies finalized at the resolution of actual problems.

To date, because of the economic crisis' effects on Potenza's municipal administration, of the high unemployment and of the poor prospects for economic growth, people talk of resistance, understood as a struggle against the constantly precarious epoch we are living in. Companies, institutions and stakeholders should move with unity of purpose in order to define long-term actions that can lead people to discuss of resilience, coming to identify the current state of crisis as an opportunity. The area selected for the implementation of the Resilient Europe project is the historical city centre. In a relatively small centre such as Potenza's, the historical centre is experienced by the entire local community and is representative of the issues coming from all citizens. The centre is symbol of the effects of the 1980 earthquake, the cornerstone of the community and physical location of the municipal and provincial governments. The city centre contains all of the characteristics required for Resilient Europe implementation. Moreover, it is perceived by people as a kind of centralized periphery, no longer home to the local bourgeoisie, but instead inhabited by elderly and partially by non-EU individuals. It can therefore become a perfect laboratory for testing the development strategies of urban resilience.

3. Working for urban resilience in urban living labs (co-creation, description of process in ULL = TM)

One of the main challenges in the arrangement of the ULL was the setting up of the ULG. Foremost difficulties were related to one of the most-impacting stresses affecting the city: the sense on distrust among the different social groups and citizens living in the area. Moreover, previous participatory process led to scarce results. Consequently, most of people used to look with suspicion to these kind of approaches. Overcoming both these problems is not something achievable in a short period, and it shall rather be considered as one of the main objectives to be pursued in the ULL. To this aim, the ULG was attention designed to ensure the presence of all the stakeholders related with the ULL area, including actors belonging to the three main categories of people schematized in the project (Change agents, Supporter of Changes, Connector of Changes) and with specific competencies in all the fields of resilience analyzed in the project (Infrastructural, Social and Institutional Resilience, plus the Urban Ecosystems).

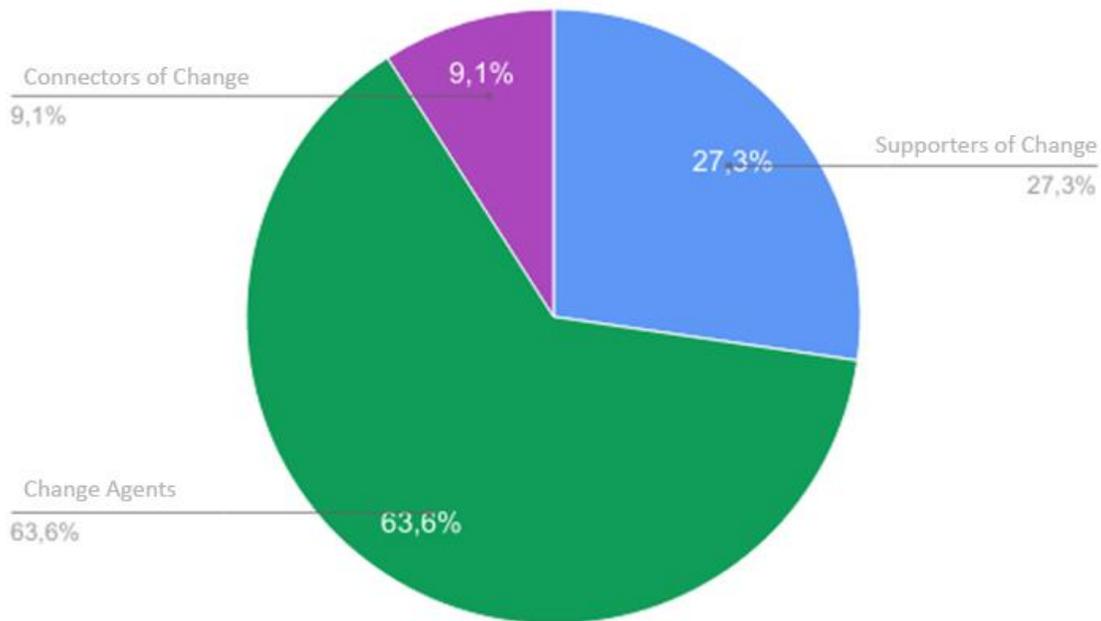


Fig.1: Composition of the ULG standing to the categorization into Change Agents, Connector of Changes and Supporter of Changes

Consequently, the ULG has been mapped and analysed. This had a double purpose. On one hand, the mapping of stakeholders allowed the Project Management team to be sure to have a heterogeneous group of people to work with, knowing all the competencies of the people included in the ULG. On the other, categorizing the actors into categories forced them to become aware of their role in the process of development of urban resilience. Figures 1 and 2 show the heterogeneity of the ULG. It is important to highlight how huge attention was paid in including into the ULG an high number of change agents, in order to ensure the concretization of most of the actions designed through the Action Plan even after the conclusion of the Resilient Europe project.

