ARRIVE STAY ENJOY!
Cesena Integrated Action Plan
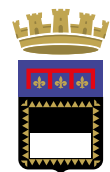
URBACT

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TOWARDS A BALANCED CITY CENTRE

Comune
di Cesena

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1. Introduction

What is the practical purpose of imagination? It is to build representations of the world, of relationships, and of oneself. To multiply scenarios and possible alternatives. To escape the tyranny of the "here and now," to critique it, to overturn it. To think the invisible. To invent the other. To choose between multiple directions. To bring out connections between the present, the past, and the future. To believe in what does not exist. To believe in what exists. This is why to imagine means, above all, to engage in politics.

I dedicate the first lines of this introduction to the anthropologist Matteo Meschiari, whose words lead us to the very heart of what Cities@Heart has been about: **imagining together new scenarios and multiple directions for our historic centres.**

As an Administration, we immediately believed in the richness of confrontation and exchange with the partner cities, which provided innovative stimuli and approaches. At the same time, we shared our own good practices, continuing to "believe in what exists" in our Cesena: the pedestrianisation through the ZTL (Limited Traffic Zone), the possibility of reaching the centre intermodally with a discounted ticket thanks to the Parkibus scheme, the integrated events calendar, the investment in the identity of the city market, and the valorisation of "district activities" carried out by resident groups.

These and other actions were the result of a participatory process that culminated in the drafting of the Strategic Plan for the Relaunch of the Historic Centre (2022), which forms the basis of the work done with all the stakeholders involved in this project.

However, a strategic plan is both a destination and a starting point: from those words, actions, activities, and community involvement must germinate with a generative and empowerment-focused perspective, so that everyone feels part of a living and present process. Thanks to

Cities@Heart, we had the opportunity to continue investing, imagining, and engaging, addressing the main challenges of our historic centre (accessibility, sustainability, inclusion) to ensure that the city's "heart" is not just a place of memory, art, and tourism, but increasingly becomes a **vibrant, accessible, and just place, capable of welcoming, including, and generating well-being for all people who make up our community.**

In this context, our Integrated Action Plan (IAP) aims to give concrete form to these ambitions, embracing the concept of **public space accessibility in the broadest possible manner, moving from the spatial and mobility dimension to the economic and social one**. Everyone has the right to experience the beauty of the historic centre, take a break in the Malatestiana Library, sit on a shaded bench, and play freely, regardless of age, gender, class, or ability.

The core of the ULG's work has been to **co-design public spaces together** so that they become increasingly welcoming and accessible, climate-resilient, and adaptable to various social needs. After exploring existing policies as a starting point, participants were able to, and can continue to, imagine actions that activate, connect, and encourage. They put together a plan that prioritizes pedestrians, cyclists, relationality, and community life, and that responds effectively to climate change and people's needs for social interaction.

A "softer" city germinates—a **soft city** as defined by the Scottish architect and urbanist David Sim—which manages density horizontally, facilitates alliances between social groups, and restores public space to the people. For us, a soft city is also one where the historic centre is easy to reach (hence the actions in the **ARRIVE** section) and where the proximity of different options encourages mixed uses of public spaces and everyday vibrancy. Here we find benches,

trees, squares, and open areas that invite walking, dwelling, and meeting (**STAY**). It is a welcoming place, an urban laboratory for the co-creation of initiatives, artistic practices, and community moments originating from those very practices (**ENJOY**).

The historic centre thus becomes a widespread **social infrastructure**, where the lifestyles and rhythms of the different people who experience it intersect, creating a living space where **care and proximity are political acts.** It is when various bodies and voices can coexist and find space that plural participation is generated—the kind that places the well-being of all people at the centre of the urban regeneration project.

Cities@Heart has allowed us to question ourselves, open up alternative imaginaries, and choose to invest increasingly in a historic centre that leverages its beauty and memory and weaves them together with practices of **inclusion, climate justice, and rights.**

Now, after the great work done together with stakeholders and citizens, our wish and commitment is to stay in the heart of things: only in this way will we be able to listen to its beats, even the most hidden ones. It is our duty to amplify them and continue the journey, together.

Happy reading,
Giorgia Macrelli
Councillor for European Projects

2. The Cities@Heart network

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TOWARDS A BALANCED CITY CENTRE

Cities@Heart brings together ten European urban areas with diverse profiles but with one common goal: achieving a balanced and inclusive city centre for all users.

It is led by the Métropole du Grand Paris and is composed of 9 project partners, representing different territorial, demographic and socioeconomic realities: Cesena (Italy), Granada (Spain), Osijek (Croatia), Lamia (represented by Amfiktyonies business development organisation from Greece), Celje (Slovenia), Fleurus (Belgium), Sligo (Ireland), Krakow (represented by Krakow Metropolis Association in Poland) and the intermunicipal area between Guimarães, Braga, Famalicão and Barcelos (Quadrilátero Urbano Association, Portugal).

The partnership is heterogeneous, including large metropolises, medium-size urban areas and small cities with populations such as Sligo. Despite this disparity, a complex interweaving of historical, economic, cultural, touristic, and symbolic centralities characterises these centres. They face a series of interconnected challenges, starting with the need to manage complexity through coordinated governance and citizen engagement. At the same time, they must address gentrification and housing shortages, while adapting vulnerable areas to the impacts of climate change. Furthermore, revitalising commercial activity and reinforcing city centre identity are crucial to maintaining vibrant urban cores. These efforts must be complemented by reclaiming and redesigning public spaces, as well as promoting a balanced mix of uses to ensure inclusive, resilient, and livable urban environments.

What is the role of Cesena in this network? Various thematic policies can certainly offer a contribution to the network, both in terms of public space management (car access restrictions and landscape guidelines for the private use of streets) and the redevelopment of building heritage. Over the years, Cesena has also created numerous governance spaces that have generated publicly accessible knowledge through participatory processes. Finally, the municipal administration boasts solid experience at the European level (with numerous URBACT and other projects), which translates into a deep knowledge of integrated action plan design.

By gathering relevant indicators and using a common methodology, this network aims to create a holistic policy framework for lasting and meaningful change in the heart of the city. Working hand in hand with local stakeholders and users, Cities@Heart is here to develop tools that foster happy, healthy and harmonious places.

3. Why an Integrated Action Plan?

An URBACT Integrated Action Plan (IAP) is a key element of the URBACT methodology. It is a city-level output that defines actions to be implemented within the city in order to respond to a specific urban policy challenge - reflecting the lessons learned from local stakeholders, transnational partners and the testing of actions at local level.

IAPs thus provide both a focal point and end goal of the action planning journey that cities undertake within their URBACT Action Planning Network (APN). IAPs help to ensure that both local-level discussions (within the URBACT Local Group) and transnational exchange (between the network partners) have a practical focus on planning a coherent set of actions to address the local policy challenge in each participating city, embedding an integrated and participative approach.

IAPs are future oriented – setting out the actions that cities will implement beyond the life cycle of the URBACT network. For this reason, each IAP not only sets out what the city intends to do on its specific topic, but also has a strong implementation focus, for

example through the identification of specific funding opportunities, governance structures and timelines for how the actions will be implemented and monitored.

Within this framework, **the work carried out in Cesena was set up, at a local level**, following a participatory process concerning the historic city centre that began in 2021 and resulted in the 2022 Strategic Plan for the Future of the Historic City Centre of Cesena.

At a transnational level, it took the opportunity to delve deeper into two specific themes, thanks to the experiences of the other partners:

• The collection and analysis of urban centre data to define data-driven policies and enable a better exchange of knowledge between the administration and citizens.

• Urban centre management models capable of involving all relevant stakeholders.

4. Context, needs and vision

The partnership has based its work on **a holistic approach, considering six key functions that characterise the balance of an urban centre: housing, public space, commerce, work, leisure, and infrastructure.** Their combination allows for an integrated understanding of the city's dynamics and how they impact the daily lives of residents and city users.

In the case of Cesena, the historic city centre is distinguished by its strong compactness, especially when compared to the vast territorial extension and the presence of numerous hamlets. For this reason, the analysis of infrastructure focused particularly on local mobility, a crucial element for keeping the centre connected and accessible.

4.1. Context

Cesena is located in the Emilia Romagna region, between the Apennine mountains and the Adriatic Sea. It belongs to a polycentric system of small and medium-sized cities that develop along the historic Via Emilia and the coast, at a distance of about 20-30 km from each other (such as Forlì, Rimini, and Ravenna).

The municipality comprises the historic city centre and many hamlets across a rather large territory (249.47 km²). With a population of 95,990 inhabitants (2023), Cesena has a substantially stable demographic trend, with a slight increase since 2011 (0.2%), and a regressive demographic pyramid (32.5% of the population is over 60, and 12% is under 14).
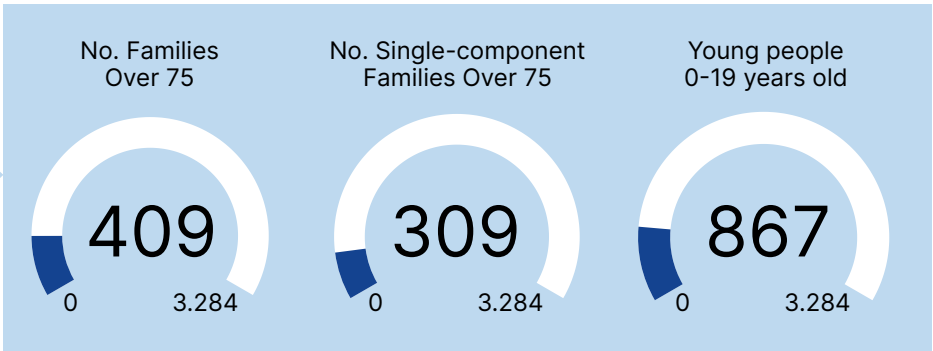
The average income per capita is 22,977 euros (2022), slightly higher than the national average (22,359 euros per capita in 2023).

Until two decades ago, it was renowned for its agriculture and the processing of fruit and vegetables. ISTAT data from 2011 indicate that the labour market is concentrated for about 63% on services and commerce (19.5%), with the remaining percentage in the primary and secondary sectors (about 37% between agriculture and industry).

No. Historic Centre Residents

5.959

No. Families Historic Centre

3.284

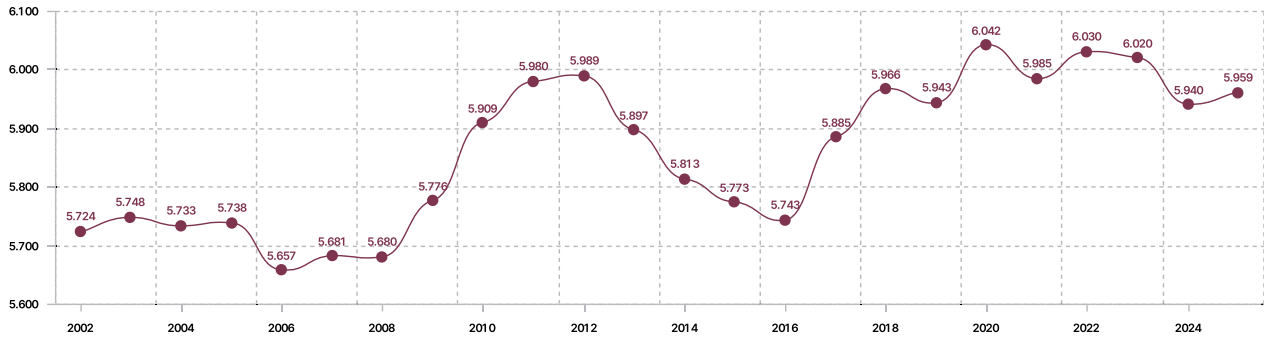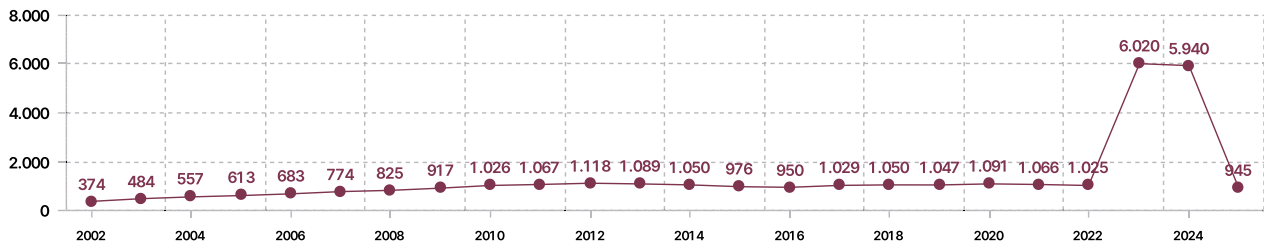| No. Families Over 75	No. Single-component Families Over 75	Young people 0-19 years old
409	309	867
0 3.284	0 3.284	0 3.284

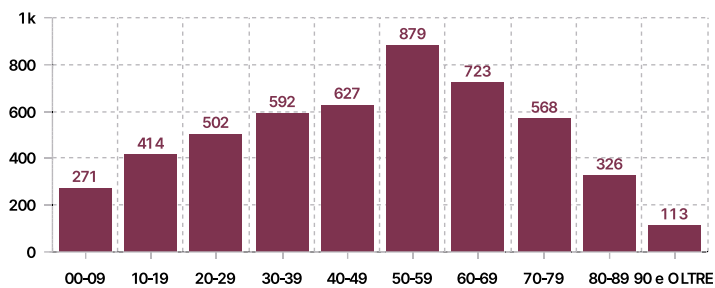**No. Foreigners Historic Centre**

945

No. Historic Centre Residents by Year

No. Foreign Residents Historic Centre by Year

No. Residents of Italian citizenship by age group

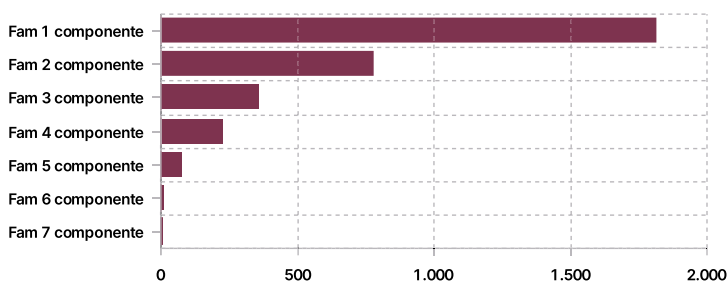## No. Families for members in the Historic Centre

Image 1: Summary dashboard Residents Historic Centre, Source: Unione Valle Savio GIS Portal, data downloaded on 12/11/2025

City centre boundaries

The historic city centre of Cesena is characterised by a compact structure, dominated by prominent historic buildings such as the Malatesta Fortress and the Malatesta Library. It is surrounded by a medieval city wall, largely preserved, which gives the city its characteristic "scorpion" shape, with the tail pointing towards Porta Santi and the claws towards the Savio River. This configuration is the result of the urban modifications made during the Malatesta period. The Via Emilia crosses the historic city centre on an east-west axis, connecting Cesena with other important cities in the region, via both road and rail networks. It is a lively area, with numerous shops, restaurants and clubs offering leisure activities related to food, entertainment and shopping. The concentration of these activities is particularly high in the immediate vicinity of the centre, making the area easily walkable.

