



URBACT



Co-funded by
the European Union
Interreg

IN4GREEN

Integrated Action Plan Municipality of Salerno

By: EU Funding Department,
Municipality of Salerno

Table of contents

Demographic and socio-economic overview of the city of Salerno	_____	1
Objectives and actions	_____	10
Framework and detailed action sheets	_____	19
Governance, implementation framework and monitoring strategy	_____	46

1. DEMOGRAPHIC AND SOCIO-ECONOMIC OVERVIEW OF THE CITY OF SALERNO

1.1 Green transition in European industrial cities

The URBACT In4Green network aims to empower and build the capacity of local actors in industrial areas to overcome the barriers that prevent the transition to greener economies while remaining competitive and inclusive cities.

The overall challenge that the In4Green network wants to address is the green transition in small and medium-sized European cities with an industrial past.

The green transition in industrial cities is a major challenge. These areas face obstacles to adopting more sustainable practices due to their dependence on traditional industry and lack of resources. However, it is crucial to include these cities in the transformation towards a greener economy. They contribute significantly to the economic development of their territories and represent an important part of EU employment and GDP.

The green transition can be an opportunity to revitalise these areas, improve the quality of life of inhabitants and reduce pollution. To achieve this, public authorities need to be empowered and industrial actors need to be trained.

It is also essential to involve all stakeholders and civil society in the development and implementation of local green transition policies .

Collaboration and networking are key to overcoming challenges and moving towards a more sustainable future. Modernising industries and improving urban management are key elements in this process. Only through the joint efforts of all actors involved will we be able to lead the transformation towards a more efficient and environmentally friendly economy, improving the quality of life of our communities.

In short, the green transition in industrial cities is essential to achieve sustainable development. Despite the challenges, these areas have much to gain by adopting more sustainable practices and promoting innovation. Working together, we can drive positive changes and make these cities examples of success in the transition to a greener economy.

1.2 Current situation in Salerno

- **Population statistics and demography:** the city of Salerno, with a population of about

125,000 in 2024, shows a demographic trend typical of aging societies. Women slightly outnumber men, making up 53% of the population. A significant 25% of the population is aged 65 and above, with women constituting 58% of this group. In contrast, only 12% of the population falls within the 0-15 age range, indicating low birth rates. The aging index of 208 (with higher numbers for women) reflects a high proportion of older individuals relative to younger ones, suggesting challenges for future workforce sustainability and increased demand for elder care.

- **Industrial/economic composition, employment statistics:** the average income per capita in the province is €17,010, indicating a modest income level. The unemployment rate is relatively high at 14.5%, with a significant gender disparity: 16.8% for women compared to 13.8% for men, suggesting challenges for female employment. The local economy is dominated by micro and small-to-medium enterprises (SMEs), which make up 96% of the 77,647 businesses in the area. The industrial sector employs 18% of the workforce, with 10,281 companies operating in this sector within the province. This points to a local economy heavily reliant on small businesses and a relatively minor but important industrial presence.
- **Social challenges and inequality, access to services:** forms of housing discomfort primarily affect the condition of minors (in general, the relationship between children/youth and the urban context), which should be framed in relation to the evolution of the demographic structure, the availability of educational and job opportunities, and the available facilities and resources (social services, leisure activities, community life, etc.), as well as the social inclusion models that are most attractive to minors themselves.

Irregular attendance at compulsory school, youth unemployment, or underemployment in the underground economy are phenomena that foster lifestyles deviating from those of social integration and, ultimately, lead to crime.

In 2016, 25.7% of foreign families were in absolute poverty compared to 4.4% of Italian families, while in 2013 the figures were 23.8% and 5.1%, respectively (Dossier on poverty and resources 2015 from the diocesan Caritas).

- **Location, territorial:** the city plays a pivotal role for the entire province due to the presence of essential infrastructure hubs (commercial and tourist port, highway network, railway station, etc.), as well as institutional centers (Prefecture, Police Headquarters, Provincial Administration, Court, Chamber of Commerce, Administrative Services Center of the Ministry of Education, Revenue Agency offices, Superintendencies, etc.) and services (Hospital, ASI Consortium, Agro-Food Center, etc.).

- **Air quality, CO2 emissions context:** the local context of Salerno in terms of mobility, green spaces, and waste management reflects some sustainability challenges. The modal share shows a heavy reliance on private vehicles, with 56% of trips made by private transport. Public transport accounts for 25%, while 19% of trips are made using non-motorised modes (e.g., walking or cycling), indicating potential room for improvement in promoting greener transportation options.

In terms of green spaces, Salerno has 15 trees per 100 inhabitants, suggesting moderate urban greenery.

Regarding waste generation, the average resident produces 438 kg of solid waste annually, or 1.2 kg per day (2022).

Sources: Istat, province, PUMS

1.3 Existing strategies and policies

Regarding the analysis of the urban context outlined in the Strategic Operational Document (DOS) of the City of Salerno, it emerged that achieving the goal of sustainable socio-economic revitalisation and urban quality, in line with European standards, requires a series of targeted actions. These actions include completing the city's urban infrastructure, enhancing its historical and architectural assets to increase tourism appeal, and addressing socio-economic disparities and integration challenges through the enhancement of services for individuals and families, with a particular focus on promoting equal opportunities.

The Integrated Sustainable City Program (PICS) funded by ERDF 2014-2020, Axis X, conceived as a tool for the planning and implementation of functionally integrated interventions, aims to establish the urban conditions necessary for long-term development. This involves enhancing the city's attractiveness and hospitality capacity, not only by investing in the historic centre but by redeveloping and reshaping the entire coastline. This will involve removing areas of risk and degradation and transforming the coastline into one of the city's major tourism attractions.

In line with the broad concept of sustainability—encompassing economic, environmental, social, and cultural dimensions—it is considered necessary to confirm the division into axes as outlined below:

- AXIS 1 – Regeneration, recovery, and reconnection of the urban fabric
- AXIS 2 – Entrepreneurship and labor policies
- AXIS 3 – Social inclusion policies
- AXIS 4 – Environmental risk prevention and habitat protection

This framework aligns with the main directives of the Urban Development Guidelines, approved under DGR 314/2017, which emphasise:

- Combating poverty and hardship
- Enhancing the cultural and tourist identity of the city
- Improving urban safety
- Accessibility of services for citizens

Moreover, it addresses key factors necessary to strengthen the competitiveness and attractiveness of urban areas, as outlined under Axis X, including:

- the development of new businesses and the revitalisation of existing ones
- the enhancement of the cultural and tourism resources of the cities
- the improvement of the quality of life through the strengthening of urban security in specific areas
- the reorganization and strengthening of territorial services for residents and service users

The implementation of PICS, which also includes interventions in the historic center funded by the PIÙ Europa 2007-2013 initiative, has been integrated with projects financed through the National Plan for Urban Peripheries.

Salerno is thus embarking on a multi-faceted, sustainable territorial development strategy. The achievement of the program's objectives is ensured through a shared responsibility model, underpinned by regional and national monitoring systems, which will ensure the effective realisation of the strategic goals.

Thanks to a public consultation achieved through a digital questionnaire - which results will be outlined in the last paragraph of this chapter - the Municipality of Salerno has completed its Strategic Operational Document (DOS), a prerequisite for accessing funding already approved under the Integrated Urban Regeneration and Sustainability Programme (PRIUS), supported by the European Regional Development Fund (ERDF) for 2021-2027, Action 5.1.1. This program promotes urban area development through an integrated approach that addresses social, economic, and environmental aspects, aligning with the strategic framework for implementing cohesion policies. Project planning is conceived upon the achievements of the previous ERDF 2014-2020 program (PICS - ERDF 2014-2020).