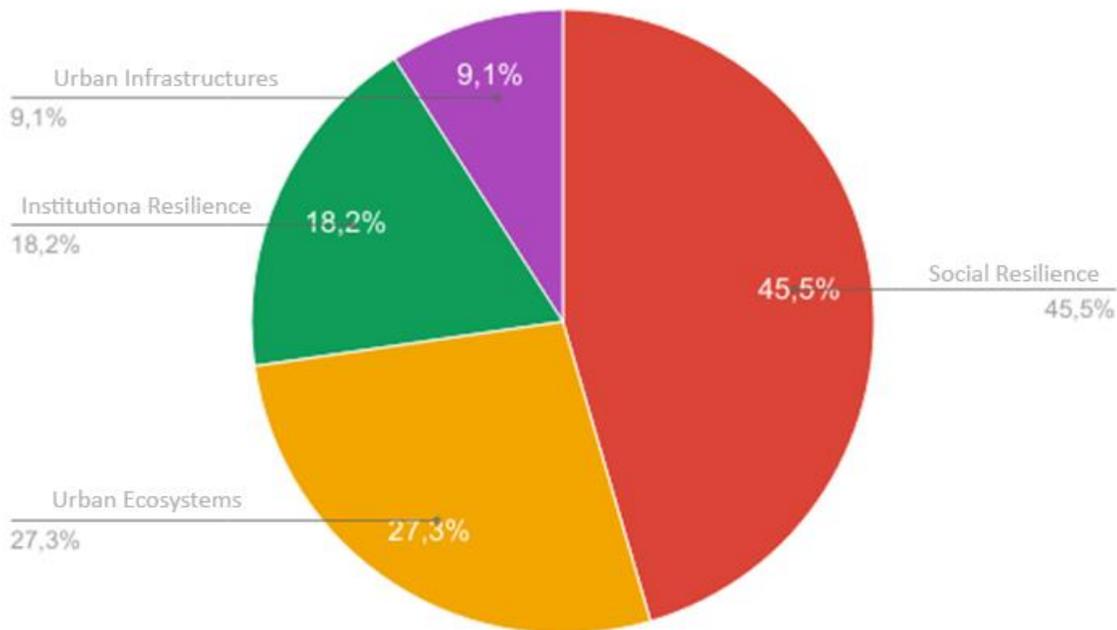


Fig.1:Interest of the stakeholders included in the ULG standing to the division into four spheres of the Urban Resilience.

To keep high the level of interest toward the ULL and to ensure a long-lasting participation of ULG members to the project's activities even in the periods among one meeting and another, a communication plan was designed. Main activities included in the plan were:

- The production on a regular base of newsletter with information on the development of the project, of the way other project partners are working and on theoretical background concerning urban resilience;
- The development of a website with all the information on the project's activities;
- The setting up of social media accounts to be used to give life to discussion concerning the main topics treated in the ULG meetings;
- The participation to workshops, seminars and conferences organized in the city or in other part of the country to ensure a proper dissemination of the main outputs and the transferring of the acquired knowledge in the field of Urban Resilience.

Specifically, social media had a primary role during the envisioning process, as they were used to collect suggestions, ideas and inspiration from people in the period between one ULG meeting and another.

A more traditional door-to-door engagement of stakeholder was also done, taking advantage of the small dimension of the city and of the ULL. This was particularly useful to ensure the presence of the mayor and of several assessors at most of the ULG meetings. In this way, the commitment of the local administration in the application of the direction of changes proposed by the ULG was guaranteed.

4. The vision of Urban Resilience (vision and objectives)

One of the main target of the project was to develop a precise vision of what the ULL will be in the future standing to the desires and ambition of the ULG members. In Potenza, a precise methodology was used to ensure the involvement of all the stakeholders included in the ULG in both the analysis of the ULL context and the sharing of their ideas concerning the vision. To this aim, ULG members were called to share text and images connected to strengths, weakness and opportunities of specific situation identified in the neighbourhood. These materials were also collected using the official social network accounts of the project and were discussed during an ULG meeting to define the main guiding principles through which develop the vision.

Firstly, the ULG discussed the importance of social issues in the area. An effective social action seemed to be crucial to allow citizen to live again their city centre. Through the contribution of youngest, connected by cooperatives and associations, the neighbourhood can become the place of culture and, considering the issues related to the weakest social classes and migrants, of cultures.

Secondly, private entities have to be considered as integrated part of every regeneration project developed in the area, and they have to assume a concrete role in developing urban resilience. As an example, the transformation of roofs and private terraces in gardens can create a connection among the public parks and green areas distributed in the area, generating a new green network and favouring the redevelopment of a strong urban ecosystem.

Punctual and low cost actions, which can often be developed through a bottom-up approach, could be sufficient to guarantee a higher level of security of the built-up areas and of the urban infrastructures, ensuring a better management of emergencies due to shocks. Intervention on the paving or on the facades of both public and private buildings are of great importance to reduce the risks connected to seismic events or other shocks.

