



The Naples Collaborative Urban Quality Model

Strengthening Urban Quality
through Collaborative Governance

*"A city's greatest investment is not only
in its places, but in its capacity to govern
their transformation together."*

Municipality of Naples
URBACT IV – CITISENSE
Investment Plan

1.The policy context

1.1 Analysis of the territorial context

Perceived urban safety is increasingly recognised as an essential dimension of urban quality. While objective indicators such as crime rates remain fundamental for assessing public security, they do not fully explain how residents experience public spaces, access urban services or interact with their neighbourhoods.

The perception of safety is influenced by a wider range of social, environmental and institutional factors, including the quality of public spaces, accessibility, social cohesion, cultural vitality and trust in public institutions. As a result, **improving perceived urban safety** has become an increasingly important objective for cities seeking to promote sustainable, inclusive and place-based urban development.

Naples provides a particularly relevant context in which to address this challenge. Over the last decade, the city has experienced significant urban transformation driven by major regeneration programmes, increasing tourism, renewed cultural attractiveness and substantial public investment. At the same time, persistent socio-economic disparities continue to influence the quality of everyday urban life, creating different experiences of urban quality across neighbourhoods.

Understanding these territorial dynamics is essential for designing interventions capable of improving both objective urban conditions and citizens' perception of safety, while addressing interconnected policy challenges such as economic inclusion, employment, social welfare, urban resilience, environmental sustainability, and balanced neighbourhood development.

The Municipality of Naples is the administrative centre of one of the largest metropolitan areas in Southern Europe. According to the Italian National Institute of Statistics (ISTAT), the Metropolitan City includes almost three million inhabitants, while the Municipality itself hosts more than 900,000 residents and performs strategic administrative, economic, cultural and transport functions for the Campania Region¹.

Its position within the Mediterranean, together with the presence of one of Italy's largest ports and a well-developed transport system, reinforces its role as a European gateway for people, services and economic activities.

This role is strengthened by an exceptional cultural heritage. The Historic Centre of Naples, inscribed on the UNESCO World Heritage List in 1995, is one of the largest continuously inhabited historic centres in Europe and represents an extraordinary concentration of architectural heritage, economic activities and residential communities. The city's growing international attractiveness has generated important opportunities for investment, entrepreneurship and cultural development while simultaneously increasing pressure on housing, mobility, tourism management

¹ At the regional level, Campania has around 5.59 million inhabitants, with more than 53% living in the metropolitan area of Naples, demonstrating the strong demographic and economic centrality of the Neapolitan urban system within the region [ISTAT 2023].

and the use of public spaces. These dynamics illustrate the complexity of governing urban transformation within a dense and historically stratified metropolitan context².

Despite these positive developments, important socio-economic challenges remain. Employment levels continue to be below the national average, while significant territorial disparities persist in income, educational attainment and access to opportunities³. These conditions are unevenly distributed across the city and contribute to different experiences of urban quality between neighbourhoods. In more vulnerable areas, the perception of safety is influenced not only by crime but also by environmental conditions, maintenance of public spaces, social isolation and unequal access to services.

The city's increasing social diversity further reinforces the need for integrated urban policies. More than 58,000 foreign residents currently live in Naples, contributing to its cultural richness, entrepreneurial dynamism and demographic vitality⁴.

Promoting inclusive public spaces, equal access to urban opportunities and positive interaction among different communities therefore represents an essential component of any strategy aimed at strengthening both social cohesion and perceived urban safety.

² In recent years, the rapid growth of tourism has significantly transformed the local economic structure. According to data from the Naples Chamber of Commerce, there are more than 8,000 food and beverage businesses in the city, with 1,555 located within protected historic areas. The density of such activities can reach 1,300 establishments per km² in the most regulated zones, highlighting the increasing commercial pressure within the historic urban fabric.

³ According to ISTAT data, the employment rate in Naples is estimated at 46.4%, significantly below the Italian average, while the region shows a high incidence of informal labour (around 16%), which contributes to precarious working conditions and social insecurity. Social vulnerability is also reflected in the limited availability of welfare services. For instance, only 4.8% of children benefit from municipal early childhood services, a figure significantly lower than the national average of 16.8%, suggesting potential structural gaps in social infrastructure and public services in relation to existing potential demand.

⁴ It represents approximately 6.35% of the city's population, with a near-even split between male and female residents [ISTAT]. The vast majority — about 91% — originate from non-EU countries (Sri Lanka, Ukraine, China and Pakistan). In terms of spatial distribution within the city, foreign residents are more concentrated in central urban areas, particularly in Municipalities 2 and 4, which together host around half of the city's foreign population. Other municipal areas such as Municipalities 1 and 3 also have significant concentrations, whereas peripheral neighbourhoods exhibit lower shares of foreign residents.

The Target Area

These dynamics become particularly evident within the target area identified for this Investment Plan. The intervention focuses on the urban corridor extending from Piazza Carlo III to Piazza Garibaldi, including Porta Capuana, Borgo Sant'Antonio Abate and part of the San Lorenzo district.

Situated along the eastern boundary of the UNESCO World Heritage historic centre, between the north-east main access at the city and the Central Railway Station, the area functions as one of the city's principal gateways, concentrating residential functions, commercial activities, cultural heritage, tourism and metropolitan mobility within a relatively limited urban space.

Piazza Carlo III serves as the main access point for road traffic entering Naples from the north-eastern areas. Built in 1484 as part of the Aragonese reorganisation of Naples' fortifications, **Porta Capuana** is one of the city's best-preserved monumental gates and historically served as its principal eastern gateway. **Piazza Garibaldi**, centred around Naples Central Station, serves as the city's primary transport hub and the principal gateway for passengers arriving by rail from both national and international destinations.