At the European level, the **Pact of Amsterdam**, which establishes the **Urban Agenda for the European Union**, does not mention industry directly. However, many priority themes are linked to the industrial sector, in fact most of them are: Air quality, Circular economy, Jobs and skills in the local economy, Energy transition, Sustainable use of land and Nature-Based solutions, Urban mobility, and Digital transition.

The **European Union Cohesion Policy** is a set of funds aimed at supporting regional development and economic cohesion in the EU Member States. The policy is based on the principle that all EU citizens, regardless of where they live, should have access to the same economic and social opportunities.

Cohesion policy has been used to support a wide range of industry-related projects, including:

- The construction of industrial infrastructure, such as factories, ports and airports.
- Funding for industrial research and development.
- Supporting industrial innovation.
- Promotion of industrial cooperation between European companies.
- Helping small and medium-sized enterprises (SMEs) to access financial markets and technical assistance.

Cohesion Policy has had a positive impact on the EU's industrial sector. It has helped to create new jobs, increase investment and improve the competitiveness of European companies. Cohesion Policy has also helped to reduce regional disparities in the EU by providing stronger support to regions lagging behind.

Today, Cohesion Policy is being reoriented to focus on the challenges of the green and digital economy. The policy is being used to support European businesses to adapt to the transition to a more sustainable and digital economy. Cohesion Policy is also being used to support European regions most affected by the COVID-19 pandemic.

The **European Green Deal** is a European Union policy initiative that aims **to make the EU the first climate-neutral continent by 2050**. The Green Deal focuses on several areas, including energy, mobility, agriculture and industry. In the field of industry, the Green Deal sets out many targets, including:

- Reduce greenhouse gas emissions from industry by 40% by 2030 and 80% by 2050.
- Promote the development of clean and innovative technologies in industry.
- Increase energy efficiency in industry.
- Reduce the EU's dependence on fossil fuels.
- Create new jobs in green industry.

The Green Deal is an ambitious initiative, but it is necessary to tackle climate change and to ensure a sustainable future for the EU. Industry has a key role to play in the transition to a greener economy, and the Green Deal offers a number of opportunities for European industry to become a world leader in clean and innovative technologies. In this framework, the European Commission updated the **EU Industrial Strategy in 2022** to ensure that its

industrial ambition takes full account of the new circumstances following the COVID-19 crisis and helps drive the transformation towards a more sustainable, digital, resilient and globally competitive economy.

Small and medium-sized enterprises (SMEs), as the main innovation actors in the different ecosystems, must be considered in all actions carried out under this Strategy. This is reflected across the board in the increased focus on regulatory burdens for SMEs. New actions will greatly benefit SMEs and start-ups, whether through a strengthened Internal Market, reduced supply chain dependencies or accelerated green and digital transitions. The Strategy also includes some specific measures for SMEs, such as increasing resilience, tackling late payments and supporting solvency.

Across all these initiatives and policies, the European Commission has identified the following **main challenges facing European industry**:

- **The transition to a greener and digital economy:** the EU is committed to achieve climate neutrality by 2050 and to being a leading digital economy. This will imply major changes for European industry, which will need to adapt to new technologies and forms of production.
- **Competition from other regions:** European industry faces strong competition from other regions, such as China and the United States. These regions are investing heavily in research and development, enabling them to develop new technologies and products.
- **Talent shortage:** European industry faces a shortage of skilled talent. This is due to different factors, such as an ageing population, low scientific literacy and a lack of investment in education and training.
- **Lack of investment:** European industry faces a lack of investment. This is due mainly to the 2008 financial crisis, legal uncertainty and lack of public funding.

1.4 Problem identification

Salerno faces key challenges due to its aging population, modest economy, social inequality, and environmental concerns. Economic difficulties are marked by a 14.5% unemployment rate, higher for women, and reliance on small businesses. Social inequality, particularly among foreign families, exacerbates poverty and youth disengagement, leading to higher crime risks. The city infrastructure plays a vital role, but heavy dependence on private transport (56%) highlights the need for more sustainable mobility solutions alongside moderate green space availability.

Between 2008 and 2014, only 16.5% (4,320 units) of businesses in Salerno undertook or planned to undertake green investments. This figure is 3.2 points below the Campania

regional average (19.7%) and significantly lower than both the Southern Italy and national averages, which are both at 21.8%.

Therefore, urban regeneration and the redevelopment of underused spaces through sustainable projects could be key drivers in fostering positive developments across the economic, environmental, social, and cultural sectors.

Salerno offers significant development opportunities, particularly within its maritime economy and culture. The city coastal access is an invaluable asset, supporting economic growth across various sectors, from traditional industries rooted in primary resources to emerging, innovative services. The blue economy in Salerno unfolds along four complementary dimensions: the sea as a source of resources, a catalyst for regional appeal, a vital communication route, and an ecosystem requiring preservation. Salerno strong tourism draw stems from its stunning coastal landscape and its proximity to notable archaeological sites.

The city rich historical and artistic heritage, its strong creative and artisanal tradition, and the importance of tourism are "natural" elements for the growth of the local cultural production system, which, compared to its potential, remains significantly underdeveloped. The implementation of appropriate policies in this direction could not only lead to cultural growth but also bring economic benefits that contribute to broader territorial development.

The local priorities that emerge from the analysis of Salerno economic and social challenges can be identified in strengthening the city's urban infrastructure, enhancing its historical-architectural identity to improve tourist appeal, and reducing socio-economic disadvantages and integration issues by expanding services for individuals and families, also with the aim of achieving equal opportunities.

1.5 Vision

Based on the results of our public consultation, the meetings held by the City of Salerno with its main stakeholder, Confindustria (Industrial Federation of Salerno), and the experience and outcomes achieved through urban regeneration programmes, Salerno aims to become one of the first circular cities in southern Italy. In particular, the city intends to improve the quality of life of citizens and minimise land consumption through the recovery and reutilisation of the architectural heritage on the basis of the needs expressed by the community.

1.6 Main integration challenges

Through the Municipality of Salerno's involvement in several EU programs—such as ERDF 2014-2020, URBACT 2014-2020, ERDF 2021-2027, and EUCF 2023—a shift toward a more integrated approach is emerging in how these programs are organised and managed. However, greater awareness and operational expertise related to this integrated approach are needed across both the political and administrative levels within the municipality's organisational structure.

As part of our participation in the URBACT programme 2023-2025, we have begun engaging with diverse stakeholders and are actively exploring the best methods to foster a shared vision for the sustainable redevelopment of industrial and underutilised spaces. Within our Urban Local Group (ULG), we've achieved genuine collaboration from Confindustria's representative, who has committed to involving strategic local industries in future ULG meetings. This is a promising step forward in our integrated approach.

We are also utilising URBACT's evaluation tool to further engage stakeholders, particularly aiming to involve non-profit organisations. These groups will play a crucial role in helping us address social, gender, and sustainability considerations, allowing us to develop a comprehensive vision that aligns with local challenges and needs.

1.7 Testing action: digital questionnaire

The EU Funding Department of the Municipality of Salerno has implemented a survey to better understand the challenges local stakeholders encounter in adopting sustainable practices and to pinpoint specific actions the Municipality of Salerno can take in response.

Specifically, the goal of the listening phase was to:

- Understand the needs, priorities, and perceptions of local stakeholders (citizens, businesses, third sector, schools, students) regarding sustainability, urban regeneration, mobility, green spaces, and quality of life.
- Co-design future urban regeneration actions through active listening and participation.
- Update the City's Strategic Orientation Document (DOS), a mandatory document to access Regional ERDF (FESR) 2021–2027 funding for urban regeneration projects.
- Build a shared knowledge base that can later be translated into a Local Action Plan and concrete funding proposals.