Thirdly, the ULG identified the opportunity of favouring entrepreneurships in cultural and innovation fields as a tool to improve the economic development of the area generating advantages in terms of social resilience. Sharing spaces and economic risks can be a good chance for young entrepreneurs, who can also benefit from the use of several abandoned or underused public and private buildings in the area to start their business.

The presence in the neighbourhood of cultural enterprises and activities can also define the city centre as a vibrant neighbourhood, improving its capability of attracting university students. Students, and generally the entire University, are among the greatest opportunity to revitalize the city centre and its commercial system. Moreover, the ULG suggest the introduction of measures of financial support

to those students who chose to live in the centre. This measure could also respond to the necessity of fill the empty or abandoned private buildings in the area.

Finally, the city centre, together with the entire city, can provide logistic support for tourism activities, widely diffused in the natural areas neighbouring the city of Potenza.

All the issues discussed by the ULG recall the necessity of identify new and coherent rules for the management and the maintenance of the area. As an example, a new colour plan as far as a correct illumination of the most qualified architectural elements of the area, the removal of the antennas to redefine the urban skyline, a correct masking of the wirings, and a better quality of the street furnitures, could preserve the formal identity of the historic centre. Finally, the old Urban Plan for the city centre has to be updated, in order to answer to the current needs of the neighbourhood, of the city and of its citizens, and so has the civil protection Plan, to be used in case of natural diseases

All this topics are related to the presence in the area of a stock of historical, cultural and administrative building. Their presence is the sign that Potenza is the Capital City of the Basilicata Region.

The topics discussed in the meeting were resumed in a text, which, together with pictures designed by illustrator right during the meeting, constitute the vision to be pursued to improve the resilience in the city centre of Potenza:

“The City Centre of Potenza represents the integration place within all the local social communities’ components, with a particular attention to the people with perceptual and motor impairment, the elderly, family and migrants. It is expression of traditions and cultures and it is the place of civic associations. Individuals are the centre of the neighbourhood’s life and they are committed to promote activities of empowering of built-up areas security, maintenance of common areas, construction of a network of private green areas integrated with the three local public parks: Montereale, Villa del Prefetto, Torre Guevara.

The City Centre of Potenza is a place where it is possible to share ideas and opportunities and supports the birth and the growth of creative and cultural businesses, especially in the fields of technology and innovation. These businesses have a very significant impact in terms of employment and income of the youngest citizens, who are in this way incentivized to stay and live in their city.

City Centre and University interact synergistically. Students live in the area and light up the neighbourhood, which offers cultural and leisure activities.

The existing buildings are used for residential, administrative and directional services typical of a Regional Capital City; local trading and handicraft are flourishing. Public spaces in the neighbourhood are characterized by a substantial formal quality and have different functions - even with not simultaneously or temporal uses. This area is easily accessible thanks to the efficient public urban transport system.”

5. Pathways to Urban Resilience (actions for people, places, institutions)

The vision proposed by the ULG appears to be quite complex. However, it is possible to distinguish three main sections in it - each connected with a specific pathway. Moreover, it is also possible to identify a fourth pathway, which is transversal and intrinsically expressed within the entire vision.

A first guiding principle emerging from the vision is connected to the social sphere of urban resilience. Specifically, this issue is identified in the necessity of transforming the city centre into the home of the entire urban population. To this aim, citizens have to be considered as part of a community aware of its heritage and its role on increasing resilience.

From this overall principle, important strategic objectives are defined, such as the necessity of increasing the identity role of the city centre, the level of integration between all the social components of the local community and fostering civic association.

Therefore, the first pathway emerging from this part of the vision aims at developing a resilient community. Example of actions to reach this target are:

- Promotion of private-sector initiatives or competitions of ideas to encourage the implementation of artistic and cultural events in the area;
- Promotion of dissemination activities and guided tours aimed at enhancing the architectural, artistic and cultural heritage present in the area;
- Provision of a network of services (physical, but also through ICT) available to the weaker social categories;
- Organized and consistent programming of the activities proposed by different city associations.

The second guiding principle on which the vision is developed is the will of having a prosperous society, where businesses are healthy and there are a number of cultural activities to do. In this case, strategic objectives are connected to the promotion on new entrepreneurship and new cultural activities, by also strengthen the synergies with the university.

The second pathway derives from these statements, aiming at increasing cultural, recreational and commercial supply.

Possible actions are:

- Favouring the temporary use of abandoned building for commercial and/or craft businesses;
- Promoting technology transfer activities, support for innovation, reduction of informal economies;
- Opening spaces for co-working and business incubators;
- Establishment of measures to encourage university students to rent houses in the city centre.

A third guiding principle is evident in the last paragraph of the vision. Standing to this principle, the ULL established in Potenza has to be characterized by the presence of high quality public spaces. These have to be easily accessible to people with mobility or perceptual disabilities. Main objectives to be settled up to pursue this principle are the increase of the amount of available urban green spaces improving its

interconnection, and the improvement of the environmental readability and of the accessibility of the city centre from the peripheral areas of the city.