Current situation of the city centre

Housing
The city centre has adequate housing stock, with over 50% of dwellings occupied by long-term tenants, which is higher than the city average of 36%. Given its historic character, the housing in this area could be improved, as several buildings require extensive renovation. In fact, the dwellings do not meet 21st-century building standards, which require, for example, energy efficiency, but conservation regulations make these types of interventions difficult in order to maintain the overall aesthetics.

Public space
Amidst the intricate fabric of streets, the city centre's main public spaces consist of numerous squares of various sizes. Despite their ancient role as shared plazas for community interaction, some of these spaces are now almost completely occupied by private businesses (and their related street furniture and terraces). There are few spaces for children and families. Therefore, not all of them can be considered spaces for social cohesion, although Piazza del Popolo and Viale Mazzoni play a significant role due to their existing use for traditional open-air markets, as do Piazza della Libertà and the three recently redeveloped squares (Almerici, Bufalini and Fabbri), which play an important role in daily socialisation. Some central areas show slight degradation, in particular, the southern part of the Historic Centre has streets and squares lacking in the quality of their paving and furnishings. The axis starting from Via Fattiboni, Via Milani and Via Isei, as well as Piazza Isei, are used almost exclusively for public parking. Piazza Aguselli is also currently being used for this purpose, although it is undergoing redevelopment. The northern part of the centre, on the routes connecting it to the railway station, is characterised by a lack of clear routes, as there is no single cycle-pedestrian route to reach it. In addition, the area in front of the railway hub, which is characterised by a certain insecurity with episodes of vandalism and petty crime, is currently the subject of a series of redevelopment projects for its spaces, with over 11 million euros of investment (to which are added the resources allocated for the creation of the new CesenaLab and Employment Centre offices inside the former Fricò building) and was also the subject of the previous URBACT III project in which the Municipality participated (the Kairos network).
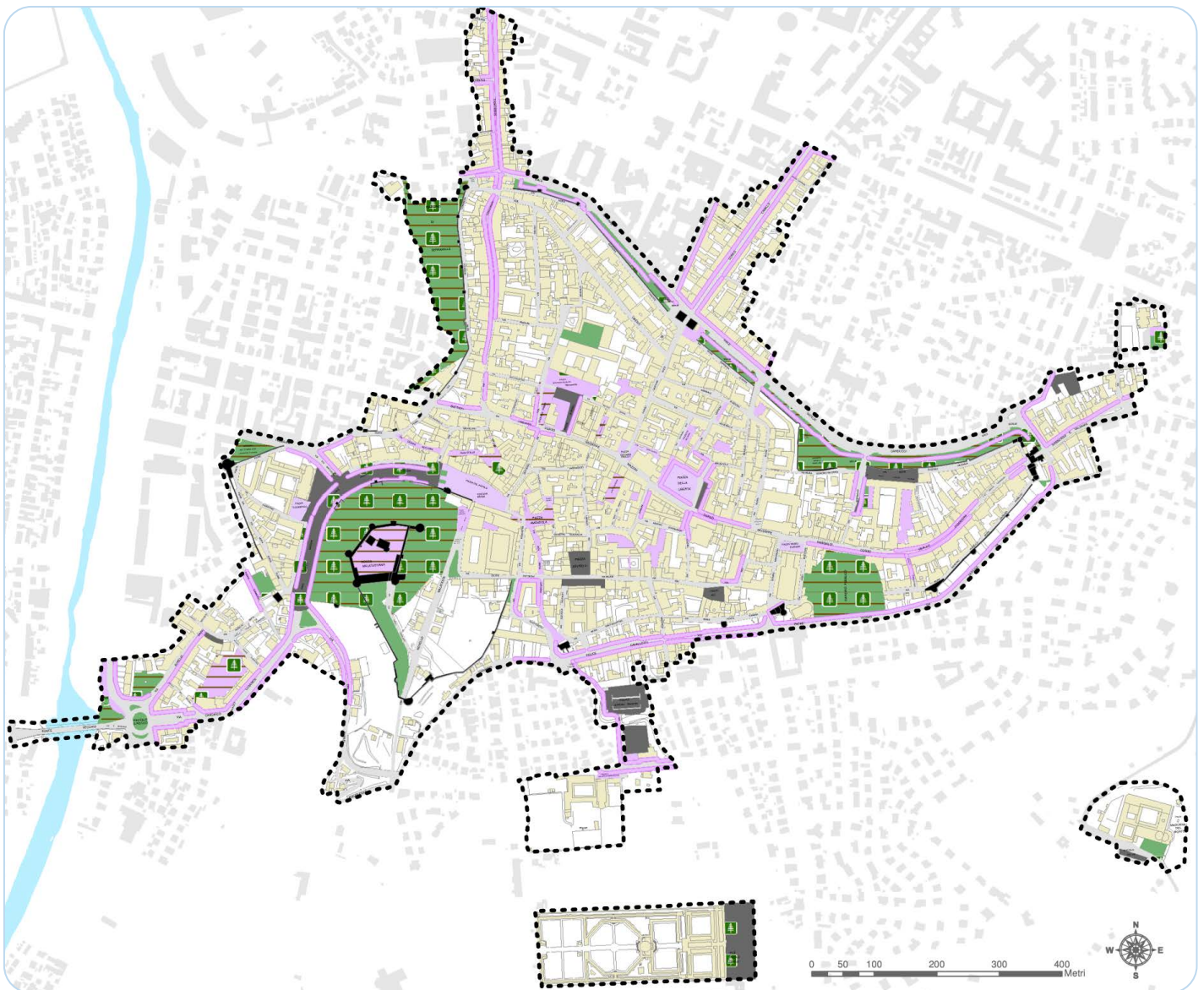
Functions

🟪	Pedestrian space and path
🟩	Green spaces
⬛	Parking
⬜	Road areas
▬	City walls

Characteristics

═	Furnished
🌲	Tree-lined

Image 2: accessibility to the city centre.
Source: PUG Cesena-Montiano (General Urban Plan), attachment C1 "La città storica", 2022.

Commerce

The city centre has a diversified commercial offer, with around 10% of shops dedicated to food (according to the 2012 census). Since 2016, the gradual disappearance of historic and local commerce has represented a significant challenge, which culminated in a historic low in 2019. After the pandemic, from the second half of 2021, commerce, services, and construction have shown a significant recovery, although numerous "dark windows" continue to be registered, such as along Corso Mazzini, Corso Sozzi, and Via Zefferino Re, where merchants claim they can now only work on Wednesday and Saturday mornings, coinciding with the open-air market. In 2024, in fact, several shops closed, with over 100 units ceasing operations, indicating a structural crisis in the centre's retail trade.

Percentage of Vacant Non-Residential Units		
		1-40%
		40-80%
		80-100%

Image 3: Percentage of Vacant Non-Residential Units. Processed by the SIT Office of the Unione Valle Del Savio.
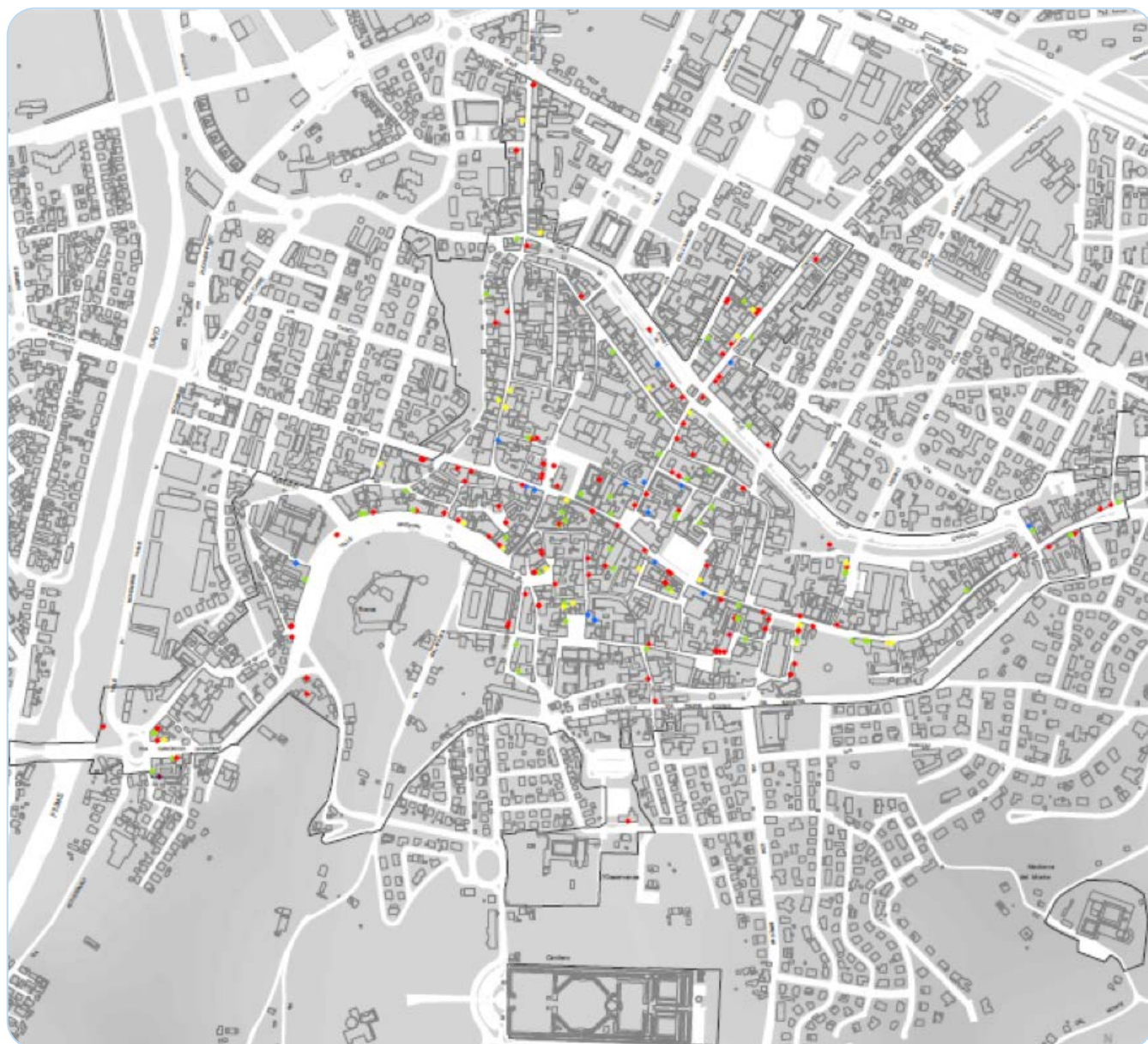
Work

In the centre of Cesena, the prevalent sectors are the tertiary-managerial and retail trade. Specifically, commerce accounts for 43.6% of the centre's businesses, with a significant presence of catering establishments. This is followed closely by service businesses (39.1%), which include insurance, banks, medical offices, hairdressers, and beauticians, distributed mainly along the central urban axes such as Corso Sozzi, Corso Cavour, Via Garibaldi, Mazzini, and Cesare Battisti, thus forming linear strips of shops along the main streets. The main galleries and covered passages are also used as commercial spaces, in addition to the large bi-weekly market in the public area in Piazza del Popolo. It is interesting to note that the peripheral areas (rural territories and hamlets) have a complementary economic and social fabric: the main vocation is agriculture, forestry, and fishing, which accounts for 21.06% of business locations in Cesena, a value higher than the provincial average. The territory is strongly oriented towards fruit and vegetable production, with a significant presence of organic farming and fruit tree cultivation. Furthermore, the province of Forlì-Cesena has the largest regional organic livestock farming vocation for beef cattle and laying hens. Large commercial structures and complex shopping centres are strategically located in more external or peripheral areas (e.g., Case Finali, former Zuccherificio, Montefiore, Torre del Moro), attracting consumers who travel by private vehicles. These differences and related dynamics between the centre and the periphery are recognised by:

- an integrated plan of the PUG (General Urban Plan), which underlines the need for the unitary development of the historic city centre and peripheral areas;

- the decentralisation of social and cultural services in the neighbourhoods (including peripheral ones), with initiatives that favour the integration of families, including new immigrants, and socialisation;

- the associated management of tourism among the Municipalities of the Valle Savio Union, which aims to enhance both the artistic heritage of the centre and the naturalistic and food and wine excellences of the rural areas, promoting a diversified and interconnected tourist offer (e.g., trekking and walking routes);

- activities related to agriculture, in which the initial processing and packaging of products take place directly on the farm and highlight a link between rural production and value-added stages such as urban distribution.

Bars-Restaurants

Insurance-Banks

Medical-Dental offices

Hairdressers-Beauticians

Workshops

Image 4: Distribution of tertiary and management activities in the historic centre. Source: PUG Cesena-Montiano, Socio-Economic Diagnostic Framework, 2022

Leisure

The concentration of economic activities in the catering sector has progressively brought to the fore the issue of noise pollution for residents of the city centre, especially during temporary events such as recreational events. Furthermore, the intensity of activities organised by the cultural sector and commercial entities sometimes leads to the overlapping of different events in the public space. In response, the municipal administration has launched a process aimed at creating a shared control room to relaunch the Malatesta historic centre. This initiative actively involves various interested parties, including residents, business owners, and cultural and tourism operators, with the aim of coordinating activities and improving the liveability of the centre.

In addition to the cultural events hosted by the Malatesta Library and the Pescheria and Ridotto galleries, the historic city centre is enlivened by a rich calendar of fairs and markets, offering citizens and visitors the opportunity to shop and enjoy the historical and cultural beauties. A critical issue that emerged from the ULG's analyses is the scarcity of spaces for children's play in open areas. The new gaming and board game spaces in the Malatesta Library are very popular. In the "You are my city" listening and dialogue process with young people, promoted by the Department for Youth and Differences Policies, University and Research, European Projects, Peace and Solidarity at the end of 2024, young people (from high school to university) requested the availability of spaces for sports, music, or meeting places; young adults added to these wishes the need for coworking spaces and the need for cultural events in catering venues, as well as the possibility of having places where they can "make noise".