A total of **355 people** participated, mainly residents of Salerno, showing a strong interest in sustainability and urban policies. The analysis highlighted four major recurring priorities across almost all questions:

1. Mobility and traffic

- Traffic is perceived as one of the main factors negatively affecting the quality of life.
- Strong demand for better public transport, expansion of the light metro, cycling infrastructure, pedestrian routes, and intermodal mobility.
- Citizens consistently prefer expansion of services rather than simple maintenance.

2. Green spaces, maintenance, and urban hygiene

- Very high priority given to increasing and maintaining urban green spaces, including parks, coastal areas, street trees, urban forests, and neighbourhood parks.
- Green areas are also seen as key tools to address climate change, improve health, and enhance social cohesion.

3. Urban regeneration and reuse of abandoned areas

- Clear preference for converting abandoned or underused sites into:
 - Green and accessible public spaces
 - Community hubs
 - Cultural, social, and innovation spaces
- Priority areas include the historic center, waterfront, and specific abandoned buildings.
- Citizens favor regeneration over further land consumption.

4. Participation, trust, and governance

- Citizens want to be more involved in decision-making, through public meetings, online platforms, and dedicated sustainability hubs.
- About one third of respondents explicitly stated their willingness to be contacted again and take part in future participatory processes.
- There is a perceived need for better communication regarding existing and ongoing public projects.

Although the sample is not statistically representative of the entire population, the results show:

- High civic awareness and readiness to engage
- Strong consensus around sustainable mobility, green spaces, regeneration, and participation
- A solid evidence base to guide future urban regeneration strategies and funding applications

A report based on the survey findings was produced, serving as an evidence-based foundation for the Municipality of Salerno to more precisely design future interventions.

2. OBJECTIVES AND ACTION

2.1 The development path

The general strategy of the Municipality of Salerno focuses on enhancing territorial resources through choices and interventions developed within an inclusive decision-making process. These actions aim to revitalise the urban and social fabric with an overall vision that considers the “history of places” while responding to the needs of the population and stakeholders, as emerged during the listening phase involving citizens, associations, businesses, and other actors.

The path toward a green, digital, and inclusive transition builds on the interventions that, in recent years, have shaped the strategic choices of the Municipality of Salerno. These choices have increasingly sought to meet the needs of the community through broad participation, moving beyond traditional top-down approaches in the decision-making process.

The intervention strategy is structured in areas of intervention that have a primary focus on the green approach and on inclusive participation in territorial development policies:

1. Inclusion and integration
2. Sustainable, green and digital development
3. Employment and quality of life
4. Urban and social transformation

Over the years, the Municipality of Salerno has implemented several economic policy interventions informed by an integrated vision. Since the 1990s, various funding programmes have contributed to a gradual yet continuous transformation of the city, aligning it with a more modern vision attentive to evolving community needs. These interventions, partly experimental in nature, have enabled the administration to raise awareness among local actors about the importance of participating in collective decision-making and explicitly expressing their needs within a shared process. Although funded by different sources and carried out under various multi-year programmes, the interventions share a common goal: improving quality of life, sustainability, and inclusion in the city. This previous experience made it possible to initiate a listening phase that immediately showed significant engagement, with over 350 completed questionnaires.

The In4Green project aims to promote, test, and implement a coordinated and sustainable set of multifunctional actions focused on services for the population, tourism, and culture, with sustainability as a primary and cross-cutting theme. The project seeks to lay the

groundwork for a new model of territorial organisation.

The development path that is intended to be implemented refers to the concept of "repositioning" of the territory through the use and enhancement of its resources in integrated and complementary activities.

2.2 Strategic objectives

Strategic objectives are defined through a participatory process in which citizens and stakeholders contribute to project choices. The Municipality of Salerno has consolidated experience in inclusive decision-making, having involved its community several times in the past. In this project as well, a listening phase was launched, starting from a structured questionnaire aimed at assessing collective needs and identifying possible actions to be implemented. This phase is dynamic, allowing participants to continuously express their views. Moreover, the questionnaire is simple to complete and is administered through an IT platform that ensures a guided and rapid compilation process. The opinions collected through the questionnaires are then integrated with ongoing planning activities and with the planning scenarios considered feasible by the municipality. The strategic vision and related objectives stem from this participatory process.

The Municipality of Salerno has also held several meetings with its key stakeholder, Confindustria, to lay the groundwork for a long-term collaboration centred on sustainable and innovative initiatives that enhance employability and education in strategic industrial sectors.

The shared vision has led to an integrated approach supported by a framework that defines objectives, lines of intervention, individual actions—which may relate to more than one line—and expected results identified through measurable and comparable parameters.

The strategic objectives represent the pillars on which to build the path toward sustainable development within a shared vision. The participation of local actors helps highlight the city's challenges from multiple perspectives. The overall goal is to strengthen the competitiveness and attractiveness of urban areas, while also considering their relationship with surrounding territories:

- **RELATE** - Strengthen the relation among municipalities and local actors (citizens, associations, firms, other public bodies, etc.) toward a common participation in the decision process in a long-term vision, reinforcing PPP and the cooperation between public and private.
- **TRANSFORM** - Transform the city enhancing low impact human activities, sustainability and green actions in order to redevelop industrial areas of the city toward a green and sustainable transition.

- **LIFE AND INCLUSION** - Improvement of the quality of life through the strengthening of urban security in specific areas and the increase of the participation of the minorities.
- **ECONOMIC** - The development of new economic activities and the revitalisation of existing ones in a green approach, the enhancement of the cultural and tourism resources of the cities.
- **SERVICES** - The reorganisation and strengthening of territorial services for residents and service users.

All the objectives are interconnected within an integrated framework that reflects the logic of the In4Green project and, more broadly, the principles of sustainability and collaborative planning.

The fifth strategic objective is of a transversal nature, as it aims to represent the firmware that supports the functional activities necessary to achieve the others. Overall, these activities are designed to create, strengthen, and consolidate the internal skills of the administration, with a view to promoting urban/economic/social transformation.

2.3 Areas of intervention

The areas of intervention are identified starting from the survey of the opinions of the participants in the project and the possible design. These areas are represented in the logic of the In4Green project, an important breakthrough element compared to the development processes of the past. In fact, the project collects the legacy of the past but with an important vision of transformation that not only concerns the city infrastructures but also the social and economic architecture in a vision of sustainability and reuse of resources.

The intervention is structured according to a matrix scheme in which the rows represent the strategic objectives and the columns represent the areas of intervention. In each cell, the two axes define the level of impact/importance. As can be seen in the matrix, each intervention has an impact on the strategic objectives.

The areas of intervention are as follows:

1. Urban regeneration
2. Green mobility
3. Social and safety
4. Culture and tourism
5. Economic transformation
6. Services

The difference in the impact of a single activity on different strategies is represented in the qualitative scale with the following values: high, medium or low.

Activity Strategic objectives	Urban regeneration	Green mobility	Social inclusion and safety	Culture and tourism	Green economy transformation	Services
RELATE	**	*	***	**	*	***
TRANSFORM	***	***	**	**	***	***
LIFE & INCLUSION	**	***	***	*	*	***
EMPLOYMENT	*	**	*	***	***	*
SERVICES		*	***	*	**	

*** Strong impact; ** Medium impact * Low impact

2.4 Specific objectives

The specific objectives make it possible to monitor project progress and evaluate results step by step. The characteristics of the indicators facilitate comparisons across both space and time and allow for a clear assessment of the project's advancement.