Consequently, the third pathway aims at increasing the quality and accessibility of public spaces. It includes actions such as:

- Implementation of a Plan for the elimination of architectural barriers, Establishment of measure to favour the maintenance of private green spaces;
- Active involvement of citizens with bottom-up activities in management of public spaces;
- Promoting the sustainable mobility, through a wider use of the existing infrastructures, such as escalators and public elevators, and by the creation of better inter-connections among the existing elements of the walkable-ecological networks.

Finally, a fourth pathway emerges from the vision. This is defined from a transversal guiding principle, which is not clearly stated in the vision but is intrinsically defined in it. This principle refers to the necessity of ensuring the safety after disastrous events. This means that both people and places have to be ready to face natural hazards.

The connected pathway aims at developing (participatory) processes of ordinary and emergency planning and maintenance of public and private spaces.

The methodological framework on which Resilient Europe is based contemplate the concretization of some of the actions defined through the pathways into experiments to be carried out together with the ULG members. Experiments must follow the direction of change identified in the vision, responding to the expectations of the local group.

The principle adopted in developing experiment is to give back to people their own ideas.

When constituting the ULG, the role of the involved stakeholders were identified. One of the category was the “Change agents: pioneers in the city, people who change things not only talk about it”.

This is precisely the kind of people that have to be involved to carry on the experiments. To engage them, face-to-face gatherings were organized to discuss how to develop the ideas they provided into the ULG meetings. Hence, the role of the Municipality is of external support, even if other actors involved in the local group do the main backing role. Indeed, the latter are the so-called “Supporters of change: people who can enable the change agents in terms of providing them skills and/or resources”.

Beside, for each experiment a number of aspect must be specified:

- which pathway it is related to;
- which actions it is related to;
- which are the main target groups;
- who are the change agents to be involved;
- which are the lessons (to be) learned.

At least one experiment per pathway was proposed, and the first step in their development was the improvement of the consensus of people around them.

EXPERIMENT 1 – ADOPT A MONUMENT

ASSOCIATED PATHWAYS	#3 - Increase the quality and accessibility of public spaces
ASSOCIATED ACTIONS	Active involvement of citizens with bottom-up activities in management-retrieval-retraining of public spaces
DESCRIPTION	The historic and architectural features of the city centre of Potenza are an expression of the cultural and identity values of the local community. This experiment aims at actively involve primary and secondary school students in the maintenance and valorisation of the historic assets of the city centre. Constant work in time will guide students in a process of re-appropriation of their cultural identity and will help to identify new ways of using the studied spaces.
MAIN TARGET GROUPS	Primary and secondary school students and their families
CHANGE AGENTS	The representative of the Fidapa Association; The Superintendence for Architectural Heritage; Schools representatives (not in the local group at the moment).
LESSONS (TO BE) LEARNED	Which are the possible uses of the historical assets in the area? Can school be the place in which people’s resilience is build? How many people can we reach by working with schools? (student’s families, teachers, ...)

EXPERIMENT 2 – SELF-EMPLOYMENT AND SUSTAINABLE JOBS

ASSOCIATED PATHWAYS	#3 - Increase the quality and accessibility of public spaces #1 - Develop a resilient community
ASSOCIATED ACTIONS	Setting up and updating an open market regulation focusing quality of products and services offered; Provision of a network of services (physical, but also through ICT) available to the weaker social categories;
DESCRIPTION	Given the increasing unemployment and poverty, there is the need to identify new forms of work, especially for those with lower levels of schooling or language difficulties. The experiment therefore aims to establish a market within the city center area for the resale of goods near the expiry or scrap of other large retail sales warehouses.
MAIN TARGET GROUPS	Citizens in economically disadvantaged conditions; Unemployed migrants.
CHANGE AGENTS	ONGs working with migrants; ONGs working in sustainable food retail; The Social Services Office of the Municipality.
LESSONS (TO BE) LEARNED	How can people and administration find resilient solution to problems without having a complex bureaucratic system? Is people ready to leave the usual top-down approach of social services, moving toward a bottom-up approach in which they raise their own resilience?

EXPERIMENT 3 – ESTABLISHMENT OF A CONSULTIVE COMMITTEE OF SUSTAINABLE MOBILITY/ACCESABILITY

ASSOCIATED PATHWAYS	#3 - Increase the quality and accessibility of public spaces
ASSOCIATED ACTIONS	Implementation of a Plan for the elimination of architectural barriers, mapping accessible routes, their slopes, pavements, accessibility of public places and of public services;
DESCRIPTION	Many projects for the removal of architectural barriers are ineffective because they do not meet the real needs of disabled citizens. The experiment proposes the setting up of a permanent Consultative Committee, intended as an opportunity to involve a public and private partnership in defining a strategy in the field of architectural and perceptual barriers.
MAIN TARGET GROUPS	People with motor or perceptual disabilities; Representative Associations; Competent Offices of the Administration
CHANGE AGENTS	ONG working with blind people; The Mobility Office of the Municipality.
LESSONS (TO BE) LEARNED	Can a participative approach avoid the development of useless project, saving money and promoting a more efficient strategy for urban accessibility?