Mobility

Given the organisation and extension of the Cesena territory, articulated between a compact historic city centre and a series of peripheral hamlets, it is essential to analyse mobility data. A first issue concerns parking, which residents of the centre highlight as a shortage. This shows that access to the historic city centre by private vehicle cannot be guaranteed to everyone, given the need to dedicate public space to active mobility and not to overload the streets through the use of ZTL (limited traffic zones). In fact, there is a certain conflict between motorised mobility and active mobility (pedestrians and cyclists), also due to the spatial conformation which, born for gentle mobility, has been progressively more and more occupied by motor vehicles, including parked ones, in recent decades. Data and maps on road accidents testify to this trend.

Total daily bike traffic

1.230

Daily total of bicycles in transit to the centre of Cesena

87

Daily total of bicycles in transit in the opposite direction in the centre of Cesena

1.143

● Injured
● Non-injured
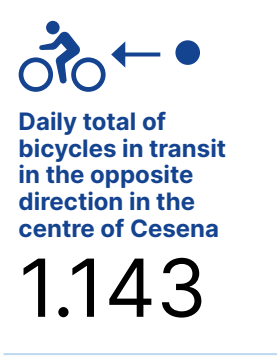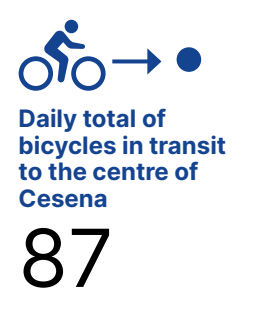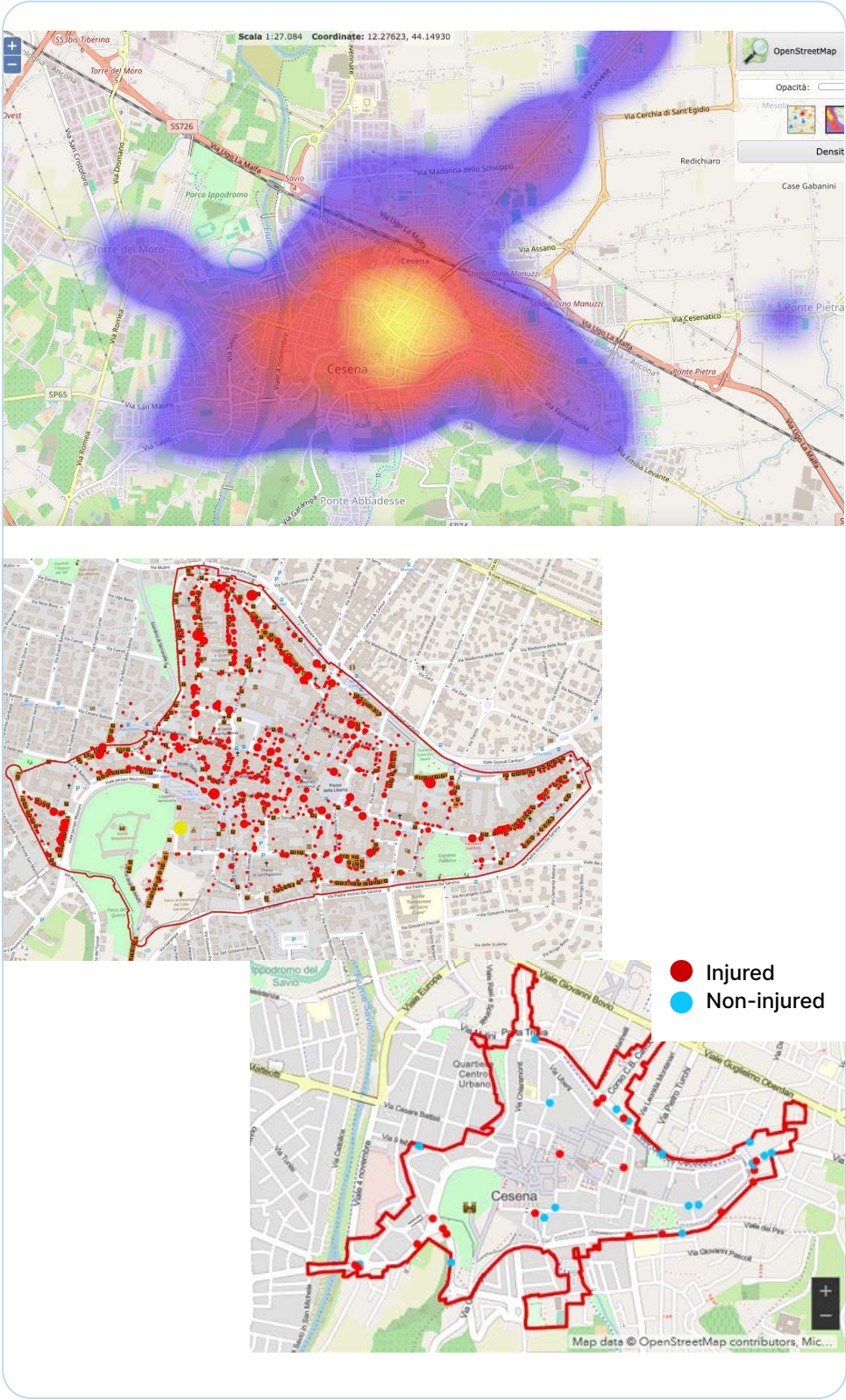
Image 5: *Density of accidents involving pedestrians (aggregate with injuries, non-injuries, fatalities)*

Bicycles passing on Viale Bovio - Cavour - Oberdan

10
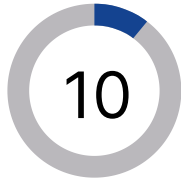
Bicycles passing on Viale Bovio - Angeloni

3
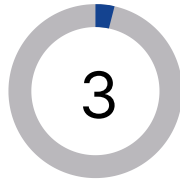
Bicycles passing on Via Cervese - Schioppo

5
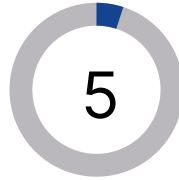
Bicycles passing on "Barriera"

7

Bicycles passing on Via Benedetto Croce

148

Bicycles passing on Via Oberdan-Turchi

14

Total bicycle traffic in the last 7 days

N. Bici	10 nov	11 nov	12 nov	13 nov	14 nov	15 nov	16 nov
	4.637	4.875	3.944	4.731	4.744	4.099	1.230
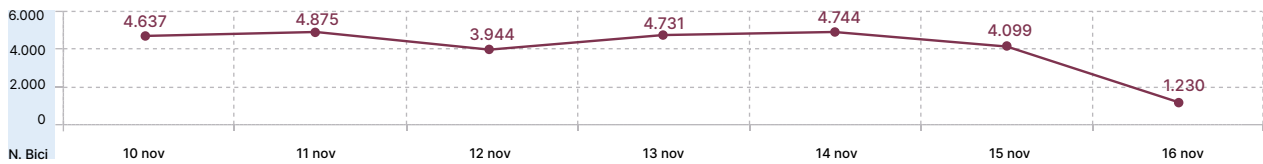
Traffic No. Daily bike by place

LUOGO	
Barriera	228
Oberdan Turchi	483
Bovio Angeloni	138
Bovio Cavou Angeloni	381
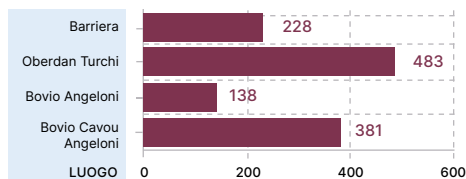
Number of Bikes per Loop Coil

Angeloni-i	Barriera-i	Bovio-FOi	Bovio-RNo	Caovour-PM	Cervese-o	Turchi-Fo	Turchi-Ro
3	0	0	7	2	2	6	3	5	0

Image 6: Bicycle sensor traffic dashboard, updated as of 16/11/2025

4.2. Existing strategies

The new Urban Plan of Cesena, drafted in the years 2021-22, has been in force since 15/3/2023. Among its various indications, it contains the document "Strategic Plan of the Historic City Centre", which maps the road spaces to be redeveloped, the free areas to be recovered, and the underutilised disused public buildings to be enhanced, in addition to the main access routes and the main parking areas in the historic city centre.

A more detailed approach is taken in the **Strategic Plan for the Future of the Historic City Centre of Cesena (April 2022)**, the result of a participatory process for the analysis, study and elaboration of development perspectives for Cesena's historic city centre. This was promoted by the Municipal Council and entrusted to the Professional Association "Principi Attivi". The participatory process ended with the delivery of the document "Cesena Historic City Centre. The regeneration of the heart of the city" (2021), from which the then-Council took the outcomes and drafted the strategic plan, placing people and their relationships at the centre of the change. The plan foresees three types of actions, for the short, medium, and long term, for each of the following lines:

- Places / Sociality / Culture (logistical line);

- Practices / Skills / Alliances (socio-cultural line);

- Knowledge / Meanings / Aspirations (communicative line).
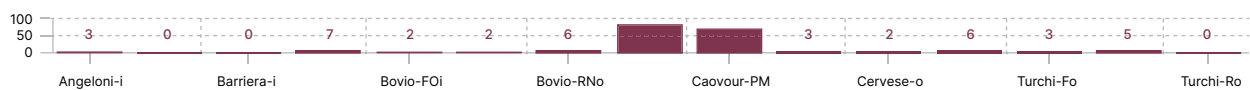
The work of this Integrated Action Plan is a continuation of this previous document, seizing the opportunity of the URBACT programme to discuss emerging themes and learn good practices and useful tools for urban policies in the city centre from the 9 partners.

At a local level, the Municipality of Cesena has promoted **various actions for the revitalisation of the historic city centre.** For example, the **"Cesena Rigenera"** project (2021-22) aimed to empower and regenerate spaces and communities, by co-managing places and co-producing value for the city. It introduced new scenarios for associations and other interested parties to generate relationships for the common good. In particular, **"Avanti, c'è spazio!"** (2021) was a process dedicated to involving citizens in imagining new temporary uses for the spaces of the Portaccia di Sant'Agostino and the former Diegaro elementary school. Through this project, the Municipality of Cesena proposed that citizens should develop ideas and proposals for collaborative management with which to reactivate the two spaces through shared methods.

In the same way, the Municipality has implemented specific policies for the revitalisation of commerce, such as **"Io sono Cesena"**, a shopping portal to support the local economy. This initiative has been joined by another related to the problem of the numerous vacant shops in the centre. During the 2024-25 Christmas holidays, the administration promoted the action **"Cesena in vetrina"**: three vacant premises in the centre were reactivated through a digital animation freely inspired by cinema, with the collaboration of two cultural associations and a film production company.

In agreement with the trade associations, the Municipality also submitted an application to the Emilia-Romagna Region for recognition of the historic city centre as an urban hub, with the aim of developing socio-economic relaunch processes, increasing the city's attractiveness, and regenerating the urban fabric.

The Municipality also promotes a series of cultural and recreational events in the centre, such as the event **"Che spettacolo! L'estate a Cesena"**, which annually offers a programme of initiatives to enliven the city's cultural and

entertainment venues. In the 2025 edition, the Municipality allocated 80,000 euros to support summer and autumn events, promoting quality animation projects and cultural initiatives, with the aim of involving different target groups and enhancing the city's green areas and squares.

On an organisational level, the Municipality has a specific department tasked with promoting public participation and establishing relationships between the 12 neighbourhoods and civic associations (Administrative Services, Participation and Heritage). There is also a political representative for each neighbourhood[1,] elected by direct suffrage, as a body for the aggregation and participation of those who reside in the different localities of the municipal territory and which naturally also includes the "Neighbourhood Council for the urban centre". Furthermore, the Municipality of Cesena promotes cross-departmental cooperation among its internal departments and various public participation initiatives, as well as the development of transdisciplinary projects.

Although experience has been gained with various governance strategies and city centre revitalisation programmes, Cesena does not have a specific Town Centre Management (TCM) scheme. The public guidance of the territory is mainly articulated through policies and plans, involving various stakeholders.

This approach is not an isolated case but reflects a national orientation, as Italy has numerous regulations for the revitalisation of historic city centres and a tradition of heritage preservation. For example, several historic neighbourhoods boast UNESCO-protected monuments, underlining the country's commitment to safeguarding cultural heritage.

Despite extensive experience in integrated planning and the extensive and systematic data collection carried out by the Valle del Savio Union, disseminated through the Open Data portal[2] in digital and open format, making them accessible to all, without copyright restrictions, patents, or other forms of control, the municipal administration needs to further develop a culture of knowledge-based policies for the diagnosis, drafting, implementation, and monitoring of urban transformations at both the city and historic centre levels.

Finally, at a European level, the city is part of the Eurocities Environment Working Group. Thanks to this commitment, the Sustainable Energy Action Plan (SEAP) and other related initiatives have been promoted. In addition, the KAIRÓS URBACT III project offered the opportunity to work with various interested parties on the development of a project at the railway station, which - as mentioned above - involves a large investment for the redevelopment of the area.

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[1] *https://static-www.comune.cesena.fc.it/wp-content/uploads/2023/11/regolamento_quartieri_mod_dcc_n_22_2020.pdf*
[2] *http://dati.unionevallesavio.it/*

4.3. Local challenge

The analysis conducted by the local URBACT group (ULG) highlighted the need to intervene on what currently seems to be the greatest challenge for the city's central area: access.
The theme of accessibility concerns not only the urban/environmental perspective but also the economic and social ones. For this reason, it is necessary not only to strengthen and make the connections to the city centre safer, promoting intermodality, public transport and active mobility; but also to consider the possibility of offering diversified economic activities, accessible to different types of city users, in order to make the historic city centre a common heritage for people of all ages, genders and backgrounds.
How did the multi-stakeholder working group come to define this challenge so precisely? Through a two-year process, which is summarised in the next paragraph.