The indicators of the specific objectives allow a clear evaluation of the design path, the structure of the plan and respond to the logic of the entire In4Green project. The indicators, as can be seen below, are broken down by strategic objective and refer directly to each of them.

Indicators are conceived with a SMART approach since they are Specific, Measurable, Achievable, Relevant, Time-bound; indicators refer to every single strategic objective, univocally and quantitative measurable, achievable, relevant and refer to the project, and time-bound so the evolution of the project can be easily followed. The specific objectives for each area of intervention are the following:

Urban regeneration

Increase in sqm of abandoned buildings transformed to green use

Increase in sqm used by association and for social aims

Number of new trees planted in the city

Green mobility

Increase in the use of sustainable means of public transport

Increase in sqm in green means of transport

Social inclusion and security

Increase in sqm of spaces used by association

Number of video cameras for video surveillance in areas and streets

Reduction in percentage of assault, robbery and theft

Culture and tourism

Increase in the number of tourists

Increase in the visit to museums

Increase in sqm of building/spaces for cultural use and aims

Green Economy transformation

Number of new firms in the green sector

Increase of employment in the green sector

Reduction of industrial waste

Increase in the percentage of recycled waste

Services

Personnel of the administration involved in the project

Number of contacts of people interested in the project (tourists, citizens and others)

Number of front office hours for project needs

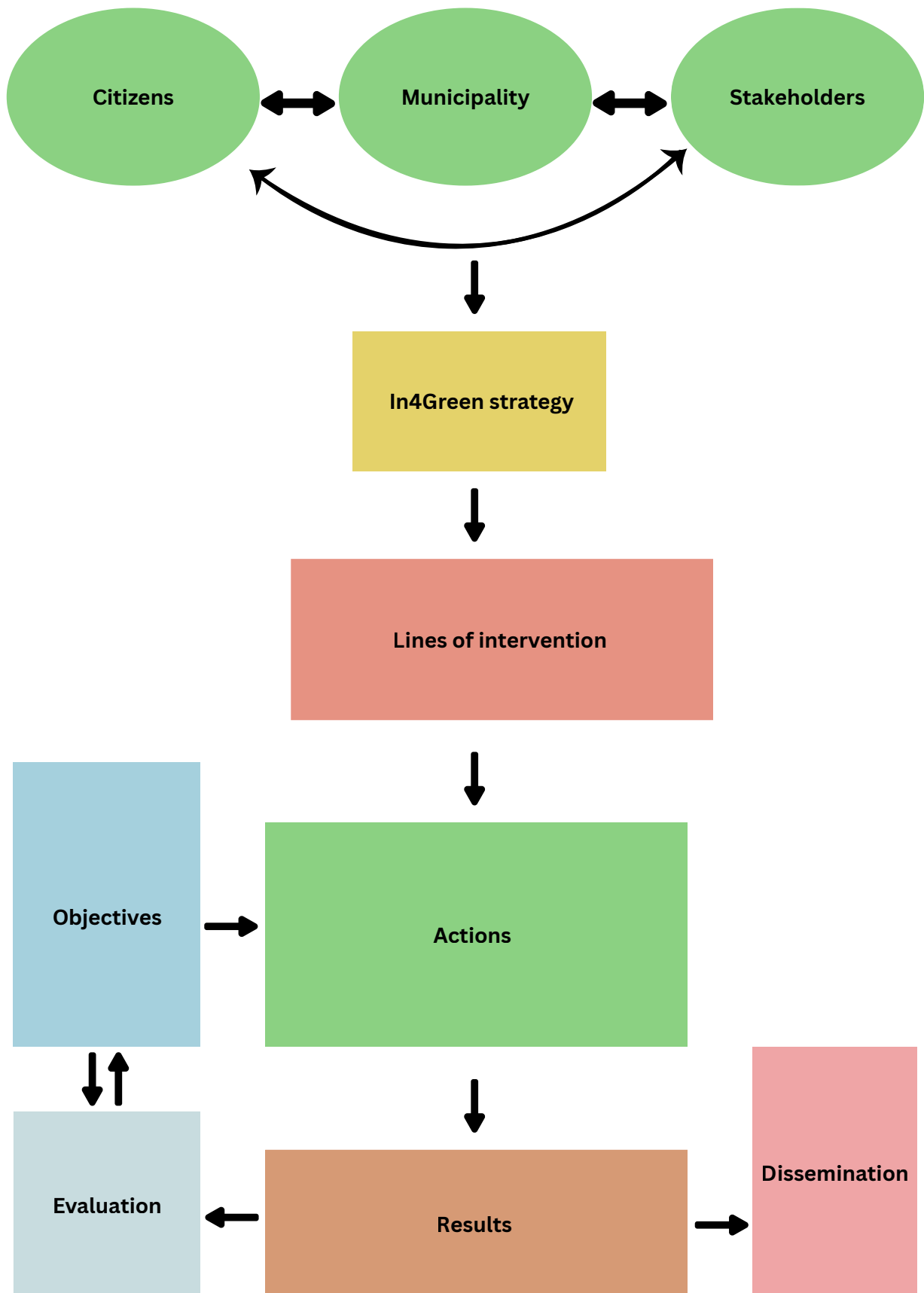
Number of back office hours for project needs

The strategic objectives impose a role of the administration that is different from the traditional one, with an important change in the entity in terms of:

1. Administrative capacity, through an organisation proportionate to the financial resources to be managed, able to ensure the performance of all the functions envisaged by the project
2. Innovation, with direct support activities for the promoters of innovative projects, to help them achieve the objectives set and use the demonstrative effect of their experiences;
3. Communication with improvement of the quality of information on sustainable development, green economy, economic enhancement of culture and tourism;
4. Animation activity, through constant consultation of the territory by encouraging the informed participation of citizens.

2.5 Intervention logic

The intervention logic is summarised in the following scheme. As shown below, the framework has a circular approach on the basis that every action and result is shared with everybody, with those who participated in the consultation and/or have any potential interest in the project.



2.6 Actions

The individual actions are described according to an integrated scheme, according to the activity-strategy matrix, capable of achieving the planned objectives. In this way, the interventions represent elements

1. Urban regeneration

- Construction, recovery, and expansion of structures and infrastructures of strategic importance for the city
- Refurbishment of streets, squares, urban parks, green areas
- Demolition of degraded/disused structures to rebuild structures/equipped areas for public use
- Building/refurbishment of sports facilities

2. Green mobility

- Reduction of vehicular traffic
- Construction of exchange car parks
- Creation of green transport tools and removal of architectural barriers
- Construction of cycle paths
- Purchase of electric means of transport
- Construction and improvement of road sections in a sustainable approach

3. Social inclusion - and safety

- Digitisation of city control
- Implementation of cybersecurity tools
- Construction of territorial control stations
- Monitoring centre at the town hall

4. Culture and tourism

- Restoration of historic buildings
- Restoration of ecclesiastical buildings
- Restoration of roads, routes or connections in sites of particular historical interest
- Restoration of parks and gardens
- Improvement of the tourist offer with tools able to control the quality of the services offered

5. Green economy transformation

- Recovery of brownfield sites for businesses in the green economy
- Infrastructure and services for sustainable and green businesses
- Incubators of technological and low environmental impact companies
- Agreements with firms, schools and universities for targeted training on green and low environmental impact issues

6. Services

- Integrated system of offices dedicated to tourists
- Portal of services for sustainable tourism
- Data warehouse for the collection of data and information on cultural tourism
- Support structure for data processing and policies to improve the action of the administration