EXPERIMENT 4 – HOUSE OF ASSOCIATIONS

ASSOCIATED PATHWAYS	#1 - Develop a resilient community #2: Increase cultural, recreational and commercial supply
ASSOCIATED ACTIONS	Establishment of a "house of associations" by identifying a physical container to accommodate urban centers, existing and newly formed associations, as well as the activities they propose; Opening, also with the support of trade associations and private subjects, of spaces for co-working and business incubators;
DESCRIPTION	Representatives of local associations complain about the lack of physical space within the historic center where associative activities can be carried out. The house of association could enable the development of organized and coherent programming of the activities proposed by the different city associations. This space can also be used as a urban center. And as a place for co-working and incubator of high tech startup based on the fablab model.
MAIN TARGET GROUPS	Associations, NGOs, startups, young unemployed...
CHANGE AGENTS	The association which were complaining about the absence of dedicated spaces
LESSONS (TO BE) LEARNED	Can different association, with different mission, different way of acting and different political background work together to support our community in a process toward urban resilience? Is this a good approach to re-develop trust among the different actors in the city?

EXPERIMENT 5 – PREVENTION IS BETTER THAN CURE!

ASSOCIATED PATHWAYS	#4 - Develop (participatory) processes of ordinary and emergency planning and maintenance
ASSOCIATED ACTIONS	Transferring the content of the civil protection plan through continuous and activities;
DESCRIPTION	The Municipality of Potenza has an excellent Civil Protection plan with which to manage the post-emergency phases. However, the content of the plan is little known to citizenship, which is therefore unaware of the actions to be taken in case of disastrous events such as an earthquake. The experiment involves primary and / or secondary school students within a process of content analysis of the civil protection plan. In addition to learning the content of the plan, students will be asked to re-elaborate them in easily communicable and understandable forms also to non-practitioners.
MAIN TARGET GROUPS	Students from primary/secondary schools
CHANGE AGENTS	Province of Potenza; Schools representatives; School of Illustrators.
LESSONS (TO BE) LEARNED	How can we support people in getting aware of their role in civil protection activity? How can we get ready for disasters?

EXPERIMENT 6 – INSTITUTIONAL RESILIENCE AND FUNDING OPPORTUNITIES

ASSOCIATED PATHWAYS	#3 - Increase the quality and accessibility of public spaces #1 - Develop a resilient community
ASSOCIATED ACTIONS	Design and implementation of a connections-system among the different green areas of the city center
DESCRIPTION	One of the main topic discussed in the ULG meetings was the necessity of having new connection among the (currently) isolated green areas present in the area. However, this kind of intervention is hard to be done within the Resilient Europe project, both for its cost and the complexity of its design. Hence, this specific task was considered as a challenge of institutional resilience. The aim having cooperation among different departments of the Municipality of Potenza and of the Basilicata Region in order to insert the implementation of these green connection as a top priority in their agenda, finding the necessary tools to finance their development.
MAIN TARGET GROUPS	European funds department of the Municipality; Urban planning department of the Municipality; European funds department of the Region;
CHANGE AGENTS	People who works for the involved department
LESSONS (TO BE) LEARNED	How can people working for different offices from different public bodies cooperate to realise the ideas proposed by people through participatory approaches?

6. Monitoring and assessing the progress towards urban resilience

As previously mentioned, our vision is based on several guiding principles, which are connected to different pathways. Each pathway finds its application through a series of specific objectives and action. Moreover, each action is connected to an indicator to measure its result and its impact in terms of support to the overall expected output. The framework of pathways, result indicators, output indicators and actions is reported in the following matrix.

		SPECIFIC OBJECTIVE	RESULT INDICATOR	OUTPUT INDICATOR	ACTIONS
PATHWAY 1: C BUILD A RESILIENT COMMUNITY		Increase the identity role of the historic center.	<ul style="list-style-type: none"> • Number of communication or cultural products with the object of the historic center. 	<ul style="list-style-type: none"> • Number of communication or cultural products with the object of the historic center. 	<ul style="list-style-type: none"> • Promotion of private-sponsored initiatives, competitions of ideas and...to promote the implementation of artistic and cultural manifestations in the area; • Promotion of dissemination activities and guided tours aimed at enhancing the architectural, artistic and cultural heritage present in the area.
		Increase the level of integration between all the social components of the local community.	<ul style="list-style-type: none"> • % reduction in number of episodes of social disorder or racism measured in one year 	<ul style="list-style-type: none"> • Number of organized intercultural dialogue events; • Number of participants in training events and social inclusion development; • Number of tools activated for the removal of social barriers. 	<ul style="list-style-type: none"> • Provision of a network of services (physical, but also informatics) available to the weaker social categories, including point of care and first first-aid day and night; • Installation of public sanitation; • Continued engagement by law

				<p>enforcement and voluntary associations to limit interaction between the world of youth and alcohol / drug addiction;</p> <ul style="list-style-type: none"> • Promotion of awareness raising and training / action campaigns to prevent alcohol / drug addiction phenomena in young people;
	Encourage citizen association	<ul style="list-style-type: none"> • Var% of associations in the area after 2 years from the closure of the project • Var.% Of enterprises or social cooperatives 	<ul style="list-style-type: none"> • Number of measures taken to encourage the formation of new associations; • Number of shares available for public spaces and buildings; • Number of networks of associations built and / or supported; • Measures and incentives for social entrepreneurship; 	<ul style="list-style-type: none"> • Establishment of a "home of associations" by identifying and making available a physical container to accommodate urban centers, existing associations and new ones, as well as the activities they propose; • Organized and consistent programming of the activities proposed by the different city associations.