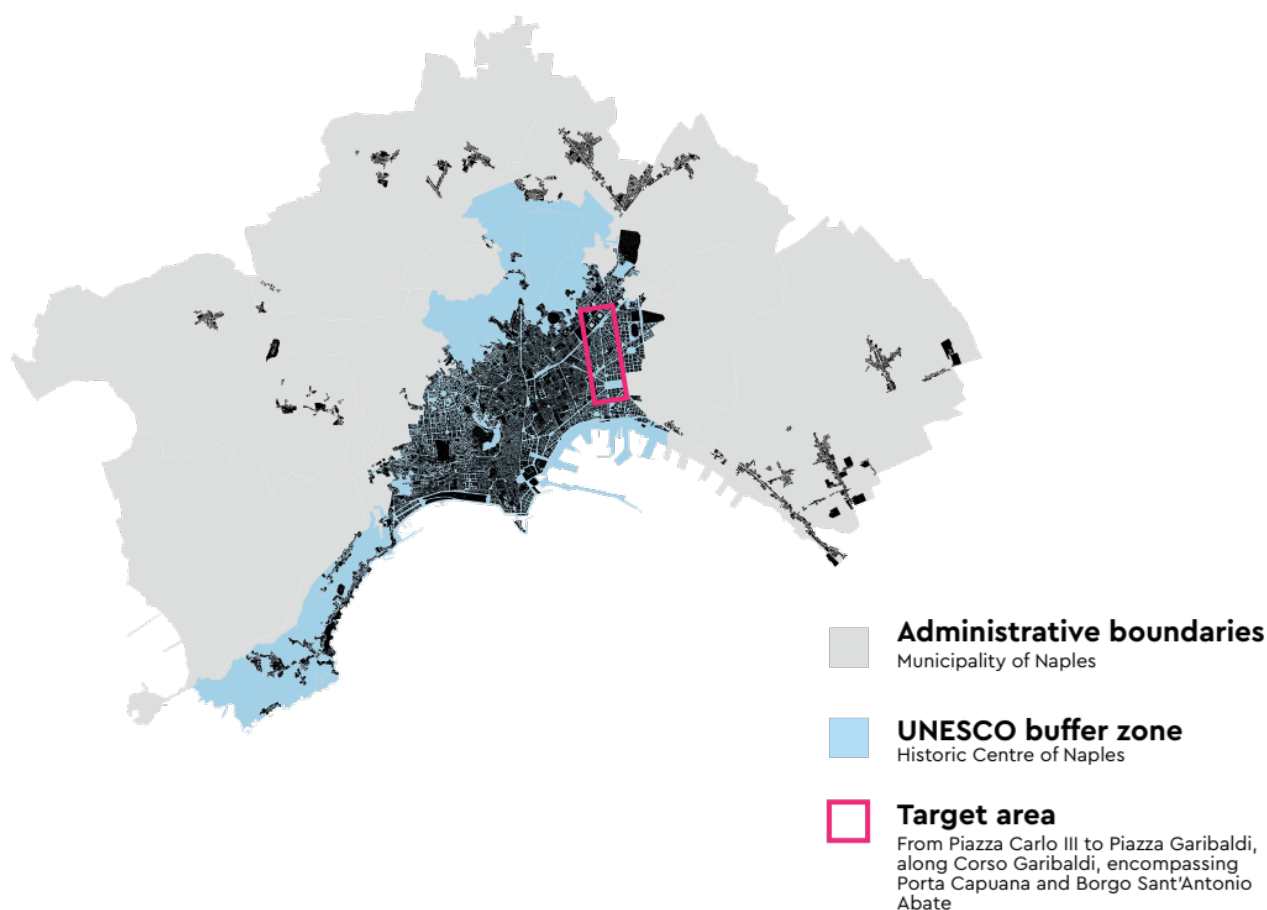


Figura 1

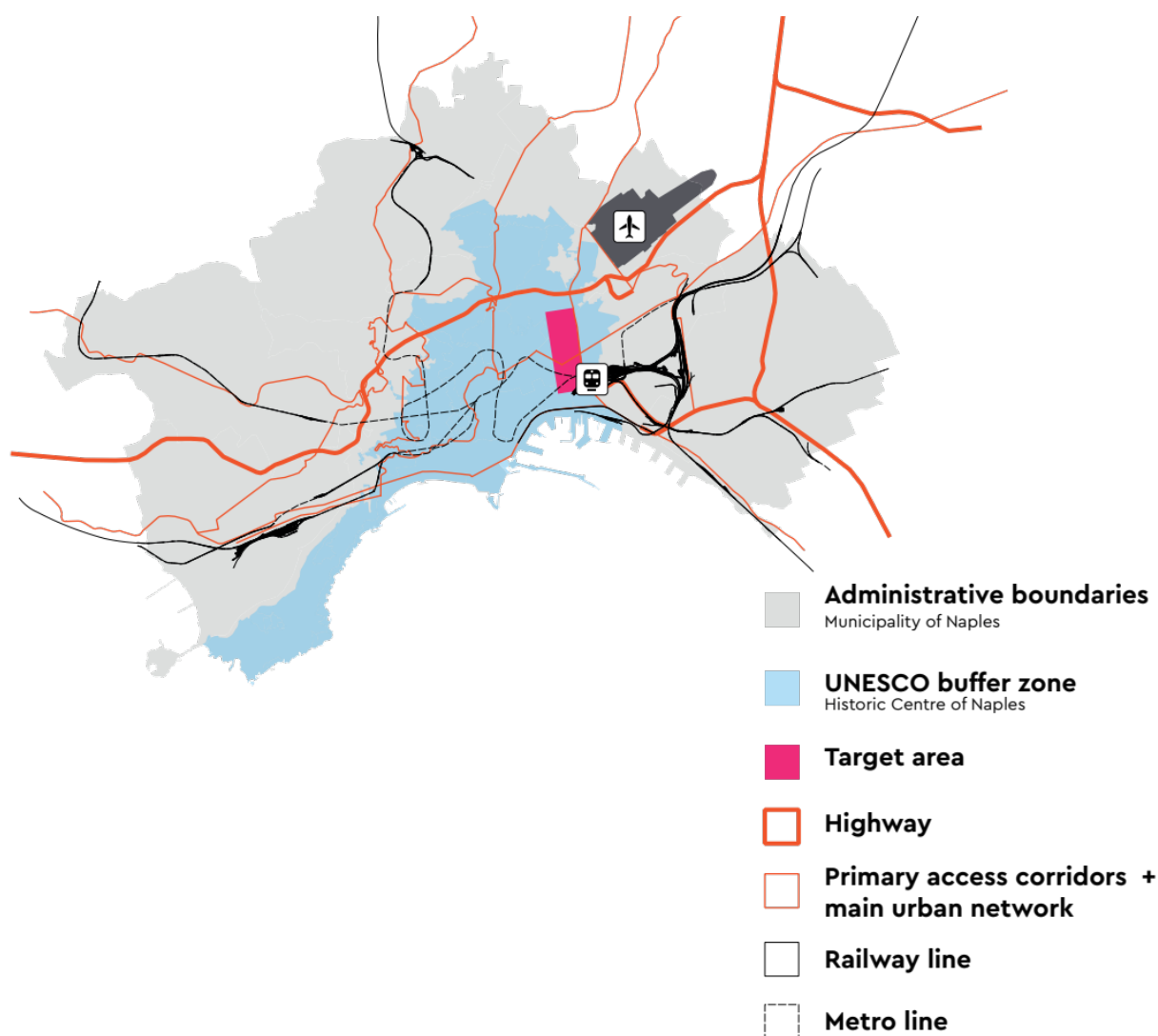


Figura 2

This area combines remarkable territorial assets with equally significant urban challenges. It benefits from a rich historical identity, vibrant multicultural communities, active commercial activities and a well-established network of civic organisations. At the same time, high population density, socio-economic vulnerability, pressure on public spaces and the coexistence of multiple urban functions generate complex conditions that directly influence residents' everyday experience of the neighbourhood. Rather than representing an isolated area of intervention, the district reflects many of the broader opportunities and challenges currently shaping the future development of Naples.

Its strategic importance is further reinforced by the exceptional concentration of ongoing and planned urban transformation projects.

The most significant investment concerns the regeneration of the **Real Albergo dei Poveri** in piazza Carlo III, started in 2023 and supported by approximately €248 million in national and EU resources, with the objective of transforming one of the largest 18th-century buildings in Europe

and a monumental landmark in Naples into a multifunctional hub for culture, research, education, innovation and public services. The building's adaptive reuse for social and cultural purposes, together with the activation of its ground floor facing the square, is expected to establish a stronger relationship with the surrounding neighbourhood, promote interaction with public space, and enhance the area's social vitality. Moreover, even while restoration works are still underway, the site has already begun to engage with the city through temporary initiatives, including exhibitions and cultural events, making it accessible to both residents and visitors.

This major intervention is complemented by the ongoing enhancement of the **Porta Capuana area**, where the regeneration of public spaces and the restoration of the historic city gate — Aragonese towers and walls — are being extended through the redevelopment of **Castel Capuano**, further strengthening the cultural and institutional identity of one of Naples' most historic urban gateways. These recent interventions are part of the UNESCO Project for the regeneration of Naples' historic centre and have been financed through a combination of EU and national funding (approx. € 100 million). In particular, Castel Capuano — built in the 12th century as a royal residence and hosting for centuries the city's main judicial seat — will undergo an adaptive reuse project aimed at creating a multifunctional hub where culture, memory, and public functions will coexist. In the same area, the redevelopment and adaptive reuse of the **ex Pretura** (former Magistrates' Court) has also recently commenced. Financed through approximately €25 million in national funding, the project will allow the building to host the Italian Financial Police - Guardia di Finanza - within the next three years in the framework of the *Naples Public Property City Plan* (Piano Città Napoli) - which promotes the regeneration of State owned underused public assets through a value-enhancement strategy based on public-private partnerships.

Over recent years, the area has also benefited from the comprehensive redevelopment of **Piazza Garibaldi and the Central Railway Station**, as part of the wider transformation of the city's main transport hub. Conceived in 2004, with construction beginning in 2006, the project was implemented in successive phases, including the completion of the underground commercial gallery in 2015 and the inauguration of the redesigned square in 2019. The intervention fundamentally reconfigured one of Naples' largest and busiest public spaces by prioritising pedestrian accessibility, reorganising vehicular traffic, and integrating rail, metro, bus, and commercial functions within a single intermodal hub. The project also introduced extensive green areas, public amenities, and new underground connections, transforming Piazza Garibaldi from a predominantly traffic-oriented space into a multifunctional urban gateway that significantly enhances accessibility, public space quality, and intermodal mobility.

Other significant ongoing projects include the regeneration of the **ex Mercato Ittico** (former Fish Market), initiated in 2024 and supported by €10 million in funding from national resources complementary to the National Recovery and Resilience Plan (PNRR), which aims to restore and adaptively reuse the structure, transforming it into a new urban hub for cultural and community-oriented activities. By giving new life to an underutilised historic asset, the intervention seeks to strengthen its relationship with the surrounding neighbourhood and contribute to the ongoing regeneration process of the eastern part of the city.

Similarly, the ongoing redevelopment of the **ex-Forno** di Via Casanova (former communal oven) represents a further step in this broader regeneration strategy, by transforming the building into a public community space, an open place where food becomes a driver for promoting cultural activities, raising awareness of health issues and creating opportunities for encounter, exchange, and participation.

Looking ahead, the planned **Metro Line 10** will connect Naples' city centre to the Napoli Afragola High-Speed Rail station (HSR) including new stations at **Piazza Carlo III** and **Piazza Principe Umberto** in the Piazza Garibaldi area.

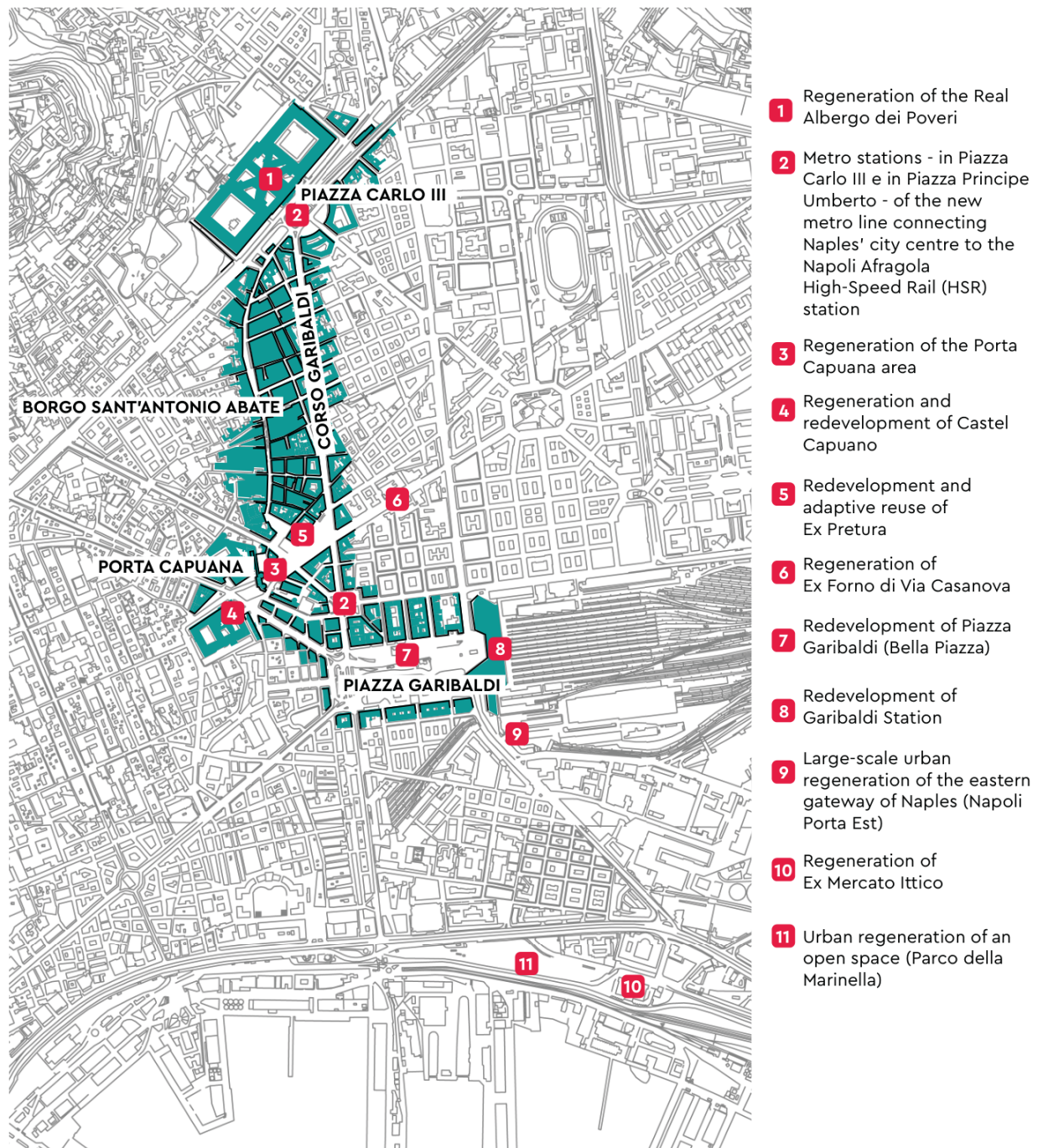


Figura 3

Safety perception in the target area

Within this context, the principal policy challenge concerns the relationship between objective urban conditions and citizens' perception of safety. Although the target area has benefited from significant public investment and continues to attract new regeneration initiatives, these transformations do not automatically translate into a stronger sense of security, belonging or urban wellbeing. Citizens' everyday experience is shaped not only by the physical quality of places but also by the way public spaces are managed, activated and collectively experienced.

This consideration is particularly relevant in an area characterised by intense daily use and the coexistence of multiple urban functions. Residents, commuters, tourists, students, traders and vulnerable groups all interact within the same public spaces, generating a highly dynamic urban environment. While this diversity represents one of the area's greatest assets, it also requires coordinated approaches capable of balancing accessibility, liveability, inclusion and the quality of public space.

Official statistics⁵ confirm that Naples has recorded encouraging trends in several indicators related to public safety over recent years, reflecting the combined effects of prevention policies, urban regeneration and law enforcement activities. However, perception surveys⁶ continue to show that concerns about safety remain comparatively high among residents.

The territorial analysis also highlights a number of structural strengths upon which the Investment Plan can build. These include the area's strategic location between the Historic Centre and the Central Railway Station, its exceptional cultural heritage, the concentration of ongoing public investments, a dense network of civic organisations and the growing experience of collaborative initiatives. Together, these assets provide favourable conditions for testing integrated approaches capable of combining physical regeneration with social innovation and participatory governance.