The beauty of Cesena's city centre is... (write it with 3 different words)

Wordcloud Poll   27 responses   17 participants

Aesthetic appearance   Commercial diversity
History, sociability, beauty   Pleasant and attractive
Welcoming
Accessible   Close-by   Walkability   Liveability   Colourful
Convivial   Familiar   **Density**   Relationships   Conviviality
Heritage   Historicity   **Small**
Rich   **Usability**   Well-kept   Attractiveness
Enjoyed   Intimate   Elegant   Historic
Liveliness
History, Aperitifs, Shopping
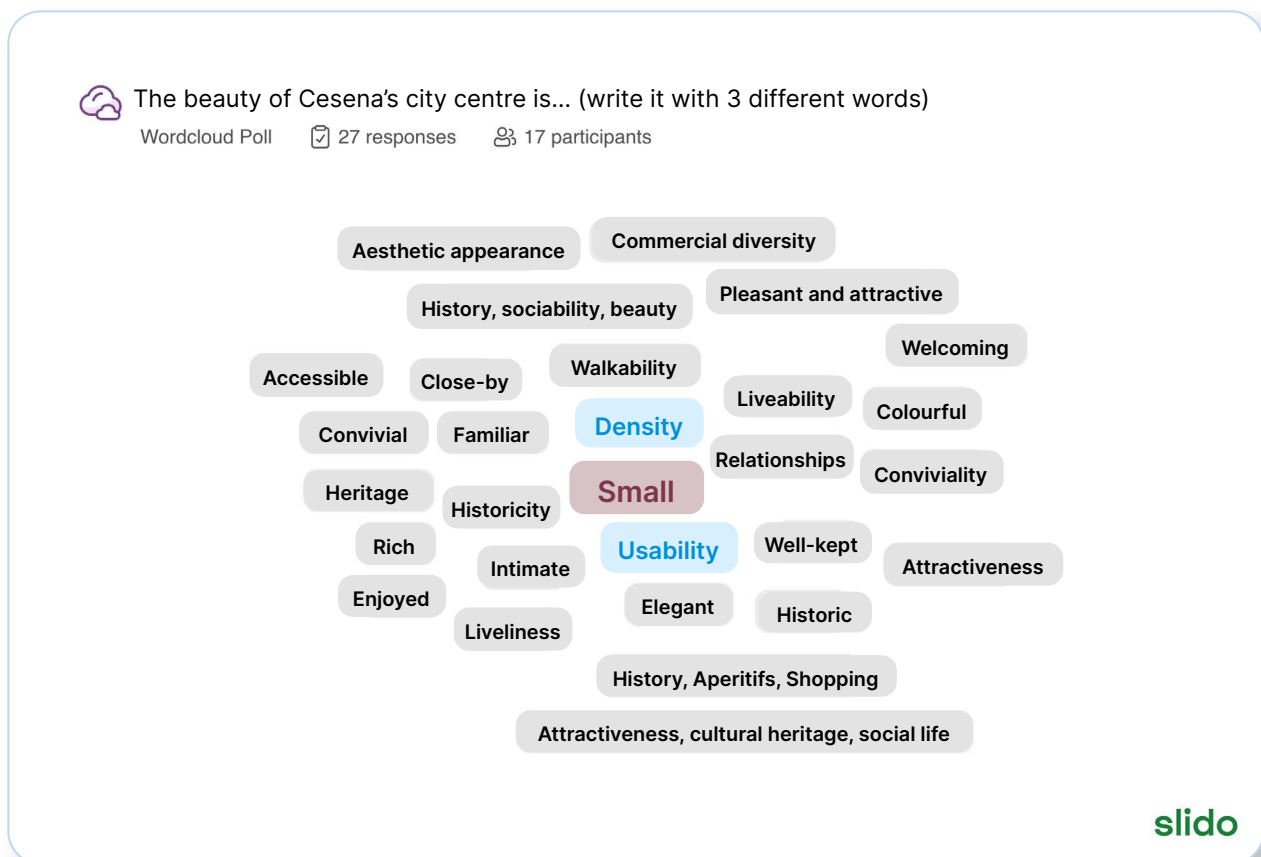Attractiveness, cultural heritage, social life

slido

Image 7: wordcloud poll from the first ULG meeting

4.4. Identifying Problems with Stakeholders

4.4.1. Local stakeholders

The recent participatory process that led to the adoption of the Strategic Plan for the Future of the Historic City Centre of Cesena is one of the many activities that the Municipality often undertakes to involve the various stakeholders and citizens in the governance of the city. For this reason, the administration wanted to organise the new URBACT project following a scheme capable of maintaining the involvement of stakeholders in continuity with the previous ones, focusing on concrete actions, capable of visualising the recently elaborated strategy for the historic city centre. For this reason:

1. The group of ULG stakeholders was formed starting from the previous nucleus involved in the "Cesena Historic City Centre. The regeneration of the heart of the city" process.

2. The ULG's work process turned the usual work scheme of the URBACT programme on its head: before identifying the vision for the Integrated Action Plan, it immediately started discussing the identification of a small scale action, as a concrete and visible action in the urban space.

Regarding point 1, for the start of the ULG's work, those who had taken part in the previous project were invited, with the invitation to participate also being extended at a city-wide level, to intercept any other interested people. Over the months, the group gradually took on a stable configuration, which was ensured to be composed of representatives of the so-called quadruple helix:

1. **public administration** (Sectors: Urban Planning, Culture, Statistics, GIS Open Data, Public Works, Mobility, Economic Development, European Projects, Family Centre, Youth Project),

2. **research** (University of Bologna, AR-TER),

3. **economic sector** (trade associations: Confcommercio, Confartigianato, Confesercenti, CNA; the Order of Architects of Forlì-Cesena),

4. **citizens in associated and non-associated form** (Quartiere Centro Urbano, Volontà Romagna, Chi non ha contrada non ha casa, individual citizens).
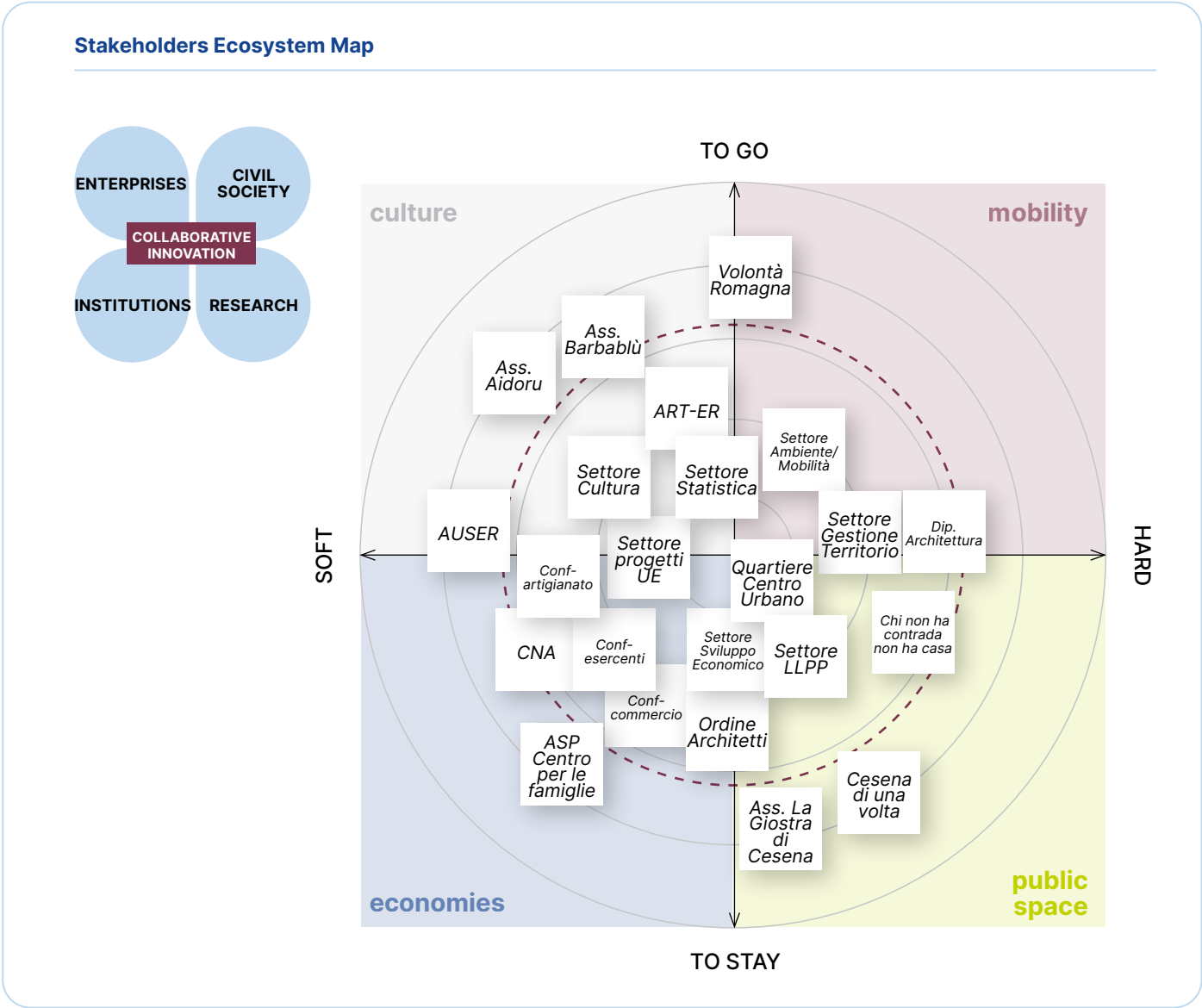
Stakeholders Ecosystem Map

ENTERPRISES · CIVIL SOCIETY · COLLABORATIVE INNOVATION · INSTITUTIONS · RESEARCH

TO GO

culture · mobility

Volontà Romagna

Ass. Barbablù

Ass. Aidoru

ART-ER

Settore Ambiente/ Mobilità

Settore Cultura · Settore Statistica

SOFT · HARD

AUSER

Settore Gestione Territorio · Dip. Architettura

Settore progetti UE

Conf-artigianato

Quartiere Centro Urbano

Chi non ha contrada non ha casa

CNA · Conf-esercenti

Settore Sviluppo Economico · Settore LLPP

Conf-commercio

Ordine Architetti

ASP Centro per le famiglie

Cesena di una volta

Ass. La Giostra di Cesena

economies · public space

TO STAY

Image 8: Stakeholder analysis

Regarding point 2, for the first 6 months the discussions revolved around the Small Scale Action (SSA), because the concreteness of the action engaged and managed to keep the attention of very different stakeholders alive. Working on the problems of a very specific physical space and finding solutions for improvement together made the experience less abstract and favoured the construction of a collaborative and open climate, to then expand the reasoning to the entire historic city centre.

In fact, although the discussions were apparently only aimed at conceiving the SSA, in reality the quantity and quality of the topics discussed made it possible to proceed hand in hand with the analysis of the emerging problems in the centre and thus identify the problem to be solved through the IAP. This is how the focus and strategic objectives of the plan took shape: by thoroughly investigating the area in which the SSA was to be implemented.
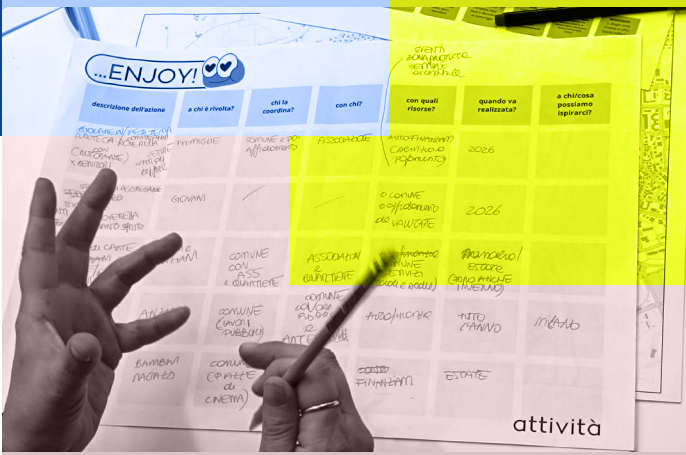
4.4.2. The methodology

The group worked with the coordination of an external professional from the Municipality of Cesena, who knows the city, the relevant actors, and the main projects in the area. This professional liaised weekly with the Municipal working group (composed of officials from the economic development sector and the European projects office) and coordinated continuous feedback with the stakeholders.

This URBACT project is managed by the Economic Development Sector, assisted by the Strategic Planning, Municipal, National and European Integrated Projects Service, with 2 people working on the project's content and 3 on administrative aspects. Furthermore, officials from other Municipal offices are active members of the ULG: Urban Planning, SIT-Open data, Public Works, Mobility, ASP family centre, and Youth Project, with the aim of strengthening and improving policy integration.

Over the two years of the project, the group met about a dozen times, in various ways: almost always in person, sometimes online, and sometimes by making site visits to different areas of the centre. The meetings took place in different locations in the centre: from the Municipal Council Chamber, to the headquarters of the consiglio di Quartiere Centro Urbano, to the Casa Bufalini, to the IAT (Tourist Information and Reception office), and even in the street, with a site visit to the area where the SSA was to be implemented.

After the first 2 introductory meetings, the interaction methods included working in subgroups and collective discussions aimed at:

- understanding the logic of the URBACT programme and how to work together;

- working on the topic of data, to understand how it relates to city governance choices;

- having the different stakeholders present their activities carried out in the centre;

- jointly identifying a place to act through the small scale action;

- visiting the chosen place together and analysing possible improvement actions;

- summarising the different action proposals for the identified small scale action location;

- focusing on local priorities and their causes and effects;

- learning from specific examples the different solutions that the 9 partners have implemented, relative to problems similar to those in Cesena;

- defining the vision, objectives, and relevant areas of intervention of the Integrated Action Plan;

- proposing actions, related activities, and expected results for each area of intervention.

The methodologies used were selected to foster inclusion and dialogue, always providing for the active interaction and involvement of the participants. Collaborative maps, the problem tree, the elaboration of personas and the 3 horizons exercise helped participants to focus the vision and objectives of the plan. A world café session and a deep dive for subgroups facilitated the transition from objectives to actions.

There were also critical issues, which often arise in very heterogeneous groups and in processes diluted over a medium-long period. In particular, the difficulty of reconciling the working hours of municipal employees with the free time of citizens and other professionals, as well as the absence of some categories of stakeholders, impacted the group. The solutions experimented with were varying meeting times to find a good compromise between the different needs, as well as the use of online meetings; the use of the *personas* tool, to which an entire meeting was dedicated, was useful for encouraging the working group to put themselves in others' shoes and see the centre's problems with different eyes.