	SPECIFIC OBJECTIVE	RESULT INDICATOR	OUTPUT INDICATOR	ACTIONS
PATHWAY 2: INCREASE CULTURAL, RECREATIONAL AND COMMERCIAL SUPPLY	<p>Promote the opening up of new creative, cultural and commercial enterprises, particularly in the areas of technology and innovation, by encouraging the construction of networks between the various activities by which to stimulate the commercial attractiveness of the area and increase the rate of employment, especially among young people.</p>	<ul style="list-style-type: none"> • Naverage number of customers measured in the whole area per day • % increase or decrease in business and handicraft activities at the end of the 2 year period - from the closing of the project • % of start-ups in the fields of innovation and culture still active after 2 years from the closure of the project • No new employees in the area • % of youth unemployment 	<ul style="list-style-type: none"> • Number of measures and incentives for the creation of new entrepreneurship in the field of cultural and creative businesses; • Number of start-ups supported or embedded in business incubation processes; • Number of business promotion activities of the supported area; • Number of business activities supported in writing / updating a business plan; • Number of networks between commercial and / or craft businesses implemented; 	<ul style="list-style-type: none"> • Incentive measures for the use of commercial premises on the land plans of the old town buildings, also favoring the temporary use of premises by commercial and / or craft businesses; • Signing of agreements with universities and trade associations to promote technology transfer activities, support for innovation, reduction of informal economies; • Individuation and fitting also with the support of associations of category and private subjects of spaces for the co-working and of incubators of company;

		<ul style="list-style-type: none"> • Number of actions and incentives aimed at encouraging young people's access to internships and vocational training experiences; • Number of young people supported in business creation processes; 	
<p>Increase the quality and quantity of public services, cultural and recreational activities</p>	<ul style="list-style-type: none"> • Increase Number of cultural and recreational activities and recreation after 2 years from project closure • Number of users of activities or cultural or recreational services measured per year 	<ul style="list-style-type: none"> • Number of initiatives to support active cultural or recreational activities and services; • Number of modernization activities of existing services and of buildings hosting them; • Number of initiatives to characterize the cultural demand of the local community; • Number of partnership 	<ul style="list-style-type: none"> • Definition of multi-stakeholder partnership with schools, research bodies and associations to favour the transferring of knowledge; • Support to bottom-up actions finalized at the recovery of abandoned/underused historical building in the area;

			activities between schools, educational institutions and active people in the promotion of cultural and recreational activities;	
Improve the tourist reception system	<ul style="list-style-type: none"> • Annual number of visitors • Number of attendance in tourist accommodation facilities after 2 years from the closing of the project 	<ul style="list-style-type: none"> • Number of territorial promotion measures activated; • No number of partnerships between receptive services, local administration and tourist attraction centers in the hinterland on the city; • % of attendance in accommodation facilities for tourist purposes; 	<ul style="list-style-type: none"> • Reorganizing the Tourist Information System, either through a rethinking of signposts and by increasing the functionality of the information points, even on public holidays; • Establishment of networks among the actors operating in the field of tourist reception, trade and cultural activities; 	
Increase synergies between University and Historic Center	<ul style="list-style-type: none"> • % of off-site university students living in the historic center 	<ul style="list-style-type: none"> • Number of measures and incentives to facilitate the rent of apartments by university students 	<ul style="list-style-type: none"> • Establishment of conventions between students and business or network of promotion of cultural 	

		<ul style="list-style-type: none"> • Number of university services located in the historic center area 	<ul style="list-style-type: none"> • in the historical center; • Number of initiatives jointly implemented by municipal administration and universities for the provision of services in the historic center area; • Number of territorial promotion events jointly organized by universities and local government; 	<ul style="list-style-type: none"> • events to ensure price mitigation; • Establishment of measures and tax reliefs to encourage the university students' housing estate; • Scheduling a timetable for territorial promotion activities specifically targeted at university students and above all to host students in the field of international mobility projects;
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	SPECIFIC OBJECTIVE	RESULT INDICATOR	OUTPUT INDICATOR	ACTIONS
PATHWAY 3: INCREASE THE QUALITY AND THE ACCESSIBILITY OF PUBLIC AND PUBLIC USE SPACES	<p>Improve urban quality and <i>legibility</i></p>	<ul style="list-style-type: none"> • Number of accessible business activities • Number of disabled who enjoy public spaces and commercial activities 	<ul style="list-style-type: none"> • Number of tools activated for the removal of architectural and social barriers; 	<ul style="list-style-type: none"> • Prepare a regulation for overcoming architectural, perceptual and motor barriers; • Providing incentives to promote measures to improve access to business; <ul style="list-style-type: none"> Implementation and execution of an insignia plan to promote environmental readability; • Improvement of road signs and legibility of civic numbers; • Implementation and execution of a plan for the elimination of architectural barriers, providing mapping of accessible routes, their slopes, pavements, accessibility of public places and public services or for public use;