The needs analysis therefore suggests that addressing this challenge requires a governance model able to connect physical regeneration with community participation, public space management, cultural activation and institutional cooperation. Rather than introducing additional stand-alone initiatives, the Investment Plan seeks to strengthen the relationships between existing investments, local stakeholders and policy instruments, maximising their collective contribution to urban quality and perceived urban safety.

⁵ According to the official end-of-year safety reports presented by the Prefect of Naples, criminality in the city and metropolitan area showed a reduction in 2025. Data presented by law enforcement detail that through November 30, 2025, there were 117,976 total crimes reported, representing a 4.55% decrease compared with the previous year. Within this decline, intentional homicides decreased by 9.38%, thefts by 2.78% and robberies by 5.31%.

⁶ In the metropolitan area of Naples, 44.6% of residents report feeling a risk of criminality in their area, which is 22.7 percentage points higher than the national average. In the municipality of Naples itself, the perception of crime risk reaches 56.7%, the highest in the Campania region. The proportion of residents who feel safe or fairly safe walking alone at night in their neighborhood is about 56.7%, which is around 6 points lower than the national average [data ISTAT _2025 BESt Report for Campania].

The Bella Piazza experiment

Alongside the large-scale public investments, the target area has recently become a laboratory for new approaches to the collaborative management of public space. The **Bella Piazza** initiative in Piazza Garibaldi, launched in 2024 and co-financed by more than 15 private partners⁷ with a budget of approximately €1 million over three years, is developed through a public-private partnership involving the Municipality of Naples and more than forty local organisations. The project complements the physical regeneration of the square with long-term cultural programming, social initiatives, neighbourhood services and the shared stewardship of public space.

Bella Piazza aims at showing how investment in urban regeneration can be reinforced through collaborative place management, generating stronger social ownership and improving the everyday experience of one of the city's most complex public spaces. As such, it provides an important operational experience capable of informing future investment decisions and supporting the progressive adoption of collaborative place management approaches across other strategic urban areas.

The starting point of the initiative was the establishment of a **Portineria Sociale** (Neighbourhood Concierge service) in 2024, which became operational in the early phase of the project, providing social support, orientation and assistance to vulnerable adults and people experiencing homelessness in close coordination with existing local services. The project goal was the activation of the 7 multifunctional kiosks, officially opened in May 2026, in order to expand the system of neighbourhood services by hosting initiatives related to social inclusion, cultural promotion, ethical production chains, education, and community engagement. In addition, Bella Piazza promotes a wide range of free socio-educational activities and initiatives aimed at reshaping the image and perception of the area, including experiential tourism and cultural programming. Through the combination of public space care, social services, and cultural activation, the ultimate project goal is to strengthen Piazza Garibaldi's social, cultural, and civic vitality, transforming it from a transit space into a more inclusive and active urban place.

⁷ The project is Co-funded by Fondazione con il Sud, in partnership with Accademia della Moda, Accor Hospitality Italia srl, CIMA srl, EST (ra)moenia, Farmacia De Biasi, Fondazione Vismara, I Sapori di Parthenope, Moccia Irme, RUT Fondazione, Vincar srl, Caracciolo Hospitality Group, Fondazione Azimut Onlus, Intesa Sanpaolo, UniCredit S.p.A., and Keller Architettura.

1.2 The policy response

The needs analysis demonstrated that improving perceived urban safety in the target area cannot be achieved through isolated interventions, as addressing this complexity requires coordinated action across multiple policy domains and governance levels.

This understanding is not unique to Naples. Over the last decade, European, national, regional and local policies have progressively converged towards a common vision of urban safety as an outcome of integrated urban development rather than solely of crime prevention. The proposed Investment Plan is rooted within this evolving policy framework and seeks to translate its principles into an operational governance model tailored to the local context.

European policy framework

The current European policy framework places increasing emphasis on integrated, place-based approaches to urban development. The **New Leipzig Charter** recognises that cities can address complex challenges only through coordinated action combining environmental sustainability, social inclusion, economic development and effective governance. Within this perspective, high-quality public spaces, citizen participation and institutional cooperation are no longer considered complementary actions but fundamental conditions for creating resilient and liveable cities.

This approach is further reinforced by **EU Cohesion Policy 2021–2027**, particularly through **Policy Objective 5 – "A Europe closer to citizens"**, which encourages cities to design integrated territorial strategies capable of responding to local needs through collaboration across sectors and governance levels. Rather than supporting isolated projects, the policy framework promotes long-term urban transformation based on partnerships, participation and local ownership.

The same principles underpin the **Urban Agenda for the European Union**, which encourages cities to address complex urban challenges through collaborative governance, evidence-based policymaking and stronger coordination between public authorities, civil society and the private sector. Across these policy frameworks, urban safety is increasingly understood as an essential component of urban quality, influenced by the way public spaces are designed, managed and experienced by citizens.

National policy framework

Italy has progressively incorporated these principles into its own legislative and strategic framework.

A significant milestone was the adoption of **Law No. 48/2017**, which redefined urban safety as a public good closely linked to the liveability, accessibility and quality of urban environments⁸.

⁸ Article 4 of Law 48/2017 defines "urban security" as "a public good relating to the livability and decorum of cities, to be pursued also through urban, social, and cultural redevelopment interventions, as well as the recovery of degraded areas or sites; the removal of factors of marginalization and social exclusion; the prevention of crime, particularly predatory crime; the promotion of a culture of respect for the rule of law; and the strengthening of higher levels of social cohesion and civil coexistence. These objectives are primarily pursued—also through integrated interventions—by the State, the Regions and the Autonomous Provinces of Trento and Bolzano, and local authorities, each within their respective competences and functions."

The law marked an important shift away from a purely law-enforcement perspective, recognising that urban safety should also be promoted through regeneration, prevention, social inclusion and institutional cooperation.

This broader understanding has subsequently been reinforced through national urban policies, particularly the **National Recovery and Resilience Plan (PNRR)**. Investments financed under Mission 5 have encouraged metropolitan cities to combine physical regeneration with social innovation, improved accessibility, environmental sustainability and strengthened local services.

Within the framework of the National Recovery and Resilience Plan (PNRR), Mission 5 – “Inclusion and Cohesion” has supported 23 projects in Naples, with a total investment of approximately €145 million. These interventions focus on strengthening social infrastructure, regenerating public assets, and promoting inclusive urban development through new services, community facilities, and initiatives aimed at reducing social inequalities.

These programmes acknowledge that the quality of urban environments depends not only on infrastructure but also on the capacity of institutions and communities to shape and manage public space collaboratively.

Together, these national policies establish an enabling framework that encourages municipalities to move beyond sectoral interventions and experiment with integrated governance models capable of responding to complex urban challenges.

Regional policy framework

At the regional level, the Campania Region has progressively translated these national and European principles into investment priorities supporting integrated urban development.

The **Regional Programme ERDF 2021–2027** identifies sustainable urban development, territorial cohesion and social inclusion among its strategic objectives, promoting coordinated interventions that combine regeneration, environmental quality, accessibility and institutional capacity. Complementary initiatives supporting Local Police, technological innovation and inter-institutional cooperation further reinforce the Region's commitment to a comprehensive understanding of urban safety.

This strategic direction is also reflected in the collaboration established between the Campania Region and the Municipality of Naples through the institutional agreement signed in 2026, which mobilises significant financial resources for urban regeneration, mobility, housing, digital innovation and public infrastructure. Although these investments address different policy sectors, together they contribute to improving the environmental and social conditions that shape citizens' everyday perception of safety.

The regional framework therefore provides not only financial resources but also an enabling governance environment within which local authorities can develop innovative and integrated approaches tailored to their specific territorial needs.

The Campania Region promotes urban safety as a public good aimed at improving the liveability and quality of urban environments. Regional action is structured around three main areas:

- *Financial support for municipalities*: Grants awarded through annual calls for proposals to local authorities, financing projects aimed at crime prevention, territorial monitoring, and public safety.
- *Continuous professional training*: Ongoing training programmes for Local Police officers covering urban safety, civic coexistence, and relevant legislation.
- *Integrated urban safety*: Cooperation agreements with the Prefectures—such as the protocol established for the Metropolitan City of Naples—to strengthen coordination among national authorities, the Regional Government, and local administrations in the planning and implementation of urban safety policies.

Local policy framework

At Municipal level, Naples has progressively incorporated these policy principles into its own strategic vision for urban development.

Recent planning documents place increasing emphasis on neighbourhood regeneration, enhancement of public space, social inclusion and collaborative governance. Rather than considering these objectives separately, the Municipality has progressively recognised their interdependence in improving the quality of urban life: “Regenerating the city, from the enhancement of historic sites and complexes to the transformation of large disused urban areas” (OS3) is -in fact- one of the five key objectives guiding the Preliminary Document of the *Municipal Urban Plan* recently approved by the City Council⁹.

This policy evolution is reflected in several ongoing initiatives: the Preliminary Document of the Municipal Urban Plan identifies the Bella Piazza project in Piazza Garibaldi as a significant example of an innovative approach to participatory governance of public space and relational urban planning.

This approach promotes forms of social partnership grounded in active citizenship, the involvement of the third sector, and the shared management of community assets, extending the scope of urban regeneration beyond traditional public–private partnerships.

Moreover, the **Tavoli di Osservazione sulla Sicurezza Urbana** (Urban Safety Observatories), established by the Prefecture and launched in 2019 as a pilot initiative, have strengthened dialogue between public institutions and local stakeholders, creating new opportunities for coordination around neighbourhood-level challenges. Coordinated by Deputy Prefects, in fact, the Tables are composed of political representatives, the heads of Police Forces and Local Police departments, as well as representatives of the Regional School Office, and are also open to the participation of civil society, such as representatives of business associations. Their tasks include monitoring local critical issues, assessing territorial security needs, proposing solutions and coordinating security interventions.

⁹ Delib. GC n. 241 del 28/05/2026

Taken together, these policy tools demonstrate that Naples already possesses many of the institutional, organisational and social resources required to address perceived urban safety.

The remaining policy challenge

The policy analysis highlights a clear conclusion.

Across all governance levels, the strategic direction is remarkably consistent. European, national, regional and municipal policies increasingly recognise that improving urban safety requires coordinated action on public space, social inclusion, participation, regeneration and institutional cooperation.

The remaining challenge therefore lies not in defining new policy objectives but in **connecting existing initiatives within a coherent governance framework capable of translating these principles into everyday urban practice.**

2. The investment proposal

2.1 Background to the proposal

This Plan is the outcome of a broader process through which the Municipality of Naples has progressively strengthened its approach to urban regeneration, collaborative governance and neighbourhood development. Rather than emerging from a single project, it builds upon several years of institutional experience, local experimentation and cooperation with public authorities, civil society organisations and local communities.

Over time, the Municipality has increasingly recognised that improving perceived urban safety requires more than targeted interventions or individual regeneration projects. Experiences developed across different sectors demonstrated that physical transformation alone does not necessarily improve the everyday experience of public space, while community initiatives often struggle to achieve long-term impact without stronger institutional coordination. These lessons gradually led the Municipality towards a more integrated understanding of urban quality, in which governance, participation and place management become essential components of urban policy.