The meetings were scheduled between one transnational meeting and another with partners from the other cities, in order to structure them as phases of a learning path, each time delving deeper into each of the 7 thematic objectives common to the network. The good practices shared during the visits to the partner cities, as well as the thematic workshops proposed by the lead expert, were conveyed to all ULG participants in the local meetings, as only some officials and politicians from the Municipality participated in the trips. The work of peer learning became even more evident after the first year, when the meeting with the partners was held in Cesena and many ULG participants were involved, both in presenting local projects in the plenary sessions (Municipal officials), and in activities carried out on the move in the centre, meeting various stakeholders (organised citizens and trade associations). A post-meeting questionnaire sent to the partners, the results of which were shared with the ULG, showed in a tangible way the value of the exchange and mutual learning activities.

What did we learn in Cesena?

We would like to give feedback to the Cesena ULG on each of the interventions we proposed during the transnational meeting: could you please help us?

You can answer for each partner as many times you like, as long as you've taken part in the meeting! Everyone left with a different memory and learned something different! **There's no need to answer all the questions - you don't have to! Just answer the ones you want to share your thoughts on our work.**

Many thanks!

Google Form Text

- *Quadrilátero Urbano*
- *Osijek*
- *Sligo*
- *Kraków Metropolis Association*
- *Métropole du Grand Paris*
- *URBACT secretarian*

Strengths that emerged:

- **Participatory and bottom-up approach**
- **Focus on the regeneration of urban spaces**
- **Ability to address complex issues through innovative tools**

Suggestions for the future:

- **Continue developing community engagement tools**
- **Strengthen data visualization and data-sharing practices**
- **Maintain a holistic approach to urban planning**

Image 9: Feedback partners participating in the transnational meeting in Cesena - October 2024

4.4.3. Co-identification of local priorities

The centre of Cesena does not present extreme problems in any specific field and is recognised by everyone as a place where residents and city users spend time: for work, leisure, running errands, or as tourists or out-of-town students.

And yet, even from the first meetings, some keywords began to circulate: small, usability, density, parking, desertification, regulation, night-time anarchy, spaces, elderly, teenagers, accessibility.

During the discussions, the challenge to be faced took shape and was defined as **accessibility to the historic city centre, in not only urbanistic but also economic and social terms**. This place needs to be accessible to different types of stakeholders, who have different capacities and possibilities to access public and private spaces and the services of this part of the city.

As the "problem tree" shows, the central area of the city has progressively lost commercial diversity, specialising mainly in catering. Moreover, the places and ways of meeting have generally changed in Western societies, just as shopping locations have shifted not only from the urban centre to shopping malls, but from these to online platforms.

Similarly, other leisure places, such as gardens or spaces dedicated to sport, are scarce and poorly equipped in the central areas. If we add to this a culture still very much tied to the use of cars, it becomes clear why many activities and people do not use the centre for various daily activities, effectively leaving this space to "tables" or to those who, for various reasons, are not able to move easily elsewhere (such as the elderly or immigrants).

How can we address this situation? How can we imagine actions capable of enhancing the city centre as a place open to different types of citizens and not just to its residents or to those who go to sit in a bar or restaurant? The 2022 Strategic Plan already posed these problems and from there the working group started to fine-tune a set of concrete actions.

Vision

We would like to…
Make Cesena's city centre a **shared asset for residents and city users of all ages, genders, and backgrounds**, promoting **accessibility** to the city centre from an urban/environmental, economic, and social perspective.
I will focus on improving the north–south connections to the centre.

4.4.4. Co-creation of the vision and integrated approach

The shared vision was determined during the first year of work, based on the analysis of the centre's accessibility and the consequent need to fine-tune a small scale action on this topic.

To make the centre of Cesena a common heritage for residents and city users of every age, gender, and background, by promoting accessibility from an urban/environmental, economic, and social perspective, starting from the north-south axis that connects the railway station with the Portaccia.

Based on this vision, a preliminary discussion on the main challenges of integrating themes, tools, and processes made it possible to develop objectives and actions capable of improving the integrated approach.
URBACT provides us with a series of tools to verify the level of integration, through self-assessment tables that helped the working group to fine-tune the plan's integrated approach.

Type of integration	Description	Areas for improvement	Score
Stakeholder involvement	*All stakeholders - horizontally and vertically - are involved in identifying priorities and possible solutions*	Expanding to underrepresented categories	4
Coherence with existing strategies	*Actions and objectives are aligned and complementary to existing strategies at municipal, regional, national and European level*	Data Sharing	4
Sustainable urban development	*Actions relate to the 3 pillars of sustainable development in terms of economic, social and environmental objectives*	Need to spread the culture of sustainability several levels	4
Integration over time	*Planning relevant actions in the short, medium and long term and considering any necessary order of implementation actions*	Slightly unbalanced actions in the short to medium term	3
Stakeholder involvement in implementation	*The whole range of stakeholders - horizontal and vertical - is involved in implementing the actions*	Predominantly public actions, with the involvement of almost all participating stakeholders	3
Sectoral integration	*Addressing the full range of policies/sectors, including infrastructure, transport, employment, education, green spaces, housing,...*	Need to improve communication and information sharing on activities, projects, funding	3
Gender integration	*Ensure that gender perspectives are integrated in the planning and implementation of actions, promoting equity and inclusiveness*	Explain the relevance of the topic in policies and projects of the different offices	2
Climate change and procurement	*Integrating climate change considerations into procurement to promote sustainability and resilience*	Explaining the relevance of the topic when implementing projects of the different offices; sharing good practices	3

4.5. Test actions and Plan actions

The test action focused on a portion of the north-south road axis that crosses the centre, from the Portaccia to Piazza Amendola - to test a new layout for the spaces, capable of simplifying access and making it easily usable by different categories of residents or city users (on bicycles, with strollers, the elderly, young people, etc.), at different times of the day and year.

Initially, the focus was exclusively on the physical accessibility of the spaces, as the pedestrian and cycle path is not clearly defined, in some sections there is vehicle access, and the area in some points has an overabundance of objects and elements of low aesthetic quality. In refining the idea, other elements were taken into consideration, such as the pleasantness of the spaces and climate change mitigation: if the path becomes easy and safe, why not enrich it with seating and vegetation to transform it into a space to stop and spend time leisurely?

The conceptualisation of the test action accompanied the working group for the 2 years of the URBACT project, to the point that it became 2 actions, each organised in 2 phases:

Actions	Steps
A. Horizontal and vertical co-design	**1. Area selection by the ULG**, starting from a group of 8/9 areas previously identified by the Municipal working group, to carry out the experiment; followed by a site visit, accompanied by the architect who designed the restoration of the Portaccia and is an expert on the historic walls, to identify specific spaces and actions to be implemented in the area; working subgroups to elaborate and propose ideas, summarised in a joint document.
	2. Search by the Municipal Public Works Department, together with the Economic Development and EU Projects departments, for the suitable subject to implement the idea, articulated by following 3 intervention objectives: visual-perceptual continuity, homogeneous arrangement of street furniture, and storytelling and/or territorial animation.
B. Implementation and Monitoring	**3. Design for the area's layout** by the Municipality; supply and installation of seating and vegetation (visual-perceptual continuity and homogeneous arrangement of street furniture); installation of notice boards; creation of the first thematic set of 9 prints (storytelling).
	4. Inaugural event with the presentation of the Integrated Action Plan and data collection on the use of the area as set up.

The long period of gestation and elaboration of this action produced several lessons for the working group:

- The interaction between the ULG (and the concept of the idea they elaborated) and the municipal officials from the different sectors (Public Works, Economic Development, Mobility, and EU Projects discussed the feasibility of the proposal) led to greater awareness on both sides regarding the complexity of translating ideas and wishes into concrete actions.

- The continuous exchange of information between the different municipal sectors involved improved mutual knowledge of activities, procedures, funding, and projects.

- The ambition to create something visible, on one hand, complicated the elaboration of a test action, but on the other, it functioned as a compass to keep the Plan's objectives firm when proposing and elaborating the various actions. In fact, the plan's actions are largely linked to this test action, expanding and elaborating on it.

By not identifying additional usable resources and given the project's complexity, the municipal working group decided to concentrate the available resources on equipping a small portion of the route, on Via Caporali near the Portaccia. In fact, in parallel, during the drafting of the Plan's actions, it was considered necessary to dedicate an action specifically to a competition for the integrated design of the intervention (see Action A1, page 39), in order to respond exhaustively and professionally to the various wishes and the three types of interventions described above. Furthermore, another action of the plan will intervene in the same area to provide shade.

In an initial test period, it will be very important to collect data on the use of this space, which will be decisive for the drafting of the design tender foreseen by Action A1.

5. Overall logic and integrated approach

Cesena's Integrated Action Plan

Vision

Make the city centre **a common asset for residents and city users** of **all ages, genders and backgrounds**.

Promoting **accessibility** from an u**rban/ environmental, economic and social perspective**.

Focus on the north-south connection to the centre.
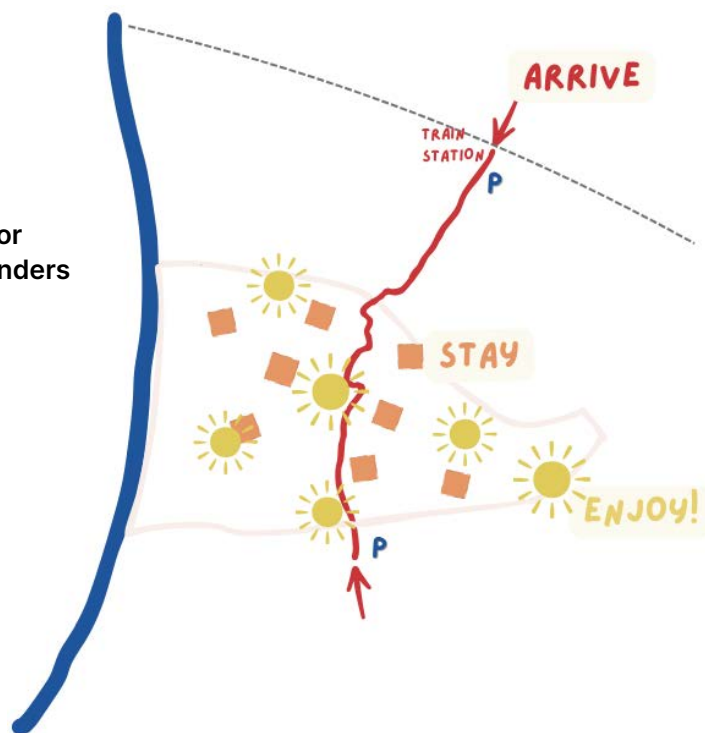
3 Areas of Intervention

ARRIVE
Improve intermodal and bicycle/ pedestrian access on the north-south axis to the city centre

STAY
To have **spaces** for services, economic activities and sociability **accessible to different public**

ENJOY!
Make the centre's **activities more accessible and attractive** to different population groups (young or foreign people, the elderly, children, women)

Starting from the plan's focus on **accessibility** to the city centre, articulated across the urban-environmental, economic, and social axes, the URBACT working group has developed an integrated set of actions that achieve **three strategic objectives:**

1. **Facilitate access** to the centre for residents and city users, providing everyone with an efficient alternative to the car, thereby also contributing to climate change mitigation.

2. **Make the centre's spaces more attractive and inviting**, by improving street furniture and the public environment so they are more liveable and frequented.

3. **Diversify the activities in the centre**, so that it is also attractive to different categories of citizens (such as young people and children, the elderly, women, foreigners), overcoming the predominance of bars and restaurants.

These objectives were translated into three lines of intervention: ARRIVE, STAY, ENJOY:

1. Improve intermodal and pedestrian/cyclable accessibility on the north-south axis towards the city centre (**ARRIVE**).

2. Identify spaces for more interesting and accessible activities for different types of social groups (**STAY**).

3. Promote and develop economic activities suitable for different types of users (**ENJOY**).

Furthermore, the plan's actions comprehensively:

- integrate the principles of sustainability, inclusion, and digital transition, in full coherence with the guidelines of the URBACT IV programme;

- was built by systematising existing good practices, combining those of the ULG participants with those of the municipal administration.

In particular, the work with the ULG members served to showcase their existing actions in the centre, creating a shared knowledge base upon which the dialogue for the three strategic objectives was developed.
At the same time, the work with the various municipal policies was aimed at identifying and organising ongoing projects and policies that are already moving in the direction of the three objectives.
Explicitly stating these projects has two essential functions:

- to **create awareness and mutual learning** among the different municipal offices involved regarding the various projects underway and their interrelationships;

- to **support the ten actions of this plan** through the solidity of the ongoing municipal actions, which act as a true **"enabling platform"** to which the proposed actions can connect and develop.

This last point is particularly important because it identifies **a governance system** in which existing urban policies not only guide and facilitate the implementation of the actions in this plan but are also **potentially generative of further bottom-up proposals**, consistent with the identified strategic objectives. The following table details the identified policies.

URBAN POLICIES IN PLACE		
ARRIVE	**STAY**	**ENJOY!**
Parkibus Service	**Abaco degli arredi**	**Coordinated events calendar**
busSì on-call bus	**CESENA Centre Urban Hub, regional call for tenders L.R. 12/2023**	**"Cesena che spettacolo" call, grants support associations 80k €**
bicipolitana: 135 km network of cycle paths connecting the suburbs to the city center	**Foro Annonario project, ANCI call for tenders**	**Call for proposals for cultural spaces: stage set up in 2 squares (Almerici and della Libertà) and San Francesco cloisters**
Park and ride in Aldo Moro square	**experiments on vacant shops (2012 call and natale 24 initiatives)**	**"Fridays in July": service entrusted by the municipality for evening shop openings, with concerts and DJ sets in the city centre**
Microclimatic pathways PUG (General Urban Plan)	**Abitare Sociale Cesena - Reuse and regeneration of the former Roverella monumental complex - PINQUA - Innovative Programme for the Quality of Living, funded by the PNRR (Italy's National Recovery and Resilience Plan), funded by the Next Generation EU.**	**Abitare Sociale Cesena: in addition to social housing (Public Housing/Social Housing/Cohousing) and student housing at subsidized costs, spaces for: toy library, culture (former church and courtyards), artist residences, restaurant, and offices are being built (calls for tenders for space and activity management being drafted, operational from June 2026)**
Sustainable urban logistics in the historic city centre, funded with €80k from the Emilia-Romagna Region call for proposals	**DEAm/CA: Regulation for the implementation and evaluation of Multi-purpose Territorial and Ecological-Environmental Endowments and Environmental Compensation**	
	Outdoor mini-playground at the former GIL building, national funding "Sport illumina"	

The idea of pursuing these three strategic objectives comes from the analysis of good practices already present in the historic city centre, conducted at the beginning of this project. To present itself to the project network, in fact, the working group of municipal officials had identified three good practices as representative of the administration's work over time:

1. The **Parkibus**, which allows multimodal access to the centre, combining free parking in strategic areas (Ippodromo, Montefiore shopping centre, Ponte Abbadesse cemetery) with the use of three bus lines to comfortably reach the centre with a special €0.50 ticket.