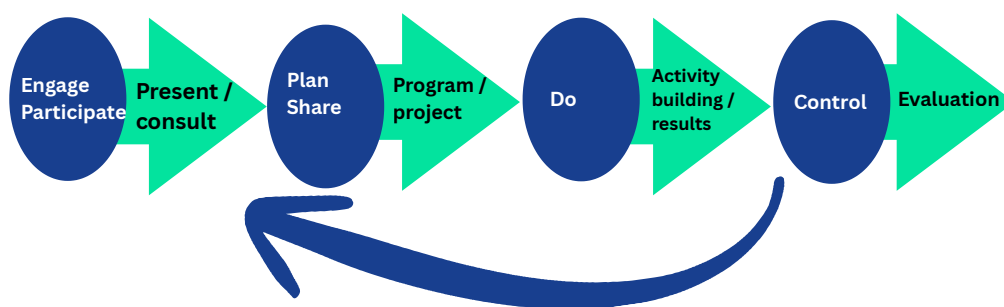
2.7 Integrated approach

The integrated approach is implemented through a working methodology that involves public participation at different stages of the project. The process is structured into the following phases and activities:

1. **Engage / Participate** – presentation of activities and consultation
2. **Plan / Share** – definition and sharing of programmes and projects
3. **Do** – implementation of activities and achievement of results
4. **Control** – evaluation of the results achieved

The process is circular, with results feeding back into renewed public participation. Three levels of stakeholder and citizen involvement are envisaged.

The first level occurs in the preliminary phase, focused on presentation, planning, and shared decision-making. The second level takes place during the implementation phase, in which stakeholders and citizens can follow the development and execution of activities step by step. The third level is the evaluation phase, during which results are presented to all actors involved, raising awareness of the benefits and impacts of an inclusive process.



3. FRAMEWORK AND DETAILED ACTION SHEETS

3.1 Action planning details

The actions of the project are the following:

1. Urban regeneration
2. Green mobility
3. Social inclusion and security
4. Culture and tourism
5. Green economy transformation and services

Every action is described as in the scheme provided.

Action Title	1. Urban regeneration
Description	<p>The urban fabric of the city of Salerno records the presence of various buildings, spaces, parks and others, that in some cases have significant historical importance and great potential for restitution to the city and citizens. Over the years there have been several conservation and renovation interventions, even partial. However, even today there are several buildings, spaces, public parks that have not expressed their full potential, since they are not used at their potential. The municipality intends to proceed with the recovery and re-functionalization of part of these spaces also using public resources (e.g. European funds) and at the same time think about some new function to be allocated in these spaces.</p>

	<p>In consideration of what emerged in the widespread listening phase, the city intends to create the conditions to make some of these public spaces available to qualified subjects when available. The line of action is in continuity with what the administration has done in past few years and in previous periods of planning and intervention of european resources.</p> <p>This activity could also involve private participation both from an economic and financial point of view for the green transformation of buildings and for the supply of equipment and furnishings. Further and more significant private participation can take place in management processes, even shared, when the administration intends to involve associations, foundations and other subjects in the management of common goods. The administration has also licensed some rules and guidelines for the management of common goods.</p> <p>The activities that are planned to be transferred to the buildings and spaces that the municipality intends to make available are of a social nature, creating the conditions for the availability of collective meeting spaces. These spaces can be, for example: meeting centers, libraries, social laboratories, social housing, sports and recreational activities and others also starting from solicitations that can independently start from private individuals. In this way, the achievement of various objectives is envisaged, starting from the recovery and re-functionalization of the real estate assets, to shared usability, to collective spaces.</p>
Link to Vision & Objectives	<p>The action contributes significantly to the vision and objectives of the IAP. In particular, it meets the following objectives:</p> <ul style="list-style-type: none"> • Urban regeneration • Recovery and refurbishing of abandoned buildings transformed to green use • Spaces used by association and for social aims
Area of Intervention	<p>The area of intervention is:</p> <ul style="list-style-type: none"> • Urban regeneration • Inclusion and integration

Implementation Steps	<p>The implementation steps of the present action can be summarised as follows:</p> <ul style="list-style-type: none"> • Identification of spaces • Definition of design and planning • Recovery and refurbishing • Making available to the public • Monitoring and evaluation
Timeline	<p>The time required for the action and for each individual activity is as follows:</p> <ul style="list-style-type: none"> • Identification of spaces – 2 months • Design and planning - up to 4 months • Procurement – up to 18 months • Availability – 1 month • Monitoring and evaluation – 3 months
Responsible organisation(s)	Municipality of Salerno
Estimated Costs	<p>The estimated costs of the action are arranged as follows:</p> <p>Identification - € 10.000,00 Planning - € 150.000,00 Procurement - € 2.200.000,00 Implementation € 30.000,00 Evaluation € 20.000,00</p>
Funding Sources	<p>European Regional Development Funds - PRIUS Programme (Programmi Di Rigenerazione Integrata Urbana Sostenibile) Sustainable Integrated Urban Regeneration Programmes - Line of action 1 (secured funds).</p>

Monitoring Indicators	<p>Output Indicators:</p> <ul style="list-style-type: none"> • Increase in sqm of abandoned buildings transformed to green use (target is 15% of abandoned building surface by 2030) • Increase in sqm used by association and for social aims (target is +200 sqm of new spaces used by 2028) <p>Result Indicators:</p> <ul style="list-style-type: none"> • Number of users of public spaces (target is +15% of users by 2030) • Number of associations involved in public goods management (target is +5 associated in common goods management by 2030)
Risk Assessment	<p>The possible risks in the implementation of this action refer to possible delays in the design, delays and higher costs of the contract and potential disputes in the process of asset management by associations and non-profit entities. For each of these risks, appropriate actions are envisaged to reduce and eliminate the impact on the project. Risk forecast, probability and severity of impact and mitigation measure are presented in the following table.</p>

Gantt chart:

Activities	Quarter 1	Quarter 2	Quarter 3	Quarte 4	Quarter 5	Quarter 6	Quarter 7
Activity 1: identification							
Activity 2: planning							
Activity 3: procurement							
Activity 4: implementation							
Activity 5: evaluation							

Risk assessment:

Risk	Likelihood	Severity	Mitigation measures
Delays in the process of identification	Improbable	Tolerable	Continuous monitoring of timing.
Budget inaccurate or not approved	Improbable	Undesirable	Budget control procedure will be implemented and price of intervention simulated; technicians and expert will be involved in the process.
Planning and procurement process delays	Possible	Intolerable	Prior market consultations will be carried out; continuous follow up activity will be implemented.
Unexpected modifications in the implementation	Possible	Acceptable	The implementation process will be followed up closely.

Action Title	2. Green mobility
Description	<p>Green mobility is a need that is increasingly felt at local level and also strongly desired at EU level. The survey activity through the questionnaire confirmed the opinion of a widespread awareness of the importance of a green and sustainable approach to mobility. The goal is to drastically reduce the use of private vehicles with internal combustion engines that have a major impact. The mobility the city wants to implement is sustainable from an environmental, social and economic point of view. This approach is in line with the objectives of the administration's specific planning (Urban Plan for Sustainable Mobility) which has a vision of integrating mobility with the territorial planning and urban developments forecast for the future.</p> <p>The territory of the city of Salerno has some particular characteristics that make it difficult to implement such a green project due to its orography. Nevertheless the administration has already identified some solutions, and in some cases already implemented them, capable of overcoming the difficulties that the territory presents. The action, like all the others, moves toward a systematic vision of the project and responds to the transversal objectives defined previously.</p> <p>Green mobility requires everyone to make a major effort to abandon/reduce traditional modes of travel in order to implement a strategic approach in a sustainability vision. The planned activities refer, for example, to the following sectors:</p> <ol style="list-style-type: none"> 1. Upgrading of existing cycle paths 2. Increase in charging stations for electric cars 3. Creation of interchange parking lots for the change of transport mode 4. Implementation of electric carrier systems to reach certain parts of the city 5. Construction of public transport infrastructure 6. Purchase of buses and electric vehicles