<p>Improve the accessibility of the historic center from peripheral areas of the city</p>	<ul style="list-style-type: none"> • % of citizens who reach the historic center using the public transport system 	<ul style="list-style-type: none"> • Number of inter-mode measures adopted within the public transport system; • Number of actions to promote sustainable mobility; • Number of actions aimed at reducing the number of vehicles in the historic center area; • Number of regulatory measures for private vehicular access to the historic center and / or pedestrianization of the same 	<ul style="list-style-type: none"> • Implementation and execution of a sustainable mobility plan in the old town (e.g. Electric cars purchased in shared accommodation); • Organization of inter-mode transport systems; • Reorganization of the park system in the neighboring areas of the city center; • Activation of a no-traffic zone in the city center;
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<p>Increase the amount of urban green space available, improving its interconnection</p>	<ul style="list-style-type: none"> • % interconnected green areas • Usage index of public green areas 	<ul style="list-style-type: none"> • Number of public and private green development / maintenance interventions; • Number of events promoted in public green areas; 	<ul style="list-style-type: none"> • Establishment of measures and tax relief for private individuals carrying out maintenance of private green spaces; • Design and implementation of a connection system between the main green areas of the area;
<p>Increase the quality and functionality of public spaces</p>	<ul style="list-style-type: none"> • Number of different events and types of use hosted by public spaces for year 	<ul style="list-style-type: none"> • Number of temporary use activities of the experimented spaces; • Number of funded architectural and functional upgrading interventions; 	<ul style="list-style-type: none"> • Setting up and updating of an open market regulation focusing on the spaces provided and the quality of products and services offered; • Active involvement of citizens with bottom-up activities in the reclamation-retraining activities of public spaces (eg "Adopt a Monument" School); • Abatement of the Torraca School; • Recovery of historic pavements; • Recovery operations in the Montereale

				Park by dropping the boules with its consequent transfer;
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	SPECIFIC OBJECTIVE	RESULT INDICATOR	OUTPUT INDICATOR	ACTIONS
PATHWAY 4: DEVELOP (PARTICIPATORY) PROCESSES OF ORDINARY AND EMERGENCY PLANNING AND MAINTENANCE	Increase the use and quality of existing building assets (both public and private)	<ul style="list-style-type: none"> • Number of unused / abandoned private buildings • Number of unused / abandoned public buildings • % of buildings with high architectural quality • % reuse of unused / abandoned public buildings 	<ul style="list-style-type: none"> • Number of public services and administrative offices located in the area; • Number of reclamation of privately owned property assets activated • Well-known good practices for the recovery of the historic heritage site 	<ul style="list-style-type: none"> • Establishment of measures and tax reliefs for private individuals carrying out maintenance work on the facades of their buildings; • Provision and / or upgrade of c.s recovery plan and / or color plan • Inter-institutional dialogue activities for redeployment in the historic center of offices and institutional offices; • Placement of public or public equipment in places / places not in the area (eg halls of escalators);
	Increase the level of security in case of natural disasters	<ul style="list-style-type: none"> • % of buildings and infrastructures in security • Number of people prepared to handle post- 	<ul style="list-style-type: none"> • Number of restoration and maintenance works for buildings and infrastructures; • Number of activities to 	<ul style="list-style-type: none"> • Implement pilot projects for the recovery of public buildings by making use of regional-national-Community funding;

		<p>emergency phases</p> <ul style="list-style-type: none"> • % of waiting areas, reception and storage facilities and rescue workers, immediately available 	<p>promote and disseminate the civil protection plan</p>	<ul style="list-style-type: none"> • Evaluation of the seismic vulnerability of private buildings; • Agreements with builders to facilitate private access to credit facilities for the restructuring of private property (eg Sismabonus); • Implementation of informative actions with private individuals regarding existing funding instruments for restructuring; • Disclosure of the content of the civil protection plan, including within the "home of associations" and the urban center, through continuous and institutionalized activities;
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7. Experimenting for urban resilience (description of experiment and lessons learnt)

In section 5 of the Action Plan six possible experiments have been described. The aim of the project management group was to set up at least three out of the six proposed experiments. Experiment 1 “Adopt a Monument”, 2 “Self-Employment and Sustainable Job” and 6 “Institutional Resilience and Funding Opportunities” were selected to be tested. Nevertheless, the execution of the experiments resulted into activities significantly different from the expected output.