2. The **Abaco degli arredi dello spazio pubblico** (Public Space Furniture Abacus), which aims to make the seating areas of restaurants in public spaces homogeneous, pleasant, and integrated with the urban environment.

3. The **Coordinated Events Calendar**, which brings together the cultural offerings of different stakeholders throughout the year on a single billboard.

By working with the partners in a peer-learning context, the working group understood that these three actions actually work synergistically. In fact, the Parkibus is a measure that allows people to arrive in the historic city centre with an efficient alternative to the car; the furniture abacus allows them to enjoy its spaces in a pleasant way; and the events calendar offers the opportunity to participate in a series of attractive activities.

5.1. Summary action table

The following table summarises the 10 actions, organised according to the three lines of intervention: ARRIVE, STAY, ENJOY. For each action, the involved parties, possible funding sources, implementation timeline, impact indicators, and the relevant thematic pillar(s) are indicated.

To address the complexity of urban challenges and develop policies based on concrete data, the Cities@Heart network has identified five **fundamental and interrelated pillars:**

- **Integrated Public Policies (IPP):** the implementation of cross-cutting policies that unite different urban areas (mobility, commerce, housing, public services, etc.).

- **Governance (G):** the exploration of city centre management models and the creation of new multi-level partnerships.

- **Decision-Making Tools (DMT):** the use of data and indicators to support the analysis, formulation, and monitoring of actions.

- **Sustainability (S):** the adaptation of urban centres to climate change, addressing space scarcity and the management of the built environment.

- **Inclusion (I):** the creation of optimal living conditions for all residents, regardless of gender, age, or background.

In line with the Decision-Making Tools pillar, **each action includes a co-design activity with interested parties to define a data collection and analysis system** from its implementation. This approach aims to foster and enhance an administrative culture oriented towards the use of data for policy planning and monitoring.

A. ARRIVE

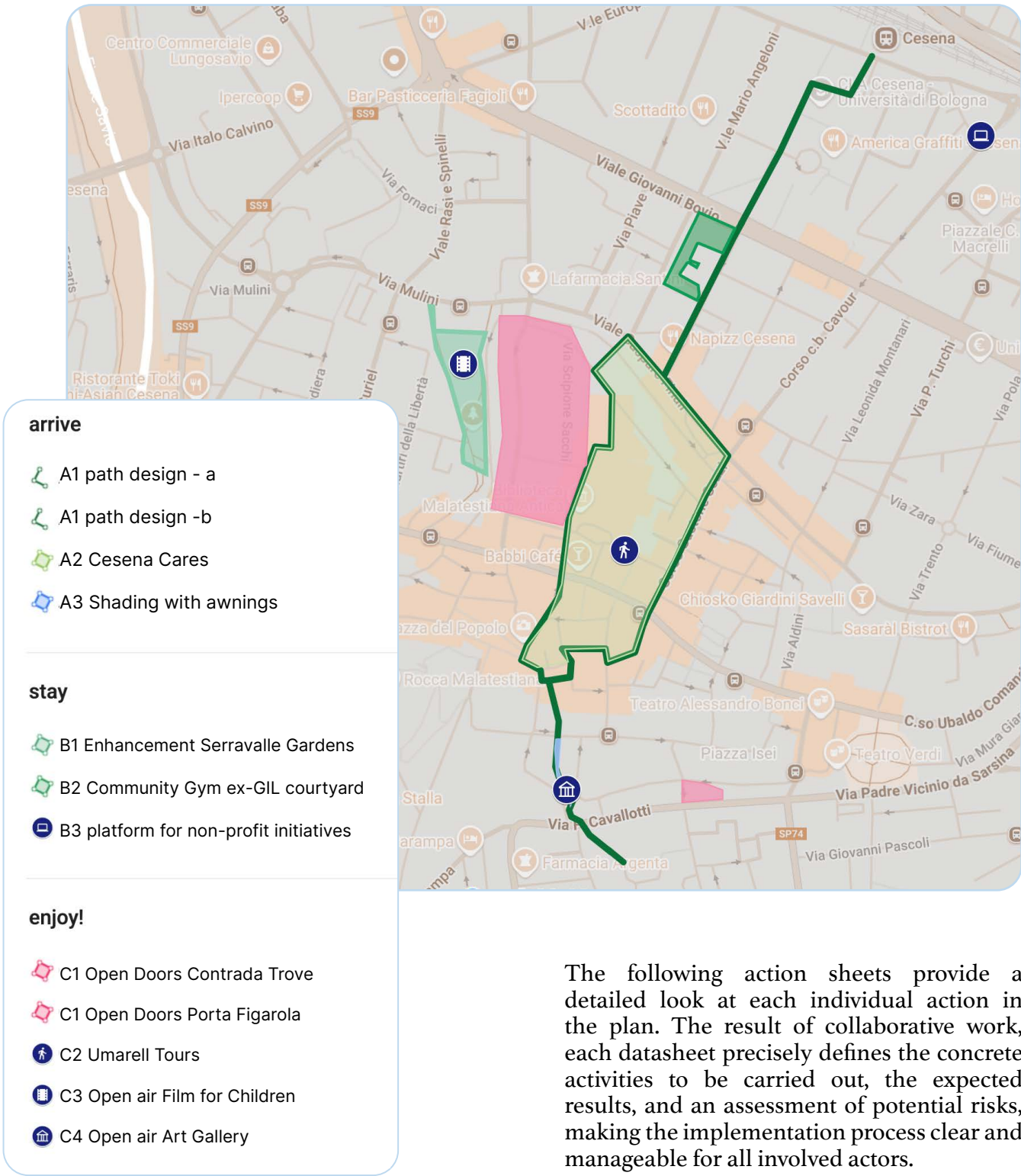| N.	WHAT (ACTION NAME)	WHO (INVOLVED PARTIES)	HOW (FUNDING)	WHEN (TIMING)	HOW MUCH (IMPACT INDICATORS)	THEMATIC PILLARS
A1	TENDER FOR THE DESIGN OF THE RAILWAY STATION - PORTACCIA PEDESTRIAN AND CYCLE PATH	Municipality, Quartiere Centro Urbano, Order of Architects, University, ULG	municipal budget; ERDF	2027-2028	on the project: number of participants in the call codesign; number of projects received; amount of project funding; timeframe	IPP - S
A2	CESENA CARES	Quartiere Centro Urbano, Confesercenti, Chi non ha contrada non ha casa, Municipality, other trade associations, residents.	ecological-environmental endowments provided by private-sector projects; regional budget	from 2026	no. of plants planted per linear metre; no. of shopkeepers and citizens involved; creation of private partnerships in the neighbourhood	S - G
A3	SHADING WITH AWNINGS	Municipality, individuals and businesses	municipal budget	mid-2026	increase in the number of pedestrians/day/month in warmer seasons/hours	S - I

B. STAY

N.	WHAT (ACTION NAME)	WHO (INVOLVED PARTIES)	HOW (FUNDING)	WHEN (TIMING)	HOW MUCH (IMPACT INDICATORS)	THEMATIC PILLARS
B1	ENHANCEMENT OF SOCIAL SPACES AT THE SERRAVALLE GARDENS	Quartiere centro urbano, Municipality, Chi non ha contrada non ha casa, local associations	regional funds	2026-27	n. of users/day/month/year, at different times of the day; n. of people using the Open Stage music totem (app data)	I - S
B2	COMMUNITY GYM IN THE COURTYARD OF THE FORMER GIL BUILDING	Municipality, Quartiere Centro Urbano, schools	national project "Sport Illumina'; municipal budget	2026	no. of installed tools; no. of users per day/month; user age group; user gender	I
B3	WEB PLATFORM OF AVAILABLE SPACES FOR NON-PROFIT INITIATIVES	Municipality, young high school and university students, ART-ER	regional budget; ministerial funds	2027-28	number of spaces reactivated; number of users; no. of events organised; no. of young people involved; no. platform users	I - DMT

C. ENJOY!

N.	WHAT (ACTION NAME)	WHO (INVOLVED PARTIES)	HOW (FUNDING)	WHEN (TIMING)	HOW MUCH (IMPACT INDICATORS)	THEMATIC PILLARS
C1	OPEN DOORS IN CONTRADA DELLE TROVE AND AT PORTA FIGAROLA	Chi non ha contrada non ha casa; ex bar cristina; Municipality	sponsor, crowdfunding; bilancio comunale	from November 2025	n. citizens involved; n. 'Open Doors' (spaces that welcomed); n. new citizens activated	I - G
C2	UMARELL TOURS	Municipality, AR-TER, Volontà Romagna, Order of architects	man-hours; municipal and/or regional budget	from 2026, cyclic	no. of types of tours planned; no. of tours conducted; no. of participants	I
C3	OPEN-AIR FILM SERIES FOR CHILDREN	Municipality	municipal budget and/or regional funds	from summer 2026, cyclical	no. of films screened; no. of spectators at each screening	I
C4	OPEN-AIR ART GALLERY	Municipality; local emerging artists; schools	municipal budget; sponsors	from end 2025, cyclical	no. of participants; no. of exhibited works; qualitative feedback from passers-by	I

5.2 Action sheets

arrive

🚶 A1 path design - a

🚶 A1 path design -b

🔷 A2 Cesena Cares

🔷 A3 Shading with awnings

stay

🔷 B1 Enhancement Serravalle Gardens

🔷 B2 Community Gym ex-GIL courtyard

🔵 B3 platform for non-profit initiatives

enjoy!

🔷 C1 Open Doors Contrada Trove

🔷 C1 Open Doors Porta Figarola

🚶 C2 Umarell Tours

🔵 C3 Open air Film for Children

🏛 C4 Open air Art Gallery

Image 10: mapping of the 10 actions (google mymaps)

The following action sheets provide a detailed look at each individual action in the plan. The result of collaborative work, each datasheet precisely defines the concrete activities to be carried out, the expected results, and an assessment of potential risks, making the implementation process clear and manageable for all involved actors.

Line of intervention 1: ARRIVE

A1. Tender for the design of the railway station - Portaccia pedestrian and cycle path

The work of the ULG started and developed throughout the project around a central theme that united the different souls and points of view of the group: making the city centre more accessible from a spatial, social, and economic perspective.

The theme of mobility and public space usable by everyone proved so relevant that it was placed at the centre of the debate from the very first meetings: for this reason, there was a lot of discussion about the route that connects the railway station, the historic city centre, and the area of the Portaccia. To the north and south of the route, there are large public areas used as car parks. The idea is to further encourage the use of these car parks, so that anyone who needs to go to the centre finds it convenient to do so with active mobility.

The ULG has produced guidelines for an integrated design of this route that considers three aspects: the visual-perceptual continuity of the path; the coherence of the street furniture; and territorial animation and storytelling activities.

To achieve all this, an organic and integrated project is needed, to be carried out through a tender for the design of the route, to be written with the contribution of the ULG, starting from the guidelines already outlined.

Activities	Expected results	Risks
• Define a working group to write the tender based on the ULG's work for the small-scale action. • Use the microclimatic path studies from the PUG to provide guidance on the route(s). • Define binding guidelines to be used in the tender. • Publish the tender and select the project. • Implement the integrated path. • Design and implement a data collection system on the use of the path.	• A cohesive and integrated project that is consistent with the themes and requests resulting from the ULG's work. • Strengthening of local networks for joint projects. • Increased active mobility towards the city centre. • Increased well-being when reaching the centre.	• Difficulty in involving ULG members in the co-design of the tender. • The tender does not adhere to the desires and ideas developed by the ULG. • Lack of funds for the tender and/or the implementation of the project. • Difficulty or lack of data collection for monitoring the use of the new path.

LEAD ORGANISATIONS: Municipality of Cesena, in partnership with Quartiere Centro Urbano
INVOLVED STAKEHOLDERS: ULG, Faculty of Architecture, Order of Architects, Order of Engineers
TIMELINE: 2027 tender and 2028 implementation
LOCATION: the path from the square in front of the FS station to Piazza del Popolo and then to the Portaccia. The possible routes are diverse, and it will be up to the tender participants to propose the best one.

COSTS: tender cost (€40-70k) + implementation cost (€500k)
FUNDING SOURCES: Municipal budget (tender), ERDF funding (implementation)
EXAMPLES/BEST PRACTICES: DEAM/CA pages. 81-96

A2. Cesena Cares

How can we combine the theme of active mobility with the quality and pleasantness of the public spaces people move through?
This action foresees:
The planting of vegetation by the Municipality along one or more paths that connect the FS station with the city centre and the Portaccia.
The care of public spaces in front of homes and commercial businesses by private individuals (organised and non-organised citizens, associations, commercial businesses).

The goal is to incentivise citizens and economic activities to take care of the plants, which will serve to make the path connecting the FS station and the Portaccia more visible and pleasant, encouraging people not only to walk but also to linger. The topic of greenery is also fundamental for environmental mitigation due to climate change, reducing the impact of heat islands, improving air quality, controlling rainwater runoff, absorbing noise, and thus improving people's psycho-physical well-being.
In fact, this action, implemented before the final layout of the path is realised in A1, can contribute as a further test action, useful for the final design.