Within this context can be framed the decision of the Municipality of Naples to participate in **CITISENSE**, an Innovation Transfer Network promoted within the URBACT IV programme and coordinated by the City of Piraeus (Greece) with the aim to transfer and replicate innovative practices focused on urban security, drawing inspiration from BeSecure-FeelSecure (BSFS) project funded within the *Urban Innovative Actions* initiative.

From the outset, the Municipality approached the transfer process with the clear objective to adapt its underlying principles to the specific institutional and territorial context of Naples. The added value of CITISENSE was therefore identified in its methodology for connecting governance, public space, community participation and evidence-based decision-making within a single operational framework.

Rather than introducing an entirely new policy agenda, the transfer process enabled Naples to consolidate existing knowledge, compare its experience with other European cities and test new methodologies capable of strengthening the coherence of ongoing municipal actions.

This approach shaped the Investment Plan by using the transfer process to identify governance gaps, build on existing experience, and develop a shared vision with local stakeholders. So, the proposal combines local knowledge with valuable European cooperation.

The Investment Plan should therefore be understood as the continuation of an ongoing urban policy process rather than the conclusion of a European project. It provides the Municipality with a practical framework through which previous experiences, future investments and collaborative governance arrangements can be aligned around a common objective: improving urban quality through enhanced perceived urban safety.

2.2 Our starting point

When Naples joined CITISENSE, it was not seeking ready-made solutions. The Municipality had already accumulated significant experience in urban regeneration, participatory planning and neighbourhood-based initiatives, supported by a wide range of local actors and funding programmes. The transfer process therefore started from an existing institutional capacity that required greater coordination rather than entirely new policy instruments.

Among the experiences that most clearly anticipated this approach is the previously described **Bella Piazza** initiative which, beyond its local impact, demonstrates how long-term place management can strengthen both the use of public space and citizens' confidence in the urban environment.

At the same time, the ongoing projects financed through EU, National and Regional programmes are transforming mobility, housing, public facilities and urban infrastructure across several parts of the city, reinforcing the need to complement physical regeneration with long-term governance, community stewardship, and the active management of public spaces.

Participation in CITISENSE offered the opportunity to bring these experiences together within a common methodological framework. This process was supported by the URBACT Local Group (ULG), which became the *forum* where institutional knowledge, technical expertise and local experience could be brought together. Through physical and digital meetings, as well as testing actions, participants actively contributed in identifying priorities, interpreting local challenges and shaping the direction of the Investment Plan.

2.3 The adapted version of the innovative practice

Reorganising the reflection on perceived urban safety around the four core dimensions of the CITISENSE project—*spatial, governance, social, and digital*—enabled the Municipality of Naples, together with the ULG, to develop a more structured policy framework aimed at improving perceived urban safety as a fundamental component of urban quality and liveability.

Therefore, the adaptation is structured around four mutually reinforcing dimensions that together define the operational model of the Investment Plan.

The first dimension concerns **collaborative governance**. Rather than establishing new administrative structures, the adapted practice builds upon existing institutional networks and strengthens cooperation between municipal departments, Municipal Districts, the Local Police, social services, cultural organisations, NGOs, local cooperatives and associations, universities and civil society actors. Governance is therefore understood as the capacity to coordinate decisions, align investments and generate shared responsibility for the quality of public space.

The second dimension focuses on **community activation**. The transfer process confirmed that perceptions of safety are strongly influenced by the everyday presence of people, social interactions and opportunities for participation. Consequently, the Investment Plan promotes the continuous animation of public spaces through cultural and sport initiatives, educational activities, neighbourhood events and partnerships with local organisations. Community participation is not treated as a consultation exercise but as a permanent component of place management.

The third dimension concerns **public space as a living environment**. Building upon experiences such as Bella Piazza and the observations collected during the transfer process, the Investment Plan interprets public spaces not simply as physical infrastructure but as places where environmental quality, accessibility, maintenance and social use interact to shape citizens' everyday experience. Physical interventions (temporary, pop-up and light interventions) will therefore be accompanied by management models capable of ensuring their long-term vitality and inclusiveness, while also enhancing the use and functionalisation of public spaces.

The fourth dimension introduces **digital support for collaborative decision-making**. Naples proposes the development of participatory digital tools capable of integrating spatial information with citizens' perceptions and everyday experiences. These tools will support evidence-based policymaking by complementing official statistics with qualitative knowledge generated directly by local communities.

These four dimensions are intended to operate as a single integrated system. Improvements to public space require active communities; community initiatives depend upon effective governance; governance benefits from reliable information; and digital tools become meaningful only when supporting collaborative decision-making. Their interaction represents the principal adaptation introduced by Naples, transforming the original practice into a governance model tailored to the local context.

The resulting model is therefore both operational and scalable. It supports the implementation of the actions proposed within this Investment Plan while establishing principles that can progressively be applied to other neighbourhoods and future investment programmes.

2.4 The integrated approach and the participative process

The Investment Plan is the outcome of a participatory process designed to establish a collaborative governance framework capable of guiding future urban policies and investments. Throughout the transfer process, the Municipality of Naples progressively involved public institutions, local organisations, cultural actors, community representatives and citizens in a shared reflection on how perceived urban safety could become a practical expression of urban quality.

From the outset, the URBACT Local Group (ULG) was conceived as a permanent arena for dialogue rather than a consultative body. Its composition brought together representatives from municipal departments, Municipal Districts, the Local Police, third-sector organisations, cultural institutions, neighbourhood associations and local practitioners. This diversity reflected the multidimensional nature of the challenge itself and ensured that institutional knowledge, technical expertise and citizens' lived experience could contribute equally to shaping the Investment Plan.

Table 1. Composition of the URBACT Local Group (ULG)

Stakeholder	Category
Department of Urban Planning	Municipality of Naples
Department of Social Policies	Municipality of Naples
Department of Municipal Police and Legality	Municipality of Naples
Strategic Projects Office	Municipality of Naples
Social Planning and Social Emergencies Office	Municipality of Naples
Innovation and Partnerships Office (U.O.A.)	Municipality of Naples
San Lorenzo Local Police Unit	Municipality of Naples
Municipal District 4	Local governance
Fondazione Made in Cloister	Cultural foundation
Fondazione Terzo Luogo – Spazio Obù	Cultural foundation
Associazione Scenari Possibili	Association
Associazione Senegalesi Napoli	Association
ASD Kodokan Sport Napoli	Sports association
Associazione Aste e Nodi	Association
Dedalus Cooperativa Sociale	Social cooperative
Centro Nanà – Dedalus Cooperativa Sociale	Social cooperative
CASBA Società Cooperativa Sociale	Social cooperative
Arcidiocesi di Napoli Ramo ETS	Social cooperative
TRAM! Cooperativa di Napoli	Social cooperative

The ULG meetings were designed as a progressive collaborative process aimed at building a shared vision, strengthening cooperation among local actors and transforming collective knowledge into concrete actions.

The participatory process evolved through four successive phases, each representing a step in the construction of a shared governance model.

The first phase focused on **building a common understanding**. Rather than discussing predefined solutions, participants worked to develop a shared interpretation of perceived urban safety, recognising that the quality of public space, social cohesion, accessibility, cultural vitality and institutional trust all contribute to shaping citizens' everyday experience of the city. Establishing this common language proved essential for creating mutual trust among participants and laying the foundations for collaborative decision-making.

Once this shared understanding had been established, the process moved towards **reading the city together**. Urban walks, participatory mapping, thematic workshops and collective observation allowed stakeholders to explore the target area from multiple perspectives. Instead of relying exclusively on statistical indicators, participants interpreted the neighbourhood through direct experience, identifying both critical issues and local assets while recognising how physical conditions, social dynamics and everyday practices interact in shaping the perception of safety.

The third phase centred on **co-designing and co-creating solutions**. Building upon the knowledge generated throughout the previous activities, such as an open questionnaire designed to collect citizens' perceptions of urban safety in the target area, the URBACT Local Group progressively identified priorities, discussed governance arrangements and contributed to defining the operational principles of the Investment Plan. The city-wide survey on perceived urban safety complemented this work by integrating institutional knowledge with citizens' experiences and perceptions, strengthening the evidence base supporting future actions.

The survey results were shared and discussed with the Urban Local Group (ULG), allowing this collaborative work to reach its operational stage through the **Testing Action (TA)**, implemented within the framework of **Maggio dei Monumenti 2026**, one of the Municipality's flagship cultural programmes. Embedding the experimentation within an established city-wide initiative represented a deliberate strategic choice. Rather than creating a stand-alone pilot project, Naples tested the collaborative governance model under real conditions, integrating the CITISENSE methodology into an existing municipal programme and activating partnerships between public institutions, cultural organisations, neighbourhood associations and local communities.

The Testing Action, directly managed by the stakeholders belonging to the ULG, transformed the principles developed during the transfer process into a coordinated programme of urban experiences across the target area. Specifically, the TA was implemented through the organisation of experiential urban tours, guided visits, and community-based social events held every Saturdays of May across Borgo Sant'Antonio Abate, Porta Capuana, and Piazza Garibaldi. Two final events were held the 23rd of May: a sport-centered event in Piazza Carlo III and a music show in Piazza Garibaldi together with a photographic exhibition.

The final phase focused on **embedding collaboration into future governance**. Throughout the transfer process, the objective progressively evolved from designing a successful pilot initiative

towards strengthening the Municipality's and Community's long-term capacity to develop integrated urban policies.

The Investment Plan also marks the transition from experimentation to implementation. Building upon the knowledge generated through the URBACT transfer process and validated through the Testing Action, it provides the institutional framework through which future public investments, community initiatives and collaborative governance can progressively contribute to improving urban quality. In this perspective, the Investment Plan is not the conclusion of the CITISENSE experience but the beginning of a long-term urban policy capable of embedding perceived urban safety within the Municipality's future investment decisions and everyday governance practices.

3. The adapted innovation project

3.1 The Value Proposition: *turn the tide*

The Investment Plan creates value not by introducing additional stand-alone projects, but by strengthening the Municipality's capacity to connect existing investments, public space management, community participation and institutional cooperation within a single governance framework. Building upon the experience gained through the CITISENSE transfer process, the proposed investment aims at transforming a series of ongoing regeneration initiatives into a coordinated urban strategy capable of generating long-term improvements in urban quality through enhanced perceived urban safety.

The value of the Investment Plan is therefore institutional before it is physical as it invests in the organisational capacity required to coordinate policies, activate local communities and support collaborative management of public spaces. In doing so, the proposed approach increases the effectiveness of investments that are already transforming the target area, ensuring that their benefits become more visible, accessible and sustainable for local communities.

The project is built on a simple but powerful idea: people feel safer in places they know, experience, and care about. For this reason, we place communities at the core of urban regeneration, turning public spaces into platforms for participation, cultural expression, knowledge and collective ownership. The proposal combines place-making, community engagement, innovative governance, and digital innovation to create a lasting transformation: it will generate positive interactions that strengthen social cohesion and reshape how residents and visitors perceive the area. **Turning the Tide** means changing the story of a place —from an area defined by perceived vulnerabilities to a district recognized for its vitality, identity, and collective capacity for change.

The proposed investment generates value across **four complementary dimensions**.

Institutional value is created by strengthening collaboration among municipal departments, public institutions, universities, cultural organisations, third-sector organisations and local stakeholders. Through shared governance arrangements, the Investment Plan enables existing policies and investment programmes to operate within a common strategic framework.