	<p>The administration is aware that some activities related to sustainable mobility are not part of its institutional tasks, such as part of public transport. The latter plays a fundamental role in promoting sustainable mobility. The administration, in addition to actively operating in its own areas of competence, plans to initiate decision-making processes shared with all the other subjects who have specific authority in the field.</p>
<p>Link to Vision & Objectives</p>	<p>The links with the visions and objectives of the project are achieved at several levels and at different intensities. In particular, the objectives that are achieved as a priority with the highest level of intensity:</p> <ul style="list-style-type: none"> • transform • life & inclusion <p>Other objectives that are achieved are:</p> <ul style="list-style-type: none"> • relate • employment • services
<p>Area of Intervention</p>	<p>Mobility</p>
<p>Implementation Steps</p>	<p>The implementation steps of the present action can be summarised as follows:</p> <ul style="list-style-type: none"> • Identification of the areas/places of intervention • Design • Execution of the works • Monitoring and control

Timeline	<p>The time required for the action and for each individual activity is as follows:</p> <ul style="list-style-type: none"> • Identification of the areas/places of intervention – 2 months • Design – 5 months • Execution of the works – 15 months • Monitoring and evaluation – 3 months
Responsible organisation(s)	Municipality of Salerno
Estimated Costs	<p>Estimated costs per activity are:</p> <ul style="list-style-type: none"> • Identification - € 10.000,00 • Planning - € 120.000,00 • Procurement - € 3.500.000,00 • Evaluation € 20.000,00
Funding Sources	<p>European Regional Development Funds - PRIUS Programme (Programmi Di Rigenerazione Integrata Urbana Sostenibile) Sustainable Integrated Urban Regeneration Programmes - Line of action 2 and 7 (secured funds)</p> <p>Private (uncertain funds)</p>
Monitoring Indicators	<p>Output Indicators (Baseline 2026):</p> <ul style="list-style-type: none"> • Meters of cycle path built (target is +20% of cycle path by 2030) • Sqm of interchange parking lots built (target is +2 interchange parking lots by 2030) • Number of interchange stations built (target is +3 interchange stations by 2030) • Number of electric buses purchased (target is +10 new electric bus by 2030)

	<p>Result Indicators (Baseline 2026):</p> <ul style="list-style-type: none"> • Number of cycle path users per year (target is +20% of new users by 2030) • Number of electricity carriers per year (target is +10% by 2030) • Number of electric bus passengers per year (target is +2.000 passengers by 2030) • Reduction of pollution levels from vehicular traffic (target is -20% traffic level of pollution by 2030)
Risk Assessment	<p>The possible risks in the implementation of this action refer to possible delays in the design, delays and higher costs of the contract and potential disputes. For each of these risks, appropriate actions are envisaged to reduce and eliminate the impact on the project. Risk forecast, probability and severity of impact and mitigation measures are presented in the following table.</p>

Gantt chart:

Activities	Quarter 1	Quarter 2	Quarter 3	Quarte 4	Quarter 5	Quarter 6	Quarter 7
Activity 1: identification							
Activity 2: planning							
Activity 3: procurement							
Activity 4: evaluation							

Risk assessment:

Risk	Likelihood	Severity	Mitigation measures
Delays in the process of identification	Improbable	Acceptable	Continuous monitoring of timing.
Budget inaccurate or not approved	Improbable	Undesirable	Budget control procedure will be implemented and price of intervention simulated.
Planning and procurement process delays	Possible	Undesirable	Prior market consultations will be carried out; continuous follow up activity will be implemented.
Unexpected modifications in the implementation	Possible	Acceptable	The implementation process will be followed up closely.

Action Title	3. Social inclusion and security
Description	<p>The action aims to increase the civic participation of the population, to encourage the participation of vulnerable groups in collective life and to increase the level of security in the city.</p> <p>The city has good previous experience of participation of associations in everyday activities, even in order to cooperate and support the municipality. The willingness of groups of citizens to participate in collective life is now a consolidated model. The administration has long approved a regulation for the use of common goods which is an important tool to regulate this process. The regulation intends to encourage the democratic participation of all those who wish to do so in the life of the city. This action has a very strong link with the previous one of urban regeneration. In fact, part of the recovered spaces, even with a private economic and financial participation, can be assigned to associations and other stakeholders with collective interests. Such an approach can increase services to the communities both vertically and horizontally. This action sees as its main recipients the weaker groups, such as the elderly, the disabled, minors, and other economically and socially weak sections of the population.</p> <p>The action is divided into various activities that intend to focus on the well-being of the population, both the weaker groups as mentioned before, and as a whole.</p> <p>Other activities of the action look also at an increasingly strong need for security. In fact, in recent times the level of insecurity perceived by the population has grown a lot. This problem has important consequences on city life, sometimes preventing the performance of daily actions that have an ordinary nature.</p> <p>The sector of intervention is only partly direct; the management of public order and security is ruled by other public entities. The administration must play a leading role in participating in a process that involves several subjects. The action therefore</p>

	involves the installation of cameras in order to reinforce the current active video surveillance system with as many as 400 cameras. The surveillance system covers multiple areas of the territory with central management and the possibility of access to images by law enforcement.
Link to Vision & Objectives	<p>The links with the vision and objectives of the project are achieved at several levels and at different intensities. In particular, the objectives that are achieved as a priority with the highest level of intensity are:</p> <ul style="list-style-type: none"> • life & inclusion • relate • services <p>Other objectives that are achieved are:</p> <ul style="list-style-type: none"> • transform
Area of Intervention	Safety
Implementation Steps	<p>The action does not require infrastructural interventions and the activities are as follows:</p> <ul style="list-style-type: none"> • Common goods spaces • Identification of instances for the use of common goods • Allocation of common goods • Reconnaissance of the areas to be covered with the video surveillance system • Enhancement of the video surveillance system with identification of dedicated positions • Monitoring and evaluation

Timeline	<p>The time required for the action and for each individual activity is as follows:</p> <ul style="list-style-type: none"> • Common goods identification - 2 months • Identification of requests for the use of common goods - 6 months • Allocation of common goods - 6 months • Reconnaissance of the areas to be covered with the video surveillance system - 4 months • Enhancement of the video surveillance system - 12 months • Monitoring and evaluation - 4 months
Responsible organisation(s)	Municipality of Salerno with the support of police force and the support of no profit organisations.
Estimated Costs	<p>Estimate costs per activity are:</p> <ul style="list-style-type: none"> • Common goods identification - € 5.000,00 • Identification of requests for the use of common goods - € 10,000.00 • Allocation of common goods - € 10,000.00 • Reconnaissance of the areas to be covered with the video surveillance system - € 20,000.00 • Enhancement of the video surveillance system - € 250,000.00 • Monitoring and evaluation - € 10,000.00
Funding Sources	<p>European Regional Development Funds - PRIUS Programme (Programmi Di Rigenerazione Integrata Urbana Sostenibile)</p> <p>Sustainable Integrated Urban Regeneration Programmes - Line of action 3 and 7 (secured funds)</p> <p>Municipal funds</p>
Monitoring Indicators	<p>Output Indicators (Baseline 2026):</p> <ul style="list-style-type: none"> • Increase in sqm of spaces used by association (target is +25% in spaces used by associations by 2030)