Activities	Expected results	Risks
• **Involvement of various stakeholders:** faculty and school of agriculture; Fondazione En.A.I.P Forlì-Cesena (inclusion, disability, le casine); AUSER (elderly); neighbourhood associations, Quartiere Centro and trade associations. • **Co-design of:** planters; types of plants; parts of the path where they can be placed. • **Form of agreement** (with the Participation sector) for the implementation and a management/maintenance mechanism. • **Implementation and installation** of planters and plants. • **Design and implementation** of a data collection system on the creation and use of the enhanced spaces.	• Enhancement of the local intergenerational and multi-stakeholder network • Climate mitigation • Social inclusion (disability, elderly) • Incentivisation of a public-private partnership for the management of public space	• Difficulty in involving interested parties • Weak co-design results (project unable to achieve expected results) • Lack of an effective partnership agreement for management • Difficulty or lack of data collection for monitoring and implementing newly enhanced spaces

LEAD ORGANISATIONS: Quartiere Centro Urbano, Confesercenti, Chi non ha contrada non ha casa
INVOLVED STAKEHOLDERS: Municipality, other trade associations, residents
TIMELINE: from 2026?
LOCATION: path from the station area to the Portaccia, with the possibility of extending to neighbouring streets

COSTS: €100-150k
FUNDING SOURCES: municipal budget; ecological-environmental endowments provided by projects from private entities
EXAMPLES/BEST PRACTICES: Adotta un'aiuola (Oristano)

A3. Shading with Awnings

The pedestrian paths in the historic city centre are characterised by numerous spots exposed to continuous sunlight in summer, with a predominance of mineral material and without the comfort of vegetation. This situation creates significant discomfort that effectively discourages travel and—especially—staying in many areas. For this reason, as a solution to mitigate the heat island phenomenon, shading awnings will be installed, stretched between various anchor points (facades, balconies, poles), either fixed or retractable, as has already been done by several cities in the Mediterranean basin, such as Seville. The part of the pedestrian path where the awnings will be installed is Via Caporali, in the street section where the small-scale action was implemented, to enrich the area with a further element of urban furniture functional to its liveability. In this case too, the action serves as a test for the entire project that will be carried out with A1, and for this reason, the monitoring data will be able to provide valuable guidance for installing further awnings along the path.

Activities	Expected results	Risks
• Identify a part of the path where the awnings can be installed in coherence with the microclimatic paths identified by the PUG (we can start from the Portaccia area to support the SSA). • Choose the most sustainable awnings and anchors/supports in terms of management/maintenance. • Install them and collect data on the use of the shaded spaces.	• Mitigation of heat islands. • Improved liveability and accessibility along the paths to access the historic city centre from north to south. • Experimentation with a new public furniture solution	• Difficulty in obtaining consent for anchoring awnings to private walls. • Difficulty in maintaining the awnings. • Difficulty or lack of data collection for monitoring and implementing new awnings.

LEAD ORGANISATIONS: Municipality: Governo del territorio and Lavori Pubblici
INVOLVED STAKEHOLDERS: Owners of walls or land where the awnings can be anchored or poles planted
TIMELINE: Spring 2026
LOCATION: Via Caporali, section from Via Fattiboni to the Portaccia
COSTS: €35-100/sqm (depending on quality)
FUNDING SOURCES: Municipal budget
EXAMPLES/BEST PRACTICES: green shades; Seville

Line of intervention 2: STAY

B1 Enhancement of social spaces at the Serravalle Gardens

The Serravalle Gardens are one of the public spaces in the historic city centre identified as central to be redeveloped, to encourage greater use by residents. In particular, the area is also used for various types of events and is periodically equipped with stands, lights, and tables during the Christmas holidays and other periods. Furthermore, it has a vast cemented area where the Cesuola river was culverted, which is effectively removed from public use. Given the use by different generations, from the very young to the elderly, as well as the multiculturalism of its regular users, this action aims to make a green area of the centre more accessible—which in summer also has the added value of being a 'climate refuge' open to all—to foster encounters between generations and cultures.

It is planned to equip it with:

- technical infrastructure (such as electrical connections, water dispensers, and public toilets),
- children's play areas,
- multi-functional furniture (e.g., tables for games, studying, working),
- an 'Openstage' type totem open to anyone who wants to play music outdoors.

Activities	Expected results	Risks
- Involve local associations to define the types of equipment and related areas for installation. - Provide infrastructure (electrical connections, public toilets: should we add more towards Via dei Mulini). - Create a mat and a children's play area (including for disabled children). - Arrange the culverted Cesuola space for use by young people and families (games). - Provide multi-functional tables (for studying, working, board games). - Install a music totem. - Create a food area: either self-organised or with a small kiosk/mini food truck. - Design and implement a data collection system on the use of the enhanced spaces.	- Spaces for social use, for work, for studying, for networking, and for making music. - Enhancement as a multicultural and intergenerational place. - Quality open-air space, especially for those who live in small flats.	- Difficulty in reaching an agreement between local associations and the Municipality on the co-design of the spaces. - Difficulty in securing funding. - Difficulty in reaching an agreement with private individuals for the creation and management of a kiosk (risk of transforming the green area into a commercial area). - Difficulty or lack of data collection for monitoring the use of the spaces.

LEAD ORGANISATIONS: Quartiere Centro Urbano in partnership with the Municipality
INVOLVED STAKEHOLDERS: Chi non ha contrada non ha casa, associations Comunità accogliente, Centro interculturale
TIMELINE: 2026-27

LOCATION: Serravalle Gardens
COSTS: €80-150k
FUNDING SOURCES: Regional funds
EXAMPLES/BEST PRACTICES: Hungary / UK; Open stage

B2 Community Gym in the Courtyard of the Former GIL Building[3]

The former GIL building is a historic property owned by the Municipality, built in 1934 based on a design by the Municipal engineer Mario Tellerini. Over time, it has served as the Casa del Balilla-Gil, Prefecture, and Courthouse. Currently used as a sports facility, it includes two indoor gyms with services, which are available and accessible due to their technical characteristics, for the practice of sports like Judo and similar activities. It is used by high schools during school hours and is managed by amateur sports associations during after-school hours. For several years, the external courtyard was used as a car park for cars and Carabinieri patrol vehicles, adjacent to the barracks which have now been relocated.

The area recently received funding from the Ministry for Sport and Youth "Sport Illumina" to equip it as a public-access playground, with the implementing body being Sport e Salute S.p.A.

This action proposes to combine this enhancement of the external spaces as a playground accessible to all with the active involvement of young people in the neighbourhood to specify the details and desired features during the project's drafting phase. Furthermore, it proposes to develop a data collection system on the area's use, to monitor frequency and quality, with the aim of improving the service.

Activities	Expected results	Risks
• Collection of wishes from residents and schoolchildren. • Purchase and installation of free-to-use gym equipment. • Area management methods and data collection on its use.	• Open and outdoor spaces for training. • Social integration (sport for all).	• Difficulty in co-designing with young people. • Difficulty in securing funding. • Difficulty in co-designing and implementing a data monitoring system for the use of the spaces.

LEAD ORGANISATIONS: Municipality
INVOLVED STAKEHOLDERS: Schools, Quartiere Centro Urbano
TIMELINE: 2026
LOCATION: External area of the former GIL building
COSTS: €150-200k + €5k (co-design)
FUNDING SOURCES: Ministerial funding "Sport Illumina"; municipal budget
EXAMPLES/BEST PRACTICES: Limitless Torino project; Kompan equipment

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3 *GIL: Gioventù Italiana del Littorio or Italian Youth of the Lictor*

B3 Web Platform of Available Spaces for Non-Profit Initiatives

A central element of the ULG's discussion was the identification of spaces—both public and non-public—available for public use, in contrast to the large portion of public space occupied by catering businesses. It was realised that many spaces are often not known to everyone, and people tend to always go to the same places in the city centre.

To encourage territorial animation also by segments of the population who often complain about a lack of spaces, especially young people, this action aims to produce a mapping of these spaces. The result will be the creation of a database, accessible via a digital platform. This platform will allow anyone who wants to organise a non-profit initiative to identify the right space based on its size and capacity, available equipment, accessibility, and also based on types of events already held there.

Since it is aimed primarily at a youth target, it is planned to co-design the platform with young people, both from high schools through a PCTO (Transversal Skills and Orientation Paths) programme and from universities, using engaging methods such as a hackathon.

Activities	Expected results	Risks
• Identify available open and closed spaces with a mapping strategy that links them to the actions planned in ARRIVE and STAY. • Map and build the database with information on: size and capacity of the spaces, available equipment, accessibility, and non-profit events already held there. • Co-design the platform with young people (high schools via PCTO and/or universities, hackathons). • Implement the website and communication. • Design and implement a data collection system on the platform's use.	• Greater awareness of available spaces. • A sense of ownership and participation. • Active involvement of young people. • Enhancement of underutilised spaces. • Support for youth initiatives (including for non-organised groups).	• Limited availability of spaces. • Lack of funding. • Unfriendly database architecture. • Lack of constant database updates. • The platform is not co-designed with young people. • Lack of data collection and analysis on the platform's use.

LEAD ORGANISATIONS: Municipality's Youth Project, in partnership with the Culture and Heritage/Participation offices
INVOLVED STAKEHOLDERS: Young high school and university students, ART-ER, associations, space managers, informal groups, youth associations
TIMELINE: 2027-28

LOCATION: Historic city centre and digital platform (hosted on the Municipality's website)
COSTS: €40-50k
FUNDING SOURCES: Municipal budget, EU project
EXAMPLES/BEST PRACTICES: ABSALON Copenhagen; Blumengroßmarkt Project; spazi indecisi; green city Cesena

Line of intervention 3: ENJOY!

C1 Open Doors in Contrada delle Trove and at Porta Figarola

Chi non ha CONTRADA non ha CASA is an informal organisation of citizens living in the historic city centre. Since 2013, some families in Via Sacchi have begun this journey of meeting and getting to know each other, sharing, and fostering good neighbourliness: since then, other families have joined and the streets involved have become 6, with the ambition of expanding throughout the centre. This is a group of residents that, while meeting for a dinner or a chat about the latest book they've read, plans, organises, and generates concrete ideas for collaboration. In this way, numerous events have been and continue to be born that make the area vibrant and rich in relationships, including intercultural ones. What matters is not so much the event itself, but the before and after: when organising the event, people meet at each other's homes, and then, after the event, they know each other a little better, greeting and chatting on the street and bringing public space to life.

Ex bar Cristina is a neighbourhood gallery dedicated to local artists, opened in 2024. In addition to various exhibitions and gatherings of figurative art, poetry, and music, it organised the Festa figarola in July 2025, which achieved notable success in terms of participants. It was a festival inspired by historical research conducted with the Cesena di una volta association and also conceived through the stimulus produced by various meetings and discussions with the Chi non ha CONTRADA non ha CASA group.
These two groups are collaborating in the proposed action, which recognises the value of setting an example and disseminating good practices through grassroots action. The goal is to spread the method using the method itself: an open doors day between Contrada delle Trove and Porta Figarola, where anyone can come in and chat with members of the two groups over tea and good music. It's an opportunity to learn from their experience, to be inspired, to ask for advice, and to find the courage to launch the initiative in their own contrada or neighbourhood.

Activities	Expected results	Risks
• Organisation of an open doors day for homes in Contrada delle Trove and Porta Figarola to informally meet residents of the historic city centre and spread "good neighbourliness" experiences. • Communication of the day's activities to interested residents. • Holding the event with constructive awareness-raising activities on strategies, methodologies, and tools for Community design. • Data collection on participation in the event.	• Territorial animation and promotion of active citizenship. • Strengthening of local networks. • Dissemination of local good practices.	• Lack of participation from residents. • Difficulty in learning how to implement other "good neighbourliness" experiences in different areas of the historic city center. • Lack of indicator creation and data collection on the event's participation and outcomes.

LEAD ORGANISATIONS: Chi non ha contrada non ha casa, Ex bar Cristina; in partnership with the Municipality's Tourism sector
INVOLVED STAKEHOLDERS: Citizens, local associations
TIMELINE: Autumn-Winter 25-26
LOCATION: Private homes in Contrada delle Trove and Porta Figarola
COSTS: €5-15k
FUNDING SOURCES: Sponsors, crowdfunding, municipal budget
EXAMPLES/BEST PRACTICES: Chi non ha contrada non ha casa, Festa Figarola; www.socialstreet.it, via Balilla (Rome), fête des voisins

C2 Umarell Tours

The term umarèl, from the Bolognese dialect, refers to elderly men—usually retirees—who stand in front of construction sites, offering advice or criticism on the work in progress. The image of these people with so much history behind them who spend their days observing the future advancing seemed like a good metaphor for imagining tours dedicated to exploring contemporary Cesena, the Cesena lived every day but not necessarily known or accessible to everyone. These tours will cover not only the Cesena of construction sites and ongoing work—especially considering the many PNRR projects in the city—but also the Cesena of innovation hubs (like CesenaLab, Laboratorio Aperto, Tecnopolo, Cesena4Talents), culture, and volunteer and community associations.

The proposing groups, to which others can be added, will work on a shared format for the route, and each will adapt it by organising and leading their own tour. The Municipality will provide support for communication and calendar organisation. The target audience will be curious citizens or newcomers to the city, students, and travellers.

Activities	Expected results	Risks
• Identify the locations for the 4 types of tours. • Organise each tour and create a calendar. • Provide support for promotion and communication. • Collect data on the organisation and participation methods of the tours.	• Greater knowledge of innovation, contemporary, and volunteering locations in the historic city centre. • Expansion of the city centre's narrative with new themes. • Increased networking and collaboration among different stakeholders.	• Loss of interest from the stakeholders involved in the organization. • Weak communication and/or low participation. • Lack of data collection to modify/improve the initiative.

LEAD ORGANISATIONS: Municipality Public Works Office, in partnership with ART-ER
INVOLVED STAKEHOLDERS: Order of Architects Forlì-Cesena, Volontà Romagna
TIMELINE: From 2026, with recurring meetings over time
LOCATION: Paths in the historic city centre
COSTS: €500/tour
FUNDING SOURCES: Service hours of IAT and ART-ER staff, municipal or regional budget, ART-ER (direct costs, e.g., bus for participants, venue rental)
EXAMPLES/BEST PRACTICES: Trenino degli Umarell Milan; Openhouse

C3 Open-air Film Series for Children

For 12 years, the "Piazze di Cinema" event has filled the historic city centre not only with screenings but also with meetings and talks with film industry figures. It's a festival of cinema from and for the city, another way to inhabit public space together. Building on this positive and long-standing experience, the idea of this action is to make the event accessible to families with children as well, by dedicating a special film section to them in a dedicated space, combining play and film viewing.

Consistent with action B1, the children's section could be located at the Serravalle Gardens to further incentivise the enhancement of those spaces with another activity. The initiative, similar to what MarbreBlond has already done in the past in other areas and nearby cities, involves the creation of a play space where screenings can also be held during the same days as the main event.

Activities	Expected results	Risks
• Design the film series, drawing inspiration from "Cinema in periferia Kid's drive in" with cardboard cars and pre-film play activities. • Prepare the space with adequate infrastructure (Serravalle Gardens, Savelli, or public gardens?). • Carry out communication activities to involve families and activate a potential booking system. • Monitor data on access and public appreciation of the initiative.	• Social strategy for redeveloping the area, including at a multicultural level. • Accessible activity for families in the city centre.	• Difficulty in involving the identified organising body. • Difficulty in integrating the initiative into the "Piazze di Cinema" event. • Low participation. • Failure to collect and process data.