Community value is generated by reinforcing the capacity of residents, associations, schools, cultural institutions and local businesses to become active contributors to neighbourhood development. Participation is therefore understood not as an occasional consultation exercise but as a permanent component of urban governance.

A central element of this approach is the establishment of a **Cultural and Social Concierge**, building upon the experience developed through the *Bella Piazza* partnership. Rather than functioning as a traditional information desk, the Concierge is conceived as a permanent community infrastructure where ideas, people and opportunities can meet. It provides a physical

and relational space in which residents, young people, associations, schools, cultural operators, entrepreneurs and public institutions can develop projects, build partnerships and access opportunities for collaboration and funding.

The Concierge is designed to accompany ideas, supporting community-led initiatives from their earliest stages, facilitating co-design processes, connecting local actors with institutional programmes and helping transform informal proposals into structured projects capable of contributing to neighbourhood development. In this way, it becomes an enabling mechanism through which citizens are empowered not only to participate in urban transformation but also to actively shape it.

Spatial value is created by linking public space regeneration with long-term place management. The Investment Plan builds upon major investments already taking place within the target area—including the regeneration of the Real Albergo dei Poveri, Porta Capuana, Piazza Garibaldi and future transport infrastructure—by complementing physical transformation with cultural programming, community activation and collaborative stewardship of public spaces.

Finally, **knowledge value** is generated through the development of a permanent evidence-based governance system capable of integrating quantitative information with citizens' perceptions and everyday experiences. This knowledge will support adaptive decision-making, strengthen institutional learning and progressively improve the effectiveness of future public investments.

Taken together, these four dimensions define a value proposition that extends beyond the implementation of individual actions.

3.2 The workplan

From strategy to implementation

The workplan translates the strategic vision of the Investment Plan into an integrated implementation framework based on **The Naples Collaborative Urban Quality Model**: a mechanism that establishes a governance architecture through which institutions, communities, public spaces and knowledge interact continuously to strengthen urban quality.

The model builds upon the experience developed through the CITISENSE transfer process while extending its scope beyond the project itself. It is designed to support the implementation of the proposed investment within the target area and also to provide the Municipality of Naples with a transferable methodology for governing complex urban transformations through collaborative approaches.

The model is organised around four **Implementation Pillars**, each generating a specific capacity that contributes to the overall objective of improving urban quality through collaborative governance.

Together, these pillars create a continuous cycle of institutional learning: governance enables participation; participation activates public spaces; activated places generate new knowledge; and evidence informs future governance decisions. Rather than operating as independent project components, the four pillars reinforce one another, creating a governance system capable of evolving over time and progressively supporting regeneration processes across other strategic areas of the city.

The four Implementation Pillars

Pillar 1 – Urban Quality Governance Platform

Mission: *Coordinating institutions around shared priorities.*

The first pillar establishes the institutional capacity required to coordinate public investment, align municipal policies and promote collaborative decision-making. Building upon the partnerships developed through the URBACT Local Group, it transforms temporary cooperation into a permanent governance framework capable of supporting integrated urban development.

Pillar 2 – Cultural & Social Concierge

Mission: *Enabling communities to shape urban transformation.*

The second pillar creates the community infrastructure through which residents, associations, schools, cultural organisations and local stakeholders can develop ideas, build partnerships and actively contribute to neighbourhood transformation. Rather than acting as a traditional service desk, the Concierge accompanies local initiatives from inspiration to implementation, connecting community creativity with institutional programmes, cultural opportunities and potential sources of support.

Pillar 3 – Place Activation Programme

Mission: *Transforming public spaces into places of everyday urban life.*

The third pillar complements ongoing regeneration investments through coordinated cultural programming, community initiatives and place management activities. Building upon experiences such as *Bella Piazza*, it promotes the continuous activation of public spaces as a means of strengthening urban quality, social cohesion and perceived urban safety.

Pillar 4 – Urban Perception Observatory

Mission: *Learning continuously to improve urban quality.*

The fourth pillar establishes the knowledge infrastructure supporting adaptive governance. By integrating quantitative data, qualitative evidence and citizens' perceptions, the Observatory enables the Municipality to monitor change, evaluate impacts and progressively improve future investment decisions through evidence-based policy making.

Flagship Action 1 – Urban Quality Governance Platform

Mission

Coordinating institutions around shared priorities.

Objective

The **Urban Quality Governance Platform** is the institutional pillar of the Naples Collaborative Urban Quality Model. Its objective is to strengthen the Municipality's capacity to coordinate public investment, policy implementation and collaborative decision-making in support of urban quality. The Platform creates the institutional conditions through which public institutions, local communities and strategic partners can jointly shape urban transformation, aligning physical regeneration with social innovation, cultural activation and community participation.

Description

Building upon the collaborative experience developed through the URBACT Local Group, the Platform transforms a successful project partnership into a permanent governance framework supporting integrated urban development.

It brings together municipal departments, public agencies, universities, cultural institutions, third-sector organisations and local stakeholders through regular coordination, shared planning and collaborative decision-making. Its role is not simply to coordinate projects, but to create the institutional capacity required for different actors to work towards common objectives while integrating regeneration programmes, public services and community initiatives.

The Platform therefore acts as an enabling governance environment, capable of strengthening cooperation across policy domains and creating the conditions in which institutional knowledge and community knowledge can continuously reinforce one another.

Contribution to the Model

Primary Capacity

- Institutional Capacity

Secondary Capacities

- Community Capacity
- Learning Capacity

Main outputs

- Formal establishment of the Urban Quality Governance Platform.
- Governance Charter defining roles, responsibilities and decision-making procedures.
- Annual Integrated Action Agenda aligning regeneration projects and community initiatives.

- Permanent multi-stakeholder coordination mechanism.
- Periodic policy recommendations for integrated urban development.

Expected results

- Stronger institutional coordination across municipal policies.
- Improved alignment between physical regeneration and community activation.
- Increased capacity to manage integrated urban development programmes.
- Greater continuity of stakeholder collaboration beyond project funding.
- Institutionalisation of collaborative governance as a permanent municipal practice.

Baseline

The Municipality has successfully tested collaborative governance through the CITISENSE URBACT Local Group, demonstrating the added value of structured cooperation among public institutions and local stakeholders. However, this experience remains project-based and lacks a permanent governance framework capable of coordinating future urban transformation processes and capitalising on the knowledge generated through collaborative planning.

Indicators

Output indicators	Target
Urban Quality Governance Platform formally established	1
Governance Charter adopted	1
Organisations actively participating	≥25
Coordination meetings organised	≥20
Integrated Action Agendas produced	≥3
Result indicators	Target
Municipal departments engaged in joint governance processes	Progressive increase
Stakeholder satisfaction with governance arrangements	≥80%
Urban initiatives coordinated through the Platform	Annual increase
Collaborative governance embedded within municipal practice	Achieved by project completion

Main implementation risks

Risk	Mitigation strategy
Fragmented institutional participation	Formal political endorsement and clear governance arrangements.
Stakeholder disengagement over time	Continuous involvement through implementation milestones and shared ownership of decisions.
Duplication with existing coordination mechanisms	Clear positioning of the Platform as a strategic coordination layer complementing existing governance structures.
Changes in political priorities	Integration of the Platform within the Municipality's long-term strategic planning and investment framework.

Timeframe

Phase 1 – Establish (Months 1–6)

Formal endorsement, governance charter, stakeholder commitment and operational framework.

Phase 2 – Operate (Months 7–24)

Regular coordination, joint planning, implementation support and policy integration.

Phase 3 – Institutionalise (Months 25–36)

Evaluation, refinement and integration of the Platform into the Municipality's permanent governance arrangements.

Flagship Action 2 – Cultural & Social Concierge

Mission

Enabling communities to shape urban transformation.

Strategic Objective

To establish a permanent **community enabling infrastructure** that strengthens the capacity of local communities to actively contribute to urban transformation. The Cultural & Social Concierge will connect residents, associations, cultural organisations, educational institutions, public services and local businesses, enabling collaborative initiatives that improve urban quality, reinforce social cohesion and contribute to perceived urban safety.

Investment Rationale

The target area already benefits from significant public investment in urban regeneration and cultural heritage. However, these interventions risk generating only partial impacts if they are not accompanied by mechanisms capable of activating local communities and connecting institutional action with civic initiatives.

Building upon the experience of the *Social Concierge* developed through the *Bella Piazza* partnership, the proposed investment expands this approach into a **Cultural & Social Concierge**, recognising culture as a primary driver of community activation, collaboration and long-term place stewardship.

Description

The Cultural & Social Concierge will operate as the principal relational infrastructure of the Naples Collaborative Urban Quality Model.

It will provide a permanent physical and organisational space where residents, associations, schools, universities, cultural institutions, creative professionals, social enterprises and municipal services can meet, exchange ideas and develop collaborative initiatives.

The Concierge will accompany projects throughout their development cycle—from inspiration and co-design to partnership building, mentoring, fundraising and implementation—helping local ideas evolve into structured initiatives connected with the wider urban transformation of the area.

The Concierge will enable collaboration, facilitate access to opportunities and strengthen the capacity of communities to become active partners in shaping neighbourhood development.

Contribution to the Model

Primary Capacity

- Community Capacity

Secondary Capacities

- Institutional Capacity
- Place-based Capacity
- Learning Capacity

Main Outputs

- Establishment of one permanent Cultural & Social Concierge.
- Development of the Concierge operational model and service charter.
- Community mentoring and project incubation programme.
- Co-design laboratories and neighbourhood workshops.
- Partnership brokerage activities connecting institutions, communities and cultural actors.
- Support pathway for accessing funding opportunities and collaborative projects.
- Annual programme of community engagement and cultural activation initiatives.

Expected Transformations

The action is expected to strengthen the community's long-term capacity to contribute to urban governance.

Key transformations include:

- stronger collaboration between institutions and communities;
- increased capacity of local actors to design and implement collective initiatives;
- greater civic ownership of public spaces;
- stronger connections between cultural activities and neighbourhood development;
- more inclusive participation of young people, migrant communities and vulnerable groups;
- progressive institutionalisation of collaborative place management practices.

Baseline

The Social Concierge established through the *Bella Piazza* partnership has demonstrated the value of a trusted local interface capable of facilitating participation and connecting citizens with public services. Nevertheless, its current scope remains focused on social support within a specific partnership framework.

The proposed investment scales this experience into a permanent Cultural & Social Concierge, extending its mission towards cultural activation, collaborative governance and community capacity building within the wider regeneration strategy for the target area.

Monitoring Framework

Delivery Indicators (Outputs)

Indicator	Target
Cultural & Social Concierge established	1
Operational model adopted	1
Mentoring sessions delivered	≥150
Co-design workshops organised	≥40
Community initiatives supported	≥60
Partnerships facilitated	≥50

Capacity Indicators (Intermediate Outcomes)

Indicator	Target
Organisations actively collaborating through the Concierge	Progressive increase
Community projects successfully incubated	≥40
Cross-sector partnerships established	≥30
External funding opportunities accessed by supported initiatives	Annual increase

Transformation Indicators (Long-term Results)

Indicator	Target
Residents reporting increased opportunities to participate in neighbourhood development	≥80% positive feedback
Perceived accessibility of local institutions and opportunities	Progressive improvement
Sense of belonging and shared responsibility for public spaces	Progressive improvement
Community-led initiatives integrated into municipal regeneration programmes	Increasing trend throughout implementation

Risk Analysis

Risk	Mitigation Strategy
Limited awareness of the Concierge among residents	Communication campaign, neighbourhood outreach and collaboration with schools, associations and cultural organisations.
Uneven participation across different social groups	Targeted engagement actions focusing on young people, migrant communities and vulnerable residents.
Demand exceeding	Phased implementation, partnership-based delivery model and

Risk	Mitigation Strategy
operational capacity	clear prioritisation criteria.
Limited sustainability beyond the project	Progressive integration of the Concierge within municipal governance arrangements and diversification of financial and organisational partnerships.