Experiment 1 “Adopt a Monument” was initially designed to be carried out with school’s students to involve as more citizens as possible into a debate about the importance of some of the important architectural element present in the city centre. However, as the project management group was organising the activities to start working with schools, ULG members started to raise resilience on their own. Indeed, they organised several activities focused on raising attention toward the Guevara tower, the only remaining part of the ancient castle of Potenza. Main promoters of these activities were the Rotary Club of Potenza and the local section of the Italian Environmental Fund (FAI) – both the association were included in the ULG and took part to the meetings of the Resilient Europe project. Other associations belonging to the ULG decided to support the efforts of Rotary and FAI. Among these Planar, Visioni Future, Interact, Un passo Avanti, Avis Potenza, We Love Potenza, Potentialmente Onlus. Moreover, the Chamber of agronomists and forestry and the Province of Potenza supported the action.

Hence, the experiment resulted into a series of actions aimed at promoting the recovery of the deprived site where the Guevara tower is placed. Specifically, the Chamber of agronomists and forestry has taken on the commitment to manage the park surrounding the tower, ensuring its maintenance free. Moreover, free guided tour of the area were organised on June 9th 2017 by the FAI and the Rotary. On the same date, a petition was launched to propose the demolition of an abandoned building, located just in front of the tower, which limits the use of the park and prevents the possibility of seeing the tower from the main road crossing the city centre. To support the recovery of the area, Rotary Club has organised a design contest open to professionals from all over the world to submit possible solution for the improvement of the quality of the urban space of the area, even considering temporary solutions or the demolition of the building.

This experiment took a complete different shape from its original design. However, this is a real good example of a bottom-up experiment: citizens started working on it because they are aware of the importance of the monument for the city center in the ULG, and the municipality joined them to ensure an easy development of their activities.

Experiment 2 “Self-Employment and Sustainable Job” was object of some variations too. In fact, it was influenced by the effort of the project management group of finding

new resources to ensure the continuation of the activities conceived by the ULG even after the end of Resilient Europe. Thus, another of the main goals of the project was pursued – the institutional resilience. Indeed, to ensure the availability of funds through which keep on working with the ideas from ULG, two types of institutional cooperation were favoured – an internal cooperation within the different offices of the Municipality, and an external cooperation among the Municipality and the Regional Authority.

The internal cooperation led to the execution of the Experiment 6 “Institutional Resilience and Funding Opportunities”. In July 2017, the Municipality of Potenza published the Strategic Document of Urban Development 2014-2020. A plan identifying the ‘Integrated Territorial Investment’ funded by the Regional Operational Programme of the European Regional Development Fund. The Urban Local Group played an important role in the development of this document. The work in the Local Group has been of inspiration in the defining several of the actions included in the Action Plan developed for the Resilient Europe. Therefore, these actions will come to life in the next years, even after the conclusion of this project.

The Urban Local Group worked together with many different government bodies. Communicating among different offices of public bodies in order to maximize the result is a good example of institutional resilience. Potenza has an office now that is working on connecting different projects and programs, and fostering the partnerships with other public bodies, such as Regional or Provincial Authorities, the University and research centers.

The external cooperation is carried out by opening a dialogue with Regional Managing Authorities of other funding framework. The aim is developing a support program for young people and unemployed in order to favor the birth of innovative enterprises as stated in our vision and in our result framework matrix. This dialogue is far from being at its end. At the moment, we are in a preliminary stage in which the Municipality has to select priorities among the actions defined by the ULG in order to support them and find appropriate ways of finance them with the support of the Regional Authority or other founding opportunities.

8. Conclusion (relation of IAP with other strategies in the city)

The experiments carried out had a good impact on the ULG. People felt involved in the decision-making process and in the development of the resilience. Indeed, after the conclusion of the two main experiments, ULG members asked to the project management group to organise another event (which will probably take place on February) thought as the “resilience day”. On this occasion, the participants expressed interest in organizing:

- A participated storytelling activity in the ULL;
- A mapping of the places accessible to people with disabilities;
- A walk with a group of visually impaired people, to understand how they perceive urban space and mobility in the area;

They are also discussing the possibility of closing the historical center to vehicular traffic during the day dedicated to resilience.

Furthermore, they are now actively working on the development of guidelines for the use-maintenance-management of common goods.

Their efforts, which are ongoing independently from the specific needs of the Resilient Europe project, show how the Transition Management process started in RESEU was able to catch up the attention of the people involved in the ULG. This is probably the main result obtained in Potenza: the creation of a group of active citizens who are constantly working on increasing urban resilience in their own city.

Currently, the project management group of Resilient Europe Potenza is working to commit local administration to assume the IAP as a guideline for urban development. This would be a significant achievement, setting the plan developed with the ULG as the official pathway followed by the Municipality.

Moreover, part of the plan will be surely funded through the Integrated Territorial Investment Program of Urban Development of the City of Potenza. These contains some of the projects/actions designed by the local group, indeed.