	<ul style="list-style-type: none"> • Increase in the number of associations involved in the project (target is +5 associations involved in the projects by 2030) • Number of video cameras for video surveillance in areas and streets (target is +25% of new video cameras by 2030) <p>Result Indicators (Baseline 2026):</p> <ul style="list-style-type: none"> • Increase in the civic participation of the population (target is +20% in participation in social, cultural, voluntary work activities by 2030) • Reduction in percentage of assault, robbery and theft (target is -15% in the level by 2030)
Risk Assessment	<p>The possible risks in the implementation of this action refer to possible delays in the design and implementation, major costs and requested modification. For each of these risks, appropriate actions are envisaged to reduce and eliminate the impact on the project. Risk forecast, probability and severity of impact and mitigation measures are presented in the following table.</p>

Gantt chart:

Activities	Quarter 1	Quarter 2	Quarter 3	Quarte 4	Quarter 5	Quarter 6	Quarter 7
Activity 1: common goods							
Activity 2: planning & procurement							
Activity 3: implementation							
Activity 4: evaluation							

Risk assessment:

Risk	Likelihood	Severity	Mitigation measures
Delays in the process of identification	Probable	Tolerable	Continuous monitoring of timing.
Budget not accurate or not approved	Possible	Intolerable	Political representatives and technicians will interact continuously in the planning activity. Experts will be involved in the process.
Procurement process unsuccessful or late execution	Improbable	Tolerable	Prior market consultations will be carried out. Procurement will be follow up in every step.
Unexpected modifications in the implementation	Possible	Acceptable	The implementation process will be followed closely. Participation of non-profit agents will be assured.

Action Title	4. Culture and tourism
Description	<p>The city of Salerno has experienced a growing tourist development in recent years, thanks to different flows. The city has an important set of attractive elements: cultural, historical, artistic, food and wine attractions, as well as events of various kinds that the city organises throughout the year.</p> <p>At the same time, the geographical position is very favorable since the city is located between Amalfi coast and Cilento coast. In addition, the city's ports often host cruise ships and numerous leisure boats that bring many tourists to the area.</p> <p>A further element of attraction is the Luci d'Artista event, which has been running for almost 20 years and has attracted large numbers of tourists throughout its duration. This has enabled the city to develop a range of distinct tourist identities, offering a varied and non-overlapping tourism offer that attracts visitors at different times of the year.</p> <p>The combination of the different market segments allows a tourist presence distributed throughout the year that has fueled the birth and growth of small tourist-accommodation activities, such as bed and breakfasts and vacation homes, which have been added to the traditional offer.</p> <p>The municipality aims to support and guide the city's tourist growth within a sustainable development framework, while also considering employment and income generation.</p> <p>Previous actions have an impact on the quality of the city, which is an important element for tourism purposes. The specific activities are:</p>

	<ol style="list-style-type: none"> 1. Implementing a tourist office 2. Tourist data collection and analysis system 3. Completion of the city portal with dedicated sections 4. Networking of the museums and cultural offers 5. Calendar of tourist events 6. Monitoring and evaluation
Link to Vision & Objectives	<p>The links with the vision and objectives of the project are achieved at several levels and at different intensities. In particular, the objectives that are achieved as a priority with the highest level of intensity are:</p> <ul style="list-style-type: none"> • life & inclusion • employment <p>Other objectives that are achieved are:</p> <ul style="list-style-type: none"> • relate • transform
Area of Intervention	Employment Services
Implementation Steps	<p>Implementation steps are:</p> <ul style="list-style-type: none"> • Implementation of the Tourist Office • Information System • Museum System • Events calendar • Monitoring and evaluation
Timeline	<p>The time required for the action and for each individual activity is as follows:</p> <ul style="list-style-type: none"> • Implementation of the Tourist Office – 3 months

	<ul style="list-style-type: none"> • Information System – 6 months • Museum System – 12 months • Events calendar – 6 months • Monitoring and evaluation – 3 months
Responsible organisation(s)	The Municipality of Salerno, in cooperation with tourism firms, museums, cultural organisations, and other non-profit organisations.
Estimated Costs	<p>Estimated costs refer to the following activities:</p> <ul style="list-style-type: none"> • Implementation of the Tourist Office - € 45.000,00 • Information System - € 70.000,00 • Museum System - € 350.000,00 • Events calendar - € 50.000,00 • Monitoring and evaluation - € 25.000,00
Funding Sources	<p>European Regional Development Funds - PRIUS Programme (Programmi Di Rigenerazione Integrata Urbana Sostenibile)</p> <p>Sustainable Integrated Urban Regeneration Programmes - Line of action 6 (secured funds)</p> <p>Municipal funds (uncertain amount)</p>
Monitoring Indicators	<p>Output Indicators (Baseline 2026):</p> <ul style="list-style-type: none"> • Sqm of building/spaces for cultural use and purposes (target is +25% of spaces for cultural use/purposes by 2030) • Number of events per year (target is at least 5 events per year by 2030) • Number of employees involved in the action (target is at least 10 municipal employees involved in the action by 2030)

	<p>Result Indicators:</p> <ul style="list-style-type: none"> • Increase in the number of tourists (target is +30% of tourist arrival by 2030) • Increase in the visit to museums (target is +20% of visits by 2030)
Risk Assessment	<p>The possible risks in the implementation of this action refer to possible delays and improper planning, delays and higher costs of the contract, and unexpected modifications. For each of these risks, appropriate actions are envisaged to reduce and eliminate the impact on the project. Risk forecast, probability and severity of impact and mitigation measures are presented in the following table.</p>

Gantt chart:

Activities	Quarter 1	Quarter 2	Quarter 3	Quarte 4	Quarter 5	Quarter 6	Quarter 7
Activity 1: tourist office and information system							
Activity 2: museum system							
Activity 3: calendar arrangement							
Activity 4: evaluation							

Risk assessment:

Risk	Likelihood	Severity	Mitigation measures
Delays in the process	Probable	Undesirable	Continuous monitoring of timing. Enlarged decisional process will be implemented.
Budget not accurate or not approved	Possible	Intolerable	Political representatives and technicians will interact continuously in the planning activity. Experts will be involved in the process.
Delays in the procurement process	Possible	Undesirable	Prior market consultations will be carried out.
Unexpected modifications in the implementation	Improbable	Acceptable	The implementation process will be followed closely.

Action Title	5. Green economy transformation and services
Description	<p>Green transformation and service activities are very important as the administration is engaged in an active role towards a sustainable transition.</p> <p>The municipality has been undertaking numerous activities in this area for a long time. For example, several projects are focused on the blue economy. The city has a strong orientation towards the sea and towards sustainability policies. In this activity there are several partnerships with academia, research centers (University of Salerno) and professional training actors.</p> <p>The city aims to continue investing in the green economy in order to build on the activities already implemented; stakeholder participation provides further support to these actions. Meetings with representatives of firms have highlighted the same commitment; in recent years, the city and the business community have already experienced forms of collaboration.</p> <p>At present, firms intend to advance the city's productive specialisation towards design and high-quality production. This shared vision provides an excellent starting point for the activities that can be developed as a follow-up to the initiatives characterising this action. Quality and design in typical Made in Italy products are thus promoted. This sector seeks to reclaim market space from the fast fashion system and low-quality products, which have a significant environmental impact and rely on unskilled labour.</p> <p>Such an approach, however, requires a medium- to long-term vision, entailing a shift in corporate strategies, the development of human capital through targeted training, and a shared commitment among all stakeholders involved in the process.</p>