Implementation Timeline

Phase 1 – Co-design and Set-up (Months 1–6)

Development of the operational model, identification of the location, stakeholder engagement, service design and establishment of governance arrangements.

Phase 2 – Activation and Delivery (Months 7–24)

Launch of mentoring activities, partnership brokerage, co-design laboratories, community programmes and support to collaborative initiatives.

Phase 3 – Consolidation and Institutionalisation (Months 25–36)

Evaluation, refinement of the operational model, integration into municipal governance processes and preparation for replication in other strategic urban areas.

Flagship Action 3 – Place Activation Programme

Mission

Activating places through culture and collaboration.

Strategic Objective

To establish a permanent place activation methodology that complements physical regeneration through coordinated cultural, social and community-based initiatives. The Place Activation Programme aims to transform strategic public spaces into vibrant civic environments by connecting urban investment with community participation, cultural production and collaborative place management.

Investment Rationale

The target area is undergoing an unprecedented concentration of public investment, including the regeneration of the Real Albergo dei Poveri, Porta Capuana, Castel Capuano, Piazza Garibaldi and the future Metro Line 10 stations. While these interventions are reshaping the physical environment, their long-term impact depends on the ability to activate surrounding public spaces, strengthen community ownership and create new opportunities for social and cultural interaction.

The Place Activation Programme addresses this challenge by introducing a structured methodology that accompanies urban transformation through culture, participation and collaborative place-making. Building upon the experiences of *Bella Piazza* and the CITISENSE testing action developed within the framework of the *Maggio dei Monumenti 2026*, the Programme transforms temporary initiatives into a continuous process capable of generating lasting urban value.

Description

The Place Activation Programme establishes an **Annual Place Activation Cycle** centred each year on one or more strategic public spaces undergoing regeneration or requiring renewed social activation.

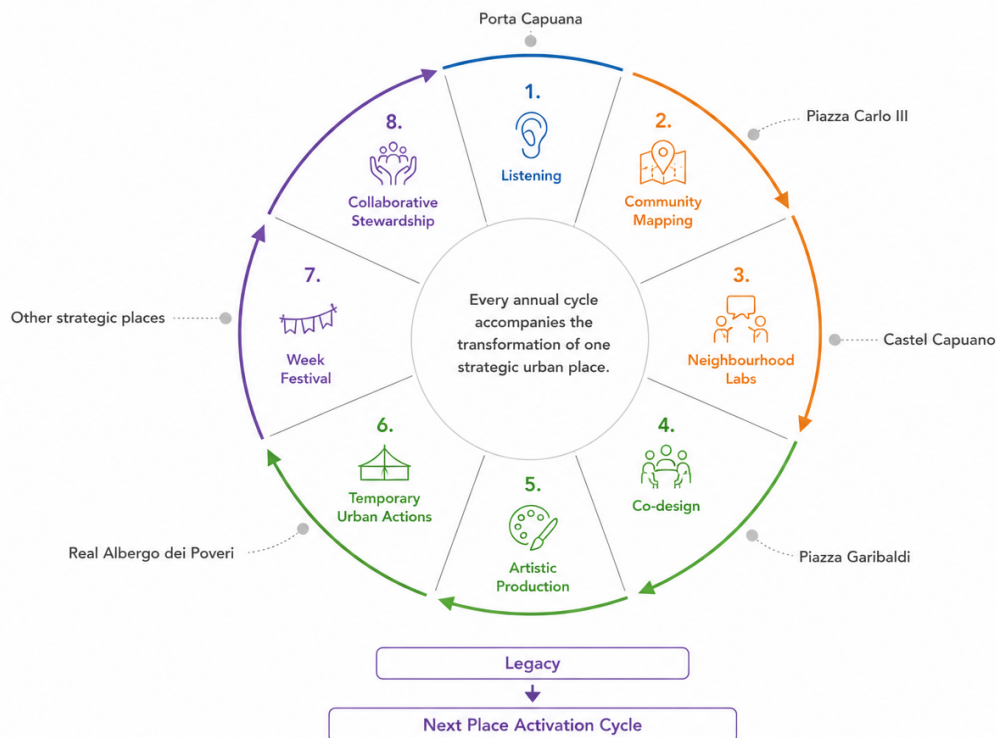
Each annual cycle begins with a phase of community listening, stakeholder engagement and collaborative design, supported by the Cultural & Social Concierge. Through neighbourhood laboratories, artistic experimentation, educational activities and partnership development, local communities actively contribute to the interpretation and future use of the selected places.

The process culminates in a flagship **Week Festival**: a coordinated programme of cultural, social and community-based initiatives that celebrates the identity, history and transformation of the selected area while making visible the collaborative work developed throughout the year.

The Week Festival marks a transition towards a new phase of collaborative stewardship. The relationships, projects and knowledge generated through each cycle become the starting point for future initiatives, progressively strengthening the long-term capacity of communities and institutions to manage public spaces together.

Annual Place Activation Cycle

A collaborative methodology for accompanying urban transformation.



Contribution to the Model

Primary Capacity

- Place-based Capacity

Secondary Capacities

- Community Capacity
- Institutional Capacity
- Learning Capacity

Main Outputs

- Three Annual Place Activation Cycles.
- Three flagship Week Festivals delivered in strategic public spaces.
- Community laboratories and co-design programmes.

- Cultural productions and artistic initiatives developed with local actors.
- Temporary public space interventions and tactical urbanism actions.
- Collaborative stewardship initiatives involving institutions and communities.
- Communication and storytelling programme documenting each activation cycle.

Expected Transformations

The Programme is expected to transform public spaces from regenerated physical environments into places characterised by continuous social, cultural and civic life.

Key transformations include:

- increased everyday use and attractiveness of strategic public spaces;
- stronger sense of belonging and neighbourhood identity;
- improved perceived urban safety through positive collective use of public space;
- greater collaboration between cultural organisations, institutions and local communities;
- progressive development of collaborative place stewardship practices;
- stronger connections between major public investments and everyday urban life.

Baseline

The target area already benefits from significant cultural assets, active community organisations and successful place activation experiences, including *Bella Piazza*. The CITISENSE testing action carried out during the *Maggio dei Monumenti 2026* demonstrated the potential of coordinated cultural programming to reconnect citizens with strategic urban spaces while strengthening collaboration among local stakeholders.

However, these initiatives remain largely episodic and linked to individual projects. The proposed investment introduces a permanent methodology capable of accompanying urban transformation through recurring annual activation cycles.

Monitoring Framework

Delivery Indicators

Indicator	Target
Annual Place Activation Cycles implemented	3
Week Festivals organised	3
Community laboratories delivered	≥30
Cultural and community initiatives implemented	≥120
Strategic public spaces activated	≥3

Capacity Indicators

Indicator	Target
Local organisations actively involved in activation cycles	Progressive increase
Collaborative initiatives generated through the Programme	Annual increase
Public-private partnerships supporting place activation	Progressive increase

Transformation Indicators

Indicator	Target
Frequency of use of activated public spaces	Progressive improvement
Citizens reporting increased sense of belonging	Progressive improvement
Perceived urban safety in activated spaces	Progressive improvement
Community-led initiatives continuing beyond each activation cycle	Increasing trend

Risk Analysis

Risk	Mitigation Strategy
Activities perceived as isolated cultural events	Ensure each Week Festival is preceded by a structured annual process of co-design, community engagement and partnership development.
Limited involvement of local communities	Continuous coordination with the Cultural & Social Concierge and local stakeholder networks.
Weak integration with ongoing regeneration projects	Strategic coordination through the Urban Quality Governance Platform and alignment with municipal investment programmes.
Limited continuity after each activation cycle	Progressive development of collaborative stewardship agreements and integration into municipal cultural programming.

Implementation Timeline

Phase 1 – Co-design and Preparation (Months 1–6)

Selection of the strategic place, stakeholder engagement, community listening, programme design and partnership development.

Phase 2 – Place Activation Cycle (Months 7–24)

Implementation of laboratories, cultural productions, educational activities, temporary interventions and annual Week Festivals.

Phase 3 – Legacy and Transition (Months 25–36)

Evaluation of outcomes, consolidation of collaborative stewardship arrangements and preparation of subsequent activation cycles within other strategic urban areas.

Flagship Action 4 – Urban Perception Observatory

Mission

Learning continuously to improve urban quality.

Strategic Objective

To establish a permanent urban intelligence infrastructure that supports evidence-based governance by integrating citizens' perceptions, quantitative data and qualitative knowledge into the Municipality's decision-making processes. The Urban Perception Observatory aims to strengthen the City's capacity to understand how urban transformation is experienced by different communities and to continuously adapt policies, investments and place management strategies accordingly.

Investment Rationale

Large-scale urban regeneration projects are traditionally monitored through physical outputs and financial performance. However, improvements in urban quality also depend on less tangible dimensions such as perceived safety, accessibility, sense of belonging, trust, participation and everyday use of public space.

The Urban Perception Observatory addresses this challenge by complementing traditional monitoring systems with a structured approach to collecting, interpreting and using evidence generated by communities, institutions and public space users. Rather than measuring projects, the Observatory measures urban transformation as it is experienced by people.

Description

The Urban Perception Observatory represents the learning infrastructure of the Naples Collaborative Urban Quality Model.

It integrates quantitative indicators, qualitative research, participatory monitoring and digital tools into a single adaptive governance framework capable of supporting continuous institutional learning.

The Observatory combines perception surveys, behavioural observation, community feedback, participatory evaluation and spatial analysis to monitor how regeneration processes influence urban quality over time. Information generated through the Observatory is periodically shared with the Urban Quality Governance Platform, the Cultural & Social Concierge and the Place Activation Programme, enabling each implementation pillar to adapt its activities according to emerging needs and opportunities.

Contribution to the Model

Primary Capacity

- Learning Capacity

Secondary Capacities

- Institutional Capacity
- Community Capacity
- Place-based Capacity

Main Outputs

- Establishment of the Urban Perception Observatory.
- Integrated urban quality monitoring framework.
- Annual perception surveys.
- Digital dashboard supporting collaborative governance.
- Periodic Urban Quality Reports.
- Participatory evaluation workshops.
- Recommendations supporting adaptive policy making.

Expected Transformations

The Observatory is expected to shift monitoring from a compliance exercise to a continuous learning process supporting collaborative governance.

Key transformations include:

- stronger use of evidence within municipal decision-making;
- increased consideration of citizens' perceptions in urban policies;
- greater institutional capacity to adapt regeneration strategies over time;
- stronger transparency and accountability towards local communities;
- continuous improvement of collaborative governance practices;
- progressive development of a shared culture of urban learning.