LEAD ORGANISATIONS: Municipality Culture service
INVOLVED STAKEHOLDERS: MarbreBlond
TIMELINE: During Piazze di cinema, from summer 2026
LOCATION: Serravalle Gardens
COSTS: €10-15k
FUNDING SOURCES: Municipal budget and/or regional funds
EXAMPLES/BEST PRACTICES: Kid's Drive-In, Cervia

C4 Open-air Art Gallery

How can we invite people to linger along the path from the Portaccia towards the city centre? How can we enhance spaces that are perceived as unattractive? The idea is to stimulate a sense of ownership and care for public space by involving artists, both young and older, who are called upon to bring a blank wall to life with their works in Via Caporali, near the Portaccia. This is the same area where the small-scale action was implemented (see pages 30-31), with the installation of the display structures.

The idea, in fact, is to use the fast and economical system of printed posters and install 9 metal display structures, each measuring 200×140 cm, on the wall in Via Caporali in front of civic number 30. These displays will be changed periodically, based on thematic calls to which artists and students will be invited, similar to what happens in Ravenna on Via Zirardini.

Activities	Expected results	Risks
• Install 9 panels measuring 200×140 cm (small-scale action). • Identify the management and call mechanism to select the posters to be displayed (schools, artists, festivals, etc.). • Activate periodic selections and related monitoring on the use of the space.	• Redevelopment of the space in front of the Portaccia. • Enhancement and involvement of local artists and art schools. • Cultivation of a sense of belonging to the place.	• The management and call mechanism is not activated or is discontinued shortly after. • The chosen posters are uninteresting to the public. • Vandalism of the displays. • Lack of monitoring and feedback to improve the action.

LEAD ORGANISATIONS: Municipality (tourism, economic development, communication)
INVOLVED STAKEHOLDERS: Local emerging artists, schools, universities
TIMELINE: From Autumn 2025 (small-scale action), cyclical
LOCATION: Via Caporali
COSTS: €10k/year
FUNDING SOURCES: Municipal budget; potential sponsors
EXAMPLES/BEST PRACTICES: Ravenna Open air gallery; Milano Marittima Art Gallery; Cheap festival Bologna; The floaters

6. Implementation framework

This plan consists of a set of 10 actions but is also framed within a broader context of municipal projects and policies. The public actions already in place (see table on page 34) serve as the infrastructure that supports and incentivises the 10 proposed actions, acting as an **enabling platform** that facilitates their implementation, just as in the relationship between digital platforms and their content.

Even before moving on to the implementation phase, we can say that the two years of work carried out by the ULG are producing results.

The fact that a series of events are being promoted by civil society and stakeholders participating in the ULG bodes well for the URBACT programme's ability to facilitate **knowledge transfer and collaborative learning for urban transformation.** In our case, over the last few months, we have observed the following in particular:

- the Figarola festival, promoted by the 'ex Bar Cristina', a neighbourhood arts space managed by one of the ULG members.

- trade association "Confartigianato" promoting and requesting that the municipality work on a new urban design plan combining aesthetics, identity and narration through storytelling. The aim is to rethink the urban design elements in the city centre, which are currently fragmented and disconnected, and create a coherent path that tells the story of Cesena and highlights its unique characteristics.

This request echoes exactly what the ULG proposed in its small-scale action and therefore gives the administration a greater incentive to implement it, even on a larger scale, as envisaged in the actions of this IAP.

6.1 Governance

Research and innovation (University, ART-ER)

Other Municipal Offices

Tavolo "in Cesena"
Economic Development Sector with Trade Associations

Professional Orders (Order of Architects)

Associations, Citizens' Groups (Chi non ha cntrada non ha casa)

Volunteers organizations (Volontà Romagna)

Quartiere Centro Urbano

To ensure the continuity and implementation of the plan, it's essential to maintain a constant **public lead**, supported by a **light and flexible organisational structure**.

The Cities@Heart project was coordinated by the Economic Development Sector, with the Territorial Promotion, Youth Policies, and Business Opportunities Services. In March 2024, it formalised a collaboration with four trade associations (CNA, Confartigianato, Confcommercio, and Confesercenti) through a Memorandum of Understanding for the creation of a permanent thematic table, "InCesena." This table aims to be a strategic forum where the administration and businesses work together to find a balance between economic needs and environmental and social sustainability goals in the historic city centre.

The "**Tavolo InCesena**" will be the tool to continue the work that has begun, monitoring the implementation of the actions and involving other stakeholders who contributed to the creation of this Integrated Action Plan: the Quartiere Centro Urbano, the Ordine degli Architetti FC, AR-TER, Chi non ha Contrada non ha casa, Volontà Romagna, ex bar Cristina, and officials from various municipal offices involved.

The planned actions will be developed over a medium-to-short timeframe of three years, as illustrated in the timeline.

Their implementation will follow different schedules.

Short-term actions:

- **A2 and A3,** which will serve as tests for the overall project of the path from the station to the Portaccia.

- **B2**, thanks to the national funding for the "Sport Illumina" project, which has already been secured.

- **C1 and C2**, given the strong motivation and active involvement of the proposing stakeholders.

- **C4**, which will begin as part of the small-scale action and can continue in the medium-to-long term.

Medium-term actions:

- **A1**, which requires a design tender.

- **B1, B3, and C3**, whose implementation will depend on the availability of funding.

It's important to note that many of these actions are intrinsically cyclical and replicable, either because they can be repeated over time (C1, C2, C3, C4) or because their model is applicable in other spaces in the city centre (A2, A3).

6.2 Timeline

ACTIONS	OCT/DEC 25	JAN/MAR 26	APR/JUN 26	JUL/SEP 26	OCT/DEC 26	JAN/MAR 27	APR/JUN 27	JUL/SEP 27	OCT/DEC 27	JAN/MAR 28	APR/JUN 28	JUL/SEP 28	OCT/DEC 28
A1						░	░	░	░	█	█	█	█
A2		█	█	█	░	░							
A3			░	█			█	█			█	█	
B1		█	█	█	█	█	█	█	█				
B2		█	█	█	█								
B3						█	█	█	█	░	░	░	░
C1	░	░											
C2		░	█	█	░		█	█			█	█	
C3			█	█									
C4	█	█	░	░	░	░	░	░	░	░	░	░	░

6.3. Financial Resources

To make the Plan's actions operational in a short time, the working group has planned to use a mix of funding at different speeds, ranging from the 'person-hours' of bodies and associations, to the municipal budget, up to different types of funding linked to regional, national, and European calls.

Actions	Costs €	Source/s
A1 Pathway (announcement + implementation)	70k + 500k	Municipal budget + ERDF
A2 Cesena cares	100-150k	Regional + Private funds
A3 Shading with Awnings	100k	Municipal budget
B1 Social spaces at Serravalle Gardens	80-150k	Regional funds
B2 Community gym at the former GIL	200k + 5k	National call + Municipal budget
B3 Web platform	40-50k	Regional funds + Ministerial funds
C1 Open doors	5-15k	Private individuals (sponsors) + Municipal budget
C2 Umarell tours	2k/year	Man-hours + Municipal or regional budget
C3 Open-air Film Series for Children	10-15k/year	Municipal budget and/or Regional funds
C4 Open-air art gallery	10k/year	Municipal budget + Private individuals (sponsors)
TOTALE	570-760K + A1 pathway realization costs (500k)	

The mix could variably follow the following indicative distribution estimate:

Funding source	Amount (€)	%
Municipality	205.000	16 %
Region	297.000	23 %
State	220.000	17 %
EU	500.000	39 %
Privates	72.000	6 %
Total	1.294.000	100 %

Regarding the sourcing of extra-budgetary funds, since 2009 the Municipality has been able to rely on a dedicated service for the search for national, regional, and European funding, which operates in constant synergy with other services. The possible funding sources for these three lines are as follows.

EUROPEAN FUNDING LINES
Since most programmes are already being implemented under the 2021-2027 programming and there are currently no previews of the 2028-2034 programming, some of the main programmes and related reference topics are listed below so that they can serve as guidelines for monitoring future opportunities:

CTE - European Territorial Cooperation:

• Euro MED Programme: Different priorities depending on the type of project (Modular, Horizontal or Strategic);

• Adrion Programme: Priority 2 "Supporting a greener and climate resilient Adriatic and Ionian region" and Priority 3 "Supporting a carbon neutral and better connected Adriatic and Ionian region";

• Central Europe Programme: the "Strategic capitalisation call" to be released in September 2025 will exclusively concern projects already funded.
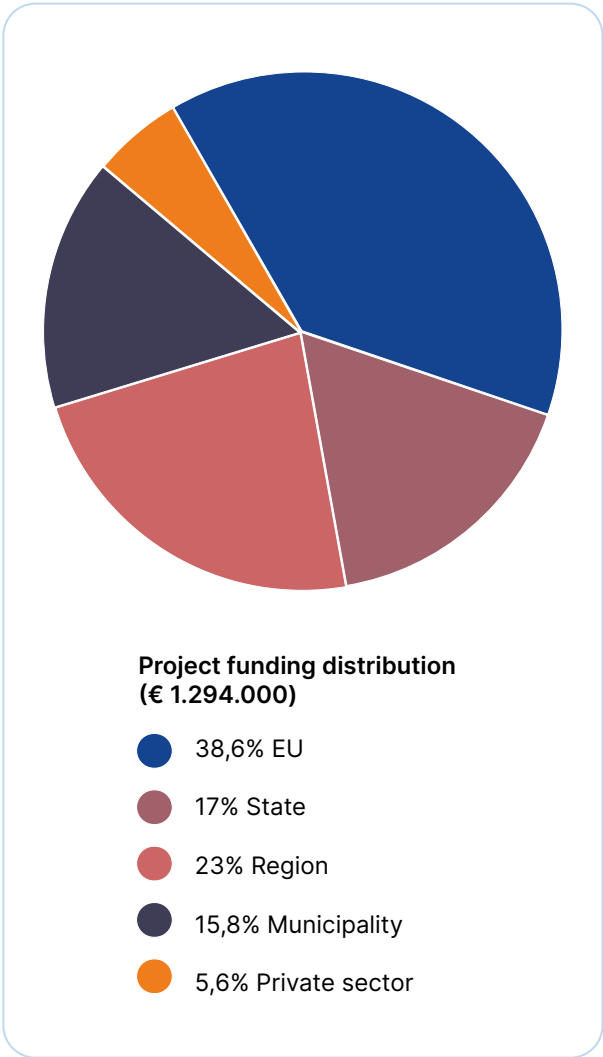
EUI – European Urban Initiative:

• City to City: a call that is always open for the exchange of ideas and good practices.

• **URBACT Programme**: the last Transfer Network call has already closed; calls for the next programming period are awaited.

• **HORIZON EUROPE**: Priority "Adaptation to climate change, including societal transformation", "Climate-neutral and smart cities".

MINISTERIAL FUNDING SOURCES
Next generation EU and PNRR calls are now running out - Contributions to municipalities for urban regeneration and decorum projects, for Development Plans in disused or abandoned areas, for sports facilities, and street furniture.

REGIONAL FUNDING OPPORTUNITIES

• Regional Project "4 milioni e mezzo di alberi";

• Bando partecipazione Regione Emilia-Romagna, to design participatory processes, a project for the Municipality of Cesena was funded under the 2025 call;

• KICK-ER, an orientation and support service offered by ART-ER for startups, businesses or business projects, research labs, and local authorities 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 for funds for safety in degraded areas;

• Hub urbani e di prossimità. Regional Law n. 12/2023. 3 projects for the Municipality of Cesena were funded in 2025.

Project funding distribution (€ 1.294.000)

- 38,6% EU
- 17% State
- 23% Region
- 15,8% Municipality
- 5,6% Private sector

6.4. Risk Analysis

The plan's process, involving various stakeholders, at least half of whom are from different municipal offices, was based on a multidimensional approach whose outcomes are not certain, threatened by risks related to the implementation of the 10 planned actions. The plan's strategy seeks to balance as much as possible what can be done immediately, to start producing small changes in the city centre, strengthen relationships and networks, and provide examples to other parties to inspire them and multiply the actions to be carried out: alongside some actions that are simpler to implement and therefore have a low probability of risk with respect to their success, others have been envisioned that require greater effort for their implementation, largely due to bureaucratic-operational and/or financial issues.

The following table shows the summary framework, referring to each action.

Risk	Type	Probability	Impact	Mitigation measures
failure of the public administration to take charge of the IAP	strategic-political	low	high	Involvement of various municipal offices in the ULG meetings and co-production of the actions
Difficulty in finding financial resources	financial	medium	high	The Municipality has extensive experience in participating in calls for proposals and securing funding
Difficulty in involving merchants and other stakeholders in the centre	relational, organisational, communicative	medium	high	Activation of participants in the "InCesena" trade associations' round table to encourage their members and activate enlarged meetings with other local stakeholders
Low participation of residents, both from the centre and other areas, in the various types of meetings and events proposed (cf. Enjoy)	relational, organisational, communicative	medium	high	Improvement of communication channels with peer-to-peer activities, involving associations and activating ULG participants
Difficulty in involving young people in the activities	relational, organisational, communicative	high	high	Clarity in communication, using schools and universities as a vehicle for information and involvement
Poor quality of co-design actions	relational, organisational, communicative	medium	high	Clarity and sharing of objectives, clear methods suitable for the target audience, inclusion and representativeness, continuous feedback
Difficulty in establishing and consolidating networks between public and private stakeholders in the area	relational, organisational, regulatory	high	high	Formalisation of networks, mutual incentives and convenience, structured facilitation, continuity to build trust, regulatory and administrative adaptation

Difficulty or absence of data collection for monitoring the planned actions	technical, organisational, communicative	medium	high	Definition of clear indicators, assignment of data collection responsibilities, digital and shared tools, training and awareness-raising, communication and transparency
Difficulty or absence of using collected data to improve policies	strategic-political, organisational, communicative	high	high	Systematic integration of data into decision-making processes, definition of clear usage procedures, structured moments for feedback and discussion, transparent communication of results
Difficulty in managing the activities carried out	organisational, communicative	medium	medium	Clear operational planning, definition of roles and responsibilities, coordination and monitoring tools, effective internal communication
Difficulty in activating new residents in "good neighbourliness" activities	relational, communicative	medium	medium	Targeted door-to-door awareness actions, use of direct testimonials and concrete examples, active involvement of already established groups, creation of informal and accessible social opportunities

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