Link to Vision & Objectives	<p>The links with the vision and objectives of the project are achieved at several levels and at different intensities. In particular, the objectives that are achieved as a priority with the highest level of intensity are:</p> <ul style="list-style-type: none"> • Employment • Transform • Life & inclusion <p>Other objectives that are achieved are:</p> <ul style="list-style-type: none"> • Relate
Area of Intervention	Circular economy
Implementation Steps	<p>The implementation steps of the present action can be summarised as follows:</p> <ul style="list-style-type: none"> • Recovery of brownfield sites for businesses in the green economy • Infrastructure and services for sustainable and green businesses • Incubators of technological and low environmental impact companies • Agreements with firms for targeted activities on green and low environmental impact issues • Agreements with schools and universities for targeted training on green and low environmental impact issues
Timeline	<p>The time required for the action and for each individual activity is as follows:</p> <ul style="list-style-type: none"> • Recovery of brownfield area – 15 months • Infrastructure for green business – 12 months • Incubators of technological/low impact firms – 8 months • Agreement with firms – 4 months • Agreement with universities/schools– 4 months • Monitoring and evaluation – 4 months

Responsible organisation(s)	<ul style="list-style-type: none"> • Municipality of Salerno • Industrial Federation of Salerno (Confindustria)
Estimated Costs	<p>Estimated costs are :</p> <ul style="list-style-type: none"> • Recovery of brownfield area - € 5.000.000,00 • Infrastructure for green business - € 900.000,00 • Incubators of technological/low impact firms - € 500.000,00 • Agreement with firms - € 50.000,00 • Agreement with universities/school - € 50.000,00 • Monitoring and evaluation - € 20.000,00
Funding Sources	<p>European Regional Development Funds - PRIUS Programme (Programmi Di Rigenerazione Integrata Urbana Sostenibile) Sustainable Integrated Urban Regeneration Programmes - Line of action 2 (secured funds)</p> <p>Municipal Funds (uncertain amount) Private Funds (uncertain funds)</p>
Monitoring Indicators	<p>Output Indicators (Baseline 2026):</p> <ul style="list-style-type: none"> • Sqm of brownfield area transformed (target is +20% of spaces transformed by 2030) • Number of new firms in the green sector (target is +5 of new firms by 2030) • Increase of employment in the green sector (target is +15% of employment in the sector by 2030) <p>Result Indicators (Baseline 2026):</p> <ul style="list-style-type: none"> • Increase in the added value (target is +10% by 2030) • Reduction of industrial waste (target is -15% of waste by 2030) • Increase in the percentage of recycled waste (target is +20% of recycled waste by 2030)

Risk Assessment	<p>The possible risks in the implementation of this action refer to planning, delays and higher costs of the procurement and unexpected modification in execution. For each of these risks, appropriate actions are envisaged to reduce and eliminate the impact on the project. Risk forecast, probability and severity of impact and mitigation measures are presented in the following table.</p>
------------------------	--

Gantt chart:

Activities	Quarter 1	Quarter 2	Quarter 3	Quarte 4	Quarter 5	Quarter 6	Quarter 7
Activity 1: recovery brownfield area							
Activity 2: infrastructure for green business							
Activity 3: incubators							
Activity 4: agreements							
Activity 5: evaluation							

Risk assessment:

Risk	Likelihood	Severity	Mitigation measures
Delays in the process	Probable	Tolerable	Continuous monitoring of timing. Control activity of every phase.
Budget not accurate or not approved	Possible	Intolerable	Political representatives will be briefed about the action's relevance.
Procurement process unsuccessful or w/delays	Improbable	Undesirable	Prior market analysis will be carried out; steering committee will help to solve possible problems.
Unexpected modifications in the implementation	Possible	Tolerable	The implementation process will be followed up closely; participation of other subject will contribute.

Overall
timeline:

Activities	Quarter 1	Quarter 2	Quarter 3	Quarte 4	Quarter 5	Quarter 6	Quarter 7
Activity 1: identification							
Activity 2: planning							
Activity 3: procurement							
Activity 4: implementation							
Activity 5: evaluation							
Activities	Quarter 1	Quarter 2	Quarter 3	Quarte 4	Quarter 5	Quarter 6	Quarter 7
Activity 1: identification							
Activity 2: planning							
Activity 3: procurement							
Activity 4: evaluation							
Activities	Quarter 1	Quarter 2	Quarter 3	Quarte 4	Quarter 5	Quarter 6	Quarter 7
Activity 1: common goods							
Activity 2: planning & procurement							
Activity 3: implementation							
Activity 4: evaluation							
Activities	Quarter 1	Quarter 2	Quarter 3	Quarte 4	Quarter 5	Quarter 6	Quarter 7
Activity 1: tourist office and information system							
Activity 2: museum system							
Activity 3: calendar arrangement							
Activity 4: evaluation							

Activities	Quarter 1	Quarter 2	Quarter 3	Quarte 4	Quarter 5	Quarter 6	Quarter 7
Activity 1: recovery brownfield area							
Activity 2: infrastructure for green business							
Activity 3: incubators							
Activity 4: agreements							
Activity 5: evaluation							

4. GOVERNANCE, IMPLEMENTATION FRAMEWORK AND MONITORING STRATEGY

4.1 Implementation framework

The implementation framework is organised in the following activities:

- Governance
- Ongoing stakeholder engagement
- Overall costings and funding strategy
- Overall timeline
- Risk assessment
- Monitoring and reporting

Governance

The governance of the entire project will be ensured by the Municipality of Salerno. The administration has, for several years, been implementing initiatives that are reshaping the city's profile through the reuse of spaces, the sustainability of regeneration interventions, and the active participation of citizens in decision-making processes. The planning and design of the interventions are carried out directly by the administration, which has in-house expertise and high-level skills that in past years have allowed it to successfully implement the multi-year intervention plans.

Ongoing stakeholder engagement

The participation of the population and stakeholders characterises the entire project. Thanks to the meetings held with stakeholders and the analysis of the results of the digital questionnaire, it was possible to identify some of the needs expressed by the territory. This has made it possible to start a shared path designed also on the needs of the community. Stakeholder participation does not end in this phase but is also expected in the subsequent phases of implementation of the interventions.

Overall costings and funding strategy

The sheets presented in the previous section show the estimated costs for each action. The estimates were made on the basis of the administration's experience in similar interventions. However, estimates will have to be verified punctually during the executive design. The city plans to use the resources available for the new programming period of European Union funds.

Overall timeline

The 5 actions envisaged for the project are divided into phases of activity. For each activity, the duration has been identified. In general, the longest phases are those characterised by infrastructure recovery interventions. The length of the individual activities is consistent with the actions to be taken and with the expected objectives. The overall duration was thus defined punctually and in line with the objectives of the Urbact project.

Risk assessment

Actions can be characterised by the different levels of risk and impact of adverse events. In the description of the individual actions, the different types of risk have been analysed and some of these are recurrent. The potential impact of risks can lead to difficulties in implementing actions. However, the municipality has well-established expertise and experience in managing similar projects. These experiences make it possible to mitigate the intensity of risks, especially in cases where they have already been managed previously. In addition, these experiences also make it possible to limit the impact of potential risks on individual actions.

Monitoring and reporting

Monitoring and evaluation are provided for in each IAP action. The SMART (Specific, Measurable, Achievable, Realistic, Time-bound) approach drives the monitoring process as described in the third chapter. Indicators are going to be observed every 6 months, in order to follow the improvement of the project. Every year a focus group is planned with the objective to examine quantitative indicators and to proceed also with a qualitative analysis and to analyse the results of a survey that has a similar deadline and has to be conducted with the participation of the stakeholders involved in the project.

Evaluation process provides accountability, which represents a model that has long been used by the city. In addition, an equally important element is represented by the reference to value for money as a criterion for evaluating public investment. In this way, the social and economic value of the investment can be measured.

In each action, the indicators to be used in the evaluation are already identified. These indicators will be combined with those already used in order to build a complete dataset capable of a more accurate evaluation of actions and interventions.