Baseline

The Municipality currently collects information through sectoral monitoring systems related to individual projects and public services. While valuable, these systems rarely integrate citizens' perceptions, qualitative evidence and cross-sectoral analysis into a unified framework capable of informing collaborative urban governance.

The proposed Observatory builds upon the participatory approach developed through CITISENSE and establishes a permanent learning infrastructure supporting future regeneration programmes across the city.

Monitoring Framework

Delivery Indicators

Indicator	Target
Urban Perception Observatory established	1
Annual Urban Quality Reports produced	3
Perception surveys completed	≥3
Participatory evaluation workshops organised	≥12
Digital dashboard operational	1

Capacity Indicators

Indicator	Target
Municipal departments using Observatory evidence	Progressive increase
Policy recommendations adopted	Annual increase
Stakeholders participating in monitoring activities	Progressive increase

Transformation Indicators

Indicator	Target
Use of evidence within governance processes	Progressive improvement
Stakeholder confidence in collaborative governance	Progressive improvement
Integration of perception data within future regeneration programmes	Achieved
Adaptive changes introduced following Observatory recommendations	Annual increase

Risk Analysis

Risk	Mitigation Strategy
Limited use of collected evidence within decision-making	Formal integration of Observatory findings into the Urban Quality Governance Platform.
Low participation in perception surveys	Continuous engagement through the Cultural & Social Concierge and local stakeholder networks.
Fragmented data collection	Development of a shared monitoring framework and common indicators across all Implementation Pillars.

Risk	Mitigation Strategy
Observatory perceived as a technical exercise	Regular public dissemination of results through accessible reports, community meetings and digital communication tools.

Implementation Timeline

Phase 1 – Design and Set-up (Months 1–6)

Definition of indicators, monitoring methodology, digital tools and governance arrangements.

Phase 2 – Monitoring and Learning (Months 7–24)

Data collection, perception surveys, participatory evaluation and annual Urban Quality Reports.

Phase 3 – Institutionalisation (Months 25–36)

Integration of the Observatory within the Municipality's permanent monitoring and strategic planning framework, supporting future collaborative urban regeneration programmes.

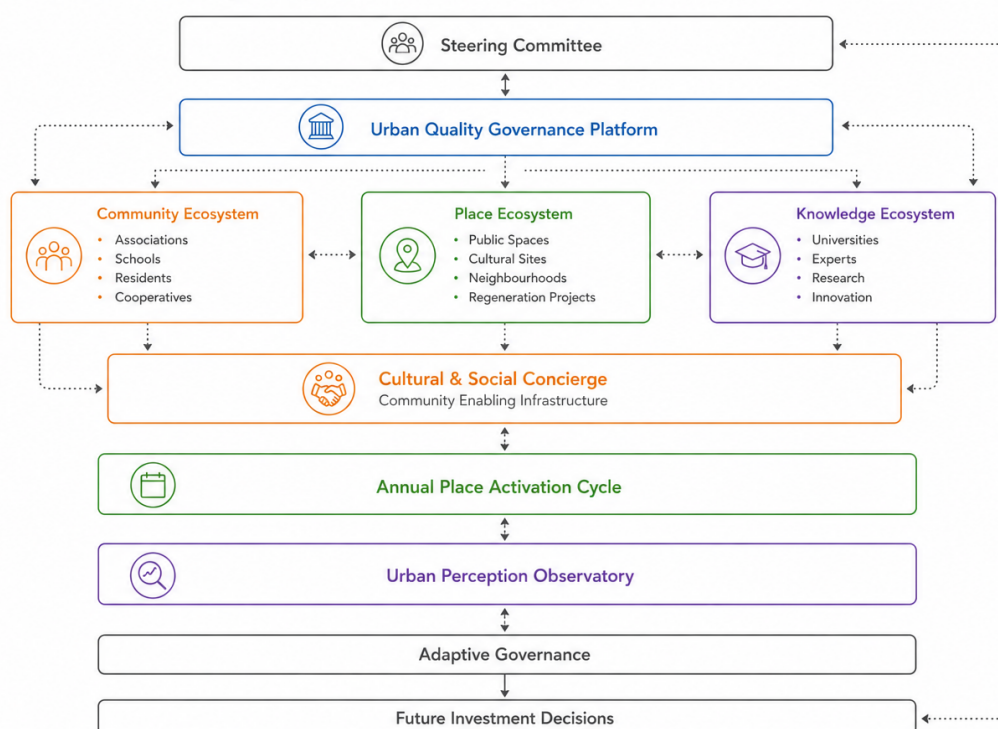
3.3 Governance and Delivery Model

The governance and delivery model translates the **Naples Collaborative Urban Quality Model** into an operational framework capable of coordinating institutions, communities, knowledge and investment around a shared objective: strengthening urban quality through collaborative governance.

The Investment Plan builds upon the collaborative experience developed through the URBACT Local Group and existing municipal governance arrangements, strengthening these structures by creating a permanent ecosystem of collaboration in which institutional leadership, community capacity, cultural activation and continuous learning operate as mutually reinforcing components of a single urban governance framework.

Governance and Delivery Architecture

How the Naples Collaborative Urban Quality Model operates.



The governance model therefore reflects the central assumption of the Investment Plan: sustainable urban transformation depends not on the action of individual organisations, but on the capacity of institutions, communities and knowledge partners to work together around shared places, shared responsibilities and shared evidence.

Governance Architecture

The governance architecture is organised across four complementary and interconnected levels, each corresponding to a specific function within the Naples Collaborative Urban Quality Model.

Strategic Leadership

The **Municipality of Naples** provides the overall political and institutional leadership of the Investment Plan. Through the Steering Committee, chaired by the Municipality, strategic priorities, resource allocation and policy coherence are ensured across the entire implementation process. The Steering Committee supervises the overall implementation of the Investment Plan, monitors progress and ensures alignment with the Municipality's broader strategies for urban regeneration, cultural development, social inclusion and urban quality.

Institutional Coordination

The **Urban Quality Governance Platform** represents the operational governance core of the model. Building upon the collaborative relationships established through the URBACT Local Group, the Platform coordinates municipal departments, public agencies and strategic partners, ensuring continuous dialogue, integrated planning and alignment between ongoing public investments and community-based initiatives.

The Platform creates the institutional conditions through which different actors can coordinate decisions, mobilise resources and collectively address complex urban challenges.

Collaborative Delivery

Implementation is supported through two complementary operational infrastructures.

The **Cultural & Social Concierge** acts as the relational interface between institutions and communities. It facilitates participation, accompanies collaborative initiatives from inspiration to implementation and supports the development of partnerships capable of generating long-term community capacity.

The **Place Activation Programme** represents the operational dimension of the model. Through recurring Annual Place Activation Cycles, it translates institutional coordination and community collaboration into visible improvements in public spaces, combining co-design activities, cultural programming, temporary interventions and collaborative stewardship initiatives that accompany the regeneration of strategic urban places.

Learning and Adaptive Governance

The **Urban Perception Observatory** provides the learning infrastructure of the model. By integrating quantitative data, qualitative evidence and citizens' perceptions, it enables continuous evaluation of urban transformation processes and supports evidence-informed decision-making.

Knowledge generated through the Observatory is periodically fed back into the Urban Quality Governance Platform, allowing governance arrangements, community initiatives and place activation programmes to adapt progressively throughout implementation.

Roles and Responsibilities

The governance model brings together five complementary stakeholder ecosystems, each contributing distinct capacities while operating within a shared collaborative framework.

Institutional Ecosystem

The Municipality of Naples, through its relevant departments and municipal offices—including Urban Planning, Culture, Social Policies, Municipal Police and Legality, Strategic Projects, Innovation and Partnerships, the UNESCO Site Office, Social Planning and other competent municipal services—provides political leadership, strategic coordination, administrative support and integration with municipal policies. Rather than operating independently, these structures collaborate through the Urban Quality Governance Platform to ensure coherent implementation across policy sectors.

Knowledge Ecosystem

Universities, research centres and multidisciplinary experts provide scientific support throughout implementation. Their contribution includes methodological development, participatory research, monitoring design, impact evaluation and evidence-based policy recommendations supporting continuous learning and future scaling.

Community Ecosystem

Local associations, social cooperatives, neighbourhood organisations, schools, community groups and residents constitute the community ecosystem of the model. Through the Cultural & Social Concierge they contribute local knowledge, participate in collaborative design processes, co-produce initiatives and progressively strengthen the community capacity required for long-term collaborative place management.

Cultural Ecosystem

Foundations, cultural institutions, artists, creative professionals and cultural operators contribute to the design and delivery of the Annual Place Activation Cycles, transforming public spaces into platforms for cultural production, social interaction and neighbourhood identity.

Investment and Innovation Ecosystem

Private foundations, local businesses, sponsors, technology providers and innovation partners contribute financial resources, technical expertise, digital solutions and collaborative investment opportunities supporting the long-term sustainability and scalability of the Investment Plan.

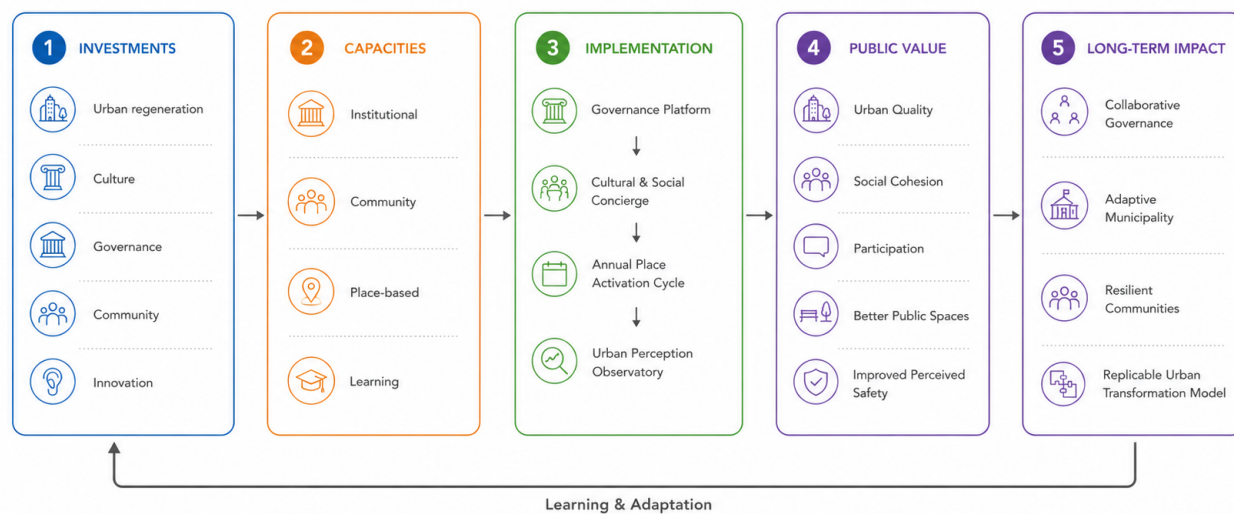
Integration with Municipal Governance

The proposed governance strengthens the capacity to work collaboratively across organisational boundaries. By institutionalising the partnerships and collaborative practices tested through initiatives such as **Bella Piazza** and the **URBACT CITISENSE** transfer process, the Investment Plan creates a governance framework capable of supporting future regeneration programmes beyond the target area.

The governance model is therefore designed not simply to deliver the proposed investment, but to leave the Municipality of Naples with stronger institutional relationships, stronger communities, stronger place-based partnerships and a permanent capacity to govern future urban transformations collaboratively.

Theory of Change

From investments to lasting urban transformation.



3.4 Overall Project Schedule

The implementation schedule reflects the progressive logic of the **Naples Collaborative Urban Quality Model**. The Investment Plan is conceived as a cumulative process through which institutional, community, place-based and learning capacities are progressively established, strengthened and embedded within the Municipality of Naples.

The four Flagship Actions are implemented simultaneously throughout the project lifecycle. However, their role evolves over time: during the initial phase they establish the foundations of collaborative governance; during implementation they generate visible urban transformation; and during the final phase they become permanent components of the Municipality's governance framework.

This progressive approach ensures that each implementation phase builds upon the previous one, transforming temporary project activities into long-term institutional capacities capable of supporting future regeneration programmes across the city.

Phase 1 – Building the Foundations (Months 1–6)

The first phase focuses on creating the enabling conditions required for collaborative governance.

The Urban Quality Governance Platform is formally established, governance arrangements are agreed, the Cultural & Social Concierge is designed and operational protocols are developed. At the same time, the Urban Perception Observatory defines the monitoring framework and baseline assessment, while the first Annual Place Activation Cycle is co-designed together with local stakeholders.

This phase primarily strengthens **Institutional Capacity** and **Community Capacity**, establishing the collaborative relationships upon which the entire Investment Plan depends.

Phase 2 – Activating Places (Months 7–18)

During the second phase, governance structures become operational and collaborative planning is translated into visible actions within the public realm.

The Cultural & Social Concierge begins supporting local initiatives, mentoring community projects and facilitating partnerships. The first Annual Place Activation Cycle is implemented through neighbourhood laboratories, cultural programming and the first flagship Week Festival, while the Observatory starts collecting evidence on participation, urban perception and place use.

The focus progressively shifts towards strengthening **Place-based Capacity**, while continuously reinforcing institutional coordination and community engagement.

Phase 3 – Learning and Consolidation (Months 19–30)

The third phase consolidates collaborative governance through adaptive learning.

Evidence generated by the Urban Perception Observatory informs the refinement of governance arrangements, community programmes and place activation strategies. The second and third Annual Place Activation Cycles benefit from the knowledge generated during previous implementation phases, demonstrating the adaptive nature of the model.

By this stage, collaboration between municipal departments, local organisations and community actors has become increasingly structured, strengthening the reciprocal relationship between institutional and community capacities.

Phase 4 – Institutionalisation and Scaling (Months 31–36)

The final phase focuses on ensuring that the capacities developed through the Investment Plan become permanent components of municipal governance.

Operational procedures, collaborative practices and monitoring tools are consolidated within the Municipality's ordinary governance arrangements. The experience generated through the four Flagship Actions informs future regeneration policies and creates the conditions for transferring the Naples Collaborative Urban Quality Model to other strategic urban areas.

Rather than concluding the project, this phase prepares the transition from project implementation to long-term public policy.

Capability Development Roadmap

Implementation Phase	Institutional Capacity	Community Capacity	Place-based Capacity	Learning Capacity
Building the Foundations	Establish governance	Build relationships	Identify strategic places	Define baseline and monitoring
Activating Places	Coordinate investments	Enable community initiatives	Deliver first Place Activation Cycle	Collect evidence
Learning and Consolidation	Integrate policies	Strengthen partnerships	Consolidate collaborative stewardship	Adapt implementation
Institutionalisation and Scaling	Embed collaborative governance	Sustain community leadership	Replicate activation methodology	Mainstream adaptive governance

Project Legacy

By the end of the implementation period, the four Flagship Actions are expected to operate not as temporary project components but as permanent elements of the Municipality's governance framework. Together they will constitute the operational architecture of the **Naples Collaborative Urban Quality Model**, providing Naples with a transferable methodology capable of supporting future urban regeneration programmes, strengthening collaborative governance and improving urban quality well beyond the lifetime of the Investment Plan.

4. Budget

Investing in Collaborative Urban Capacity

The proposed financial strategy reflects the central ambition of this Investment Plan: establishing the **Naples Collaborative Urban Quality Model** as a permanent governance framework capable of strengthening urban quality through collaboration, adaptive learning and integrated place management.

The proposed investment is designed to build the institutional, community, place-based and learning capacities required to maximise the long-term value of ongoing urban regeneration processes.

The proposed overall investment amounts to approximately **€2.5 million** over a three-year implementation period.

Although relatively limited in financial terms, this investment is expected to generate significant leverage by connecting and enhancing a much broader ecosystem of public investments already underway within the target area. The Investment Plan therefore acts as a strategic multiplier, providing the governance capacity required to maximise the social, cultural and economic value of regeneration programmes whose combined value exceeds several hundred million euros.

4.1 Project Costs

Rather than allocating resources to isolated activities, the Investment Plan organises investment around the four Flagship Actions that together constitute the Naples Collaborative Urban Quality Model.

Flagship Action	Estimated Investment	Key Outputs	Strategic Value
Urban Quality Governance Platform	€400,000	Governance Platform established; governance protocols; interdepartmental coordination; partnership agreements	Strengthens institutional coordination and integrated urban governance.
Cultural & Social Concierge	€650,000	Concierge operational; mentoring activities; community partnerships; collaborative projects incubated	Builds long-term community leadership and collaborative capacity.
Place Activation Programme	€1,050,000	Three Annual Place Activation Cycles; Week Festivals; neighbourhood laboratories; temporary urban interventions	Transforms regenerated spaces into vibrant civic places and strengthens public space stewardship.
Urban Perception	€400,000	Observatory established; perception surveys; Urban	Supports adaptive governance through

Flagship Action	Estimated Investment	Key Outputs	Strategic Value
Observatory		Quality Reports; digital monitoring dashboard	continuous evidence and learning.
Total	€2,500,000		

This investment portfolio reflects the operational logic of the Model. Financial resources are concentrated where long-term public value is generated: community activation, collaborative place management and institutional learning.

4.2 Investment Sources

The proposed investment combines different funding streams into a coherent financial strategy capable of supporting both implementation and long-term sustainability.

The financial architecture is based on four complementary sources:

- **Core Investment** – European funding supporting the implementation of the four Flagship Actions.
- **Municipal Commitment** – Staff time, governance capacity and integration within existing municipal programmes.
- **Complementary Public Investments** – Alignment with ongoing regeneration programmes already financed within the target area.
- **Partnership Contributions** – Universities, foundations, cultural organisations, social cooperatives and private stakeholders contributing expertise, facilities, activities and co-investment opportunities.

Together, these complementary sources reinforce the collaborative nature of the Investment Plan and increase its capacity to generate value well beyond the direct financial resources invested.

Financial Sustainability Statement: ecosystem-based financial model

The project adopts an ecosystem-based financial model, in which public and private investments work together to support its implementation and long-term sustainability. Public funding supports activities generating collective value, including governance, research, monitoring and urban safety interventions. Private funding supports cultural activation, social innovation, and territorial attractiveness. The model combines public investment with sponsorships, partnerships, and private contributions, ensuring long-term sustainability, shared ownership, and the capacity to generate social, cultural, and economic value beyond the initial funding period.

5. Monitoring and Evaluation

5.1 The Monitoring and Evaluation Approach

The monitoring framework reflects the adaptive nature of the Naples Collaborative Urban Quality Model. Monitoring is conceived not as a compliance exercise, but as the mechanism through which collaborative governance continuously learns, improves and adapts throughout implementation.

The framework evaluates three complementary dimensions:

- **Delivery** – whether the planned Flagship Actions have been successfully implemented.
- **Capacity Development** – whether the Investment Plan has strengthened institutional, community, place-based and learning capacities.
- **Public Value** – whether these strengthened capacities have contributed to improving urban quality, collaborative governance and citizens' experience of the target area.

Evidence generated through the Urban Perception Observatory is periodically reviewed by the Urban Quality Governance Platform, allowing governance arrangements, community initiatives and place activation programmes to evolve throughout implementation.

5.2 Investment and Performance Framework

The monitoring system directly reflects the investment strategy presented in Chapter 4. Each Flagship Action is associated with dedicated financial resources, clearly identified outputs and a limited number of outcome indicators capable of measuring the public value generated by the investment.

Flagship Action	Investment	Key Outputs	Outcome Indicators	Expected Public Value
Urban Quality Governance Platform	€400,000	Governance Platform operational; governance protocols; coordination mechanisms	Number of departments actively collaborating; integrated decisions adopted; joint initiatives launched	Stronger institutional capacity and policy integration.
Cultural & Social Concierge	€650,000	Concierge established; mentoring programme; collaborative projects	Community initiatives generated; partnerships activated; residents engaged in collaborative	Stronger community capacity and civic participation.

Flagship Action	Investment	Key Outputs	Outcome Indicators	Expected Public Value
		supported	processes	
Place Activation Programme	€1,050,000	Three Annual Place Activation Cycles; Week Festivals; temporary interventions	Frequency of public space use; participation in activities; perceived urban safety; collaborative stewardship initiatives	Improved urban quality, stronger neighbourhood identity and more vibrant public spaces.
Urban Perception Observatory	€400,000	Observatory operational; annual Urban Quality Reports; monitoring dashboard	Policy adaptations introduced; evidence informing municipal decisions; annual monitoring reports produced	Stronger adaptive governance and continuous institutional learning.

The framework intentionally limits the number of indicators, prioritising those capable of demonstrating meaningful institutional and urban transformation rather than producing excessive reporting requirements.

Monitoring therefore focuses on measuring the effectiveness of the investment rather than simply counting project activities.

Ultimately, the success of the Investment Plan will be assessed by its capacity to establish a permanent collaborative governance model capable of supporting future regeneration processes across Naples.

Monitoring Logic

The monitoring framework follows a simple and coherent results chain:

Investment → Flagship Actions → Outputs → Capacity Development → Public Value

This results chain ensures full consistency between the strategic vision presented in Chapter 3, the financial allocation described in Chapter 4 and the long-term outcomes expected from the Investment Plan.

In this way, monitoring becomes an instrument for institutional learning rather than a final administrative requirement, supporting the continuous evolution of the Naples Collaborative Urban Quality Model beyond the duration of the project.

Beyond the Investment Plan

The completion of this Investment Plan should not be understood as the conclusion of a project, but as the beginning of a new phase in the Municipality of Naples' approach to urban governance.

Through the experiences developed within URBACT CITISENSE and the implementation of the proposed Flagship Actions, Naples has the opportunity to consolidate a collaborative governance model capable of connecting public investment, community participation, cultural activation and adaptive learning within a single strategic framework.

The Naples Collaborative Urban Quality Model is conceived not as a solution for one neighbourhood, but as a transferable methodology that can progressively support urban regeneration across the city itself and across other cities. Every future investment in public space, cultural heritage or neighbourhood regeneration becomes an opportunity to apply, adapt and strengthen this collaborative approach, generating new knowledge and reinforcing the Municipality's capacity to govern complex urban transformation.

The long-term value of the Investment Plan will therefore not be measured solely by the projects delivered, but by the institutional, community and civic capacities that remain within the city after implementation has been completed.

The greatest legacy of a public investment is not only the places it transforms, but the collective capacity it creates to shape the future together.

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