AGENDA

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FOR

URBAN REGENERATION

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URBAN
REGENERATION

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OICE AGENDA for Urban Regeneration

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URBAN REGENERATION

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oice
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FOREWORD

by Francesca Federzoni, OICE Vice President

Regenerating parts of existing cities is probably the only concrete way we have to improve the quality of life of the majority of the population who live and work in cities.

Transforming without consuming permeable soil, addressing the challenges linked to climate change, responding innovatively to emerging social needs and expected developments in production systems, especially as a result of new technologies: these are the objectives that urban regeneration should pursue. However, we are aware of the difficulties inherent in implementing this type of intervention (both material and immaterial in nature).

It is precisely this awareness that has lead OICE, the association of excellence for Italian engineering companies, to promote a number of initiatives aimed at exploring and reflecting on the nature of the processes that can determine the success (or failure) of urban regeneration initiatives, which have been multiplying in recent years.

OICE, therefore, in the most appropriate way, as a representative body of the design world, has set up a working group that has analyzed a number of projects deemed to be of interest in order to identify tools and levers that appear to be useful in promoting and enabling urban regeneration.

Among the issues that have been the focus of attention are the availability of land and the impact of costs, which, for this type of initiative, take on a definitely different weight compared to traditional interventions on free of buildings and previous activities land. The role that owners of large abandoned assets to be reintroduced onto the market (often, but not always, public entities) can play is therefore strategic, especially if they do not merely perform the asset valorization (which is increasingly proving unfeasible) but become protagonists in the construction of the intervention proposal, preferably in collaboration with local actors and in line with the needs expressed by different contexts.

This approach naturally implies accepting a return on invested capital over the medium to long term (some call it “patient capital”) and with sustainable interest rates.

Further consideration was given to the levers that enabled the regeneration process to begin in places that are often perceived as unsafe precisely because they have been abandoned. One factor that proved successful was the enhancement of public spaces, which can give rise to renewed relationships, including through temporary activities and cultural initiatives. Naturally, there was in-depth discussion of how public/private partnerships can be built to tackle complex issues by overcoming deep-rooted mistrust, and which urban planning and building regulations have facilitated (or made more difficult and time-consuming) the development of proposals.

How important, and often decisive, is it to be able to rely on a good project? A well-structured project, right from the feasibility stage, can enable not only a serious assessment of the sustainability of the investment but also—and equally importantly—of its social, economic, and environmental impact on the urban context. Furthermore, a good project can effectively support dialogue with the local community.

Through its working group, OICE has sought to identify these and other themes, in various forms, within the projects examined, which are also presented in the form of fact sheets among the materials. This is not with the intention of offering unambiguous, ready-made solutions, but rather to propose possible innovative tools for managing transformations, alliances between actors, including new ones, and expressions of technical, cultural, and even entrepreneurial capabilities that cannot be taken for granted. All this is based on the belief that urban regeneration is the activity of the future but that it is not yet fully so and that no one has the winning “model”.

We need to perform bolder reasearch, debate and even experiments.

Introduction

Methodological approach of the Working Group

The goal of urban regeneration is to help make cities sustainable and more people-friendly, counteracting land consumption. Regeneration occurs when attention is paid to the environment, social issues, and urban quality.

This involves implementing a genuine **«urban revolution»** and to do so, a common alliance between investors and institutions is needed, as well as the involvement of construction industry players, all associations, and all stakeholders. Among these are the inhabitants of the areas to be regenerated, who on the one hand could help to better understand problems and needs, thus defining social demand, and on the other hand should become more aware of the difficulties of the regeneration process and the related investments.

The idea of organizing a **«traveling conference»** stems from the need to develop a communication format that can be replicated but also adapted to many other areas, respecting differences and focusing on the quality of projects and therefore of interventions.

The traveling conference provides an opportunity for discussion among diverse stakeholders, including designers, investors, institutions, universities, the media, and citizens.

The **topics** to be covered are as follows:

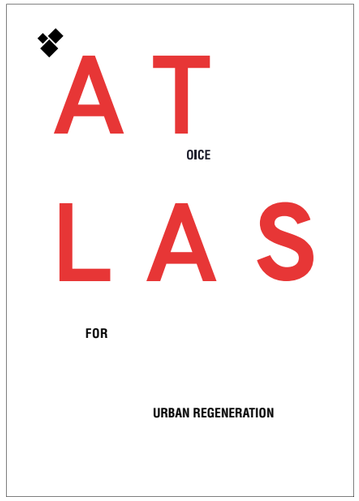
- Regeneration as a collective social and economic planning initiative
- Multi-level and multi-actor methodologies
- Best practices and areas for concrete action (region by region)
- Regeneration and regulations: where we are and what is missing

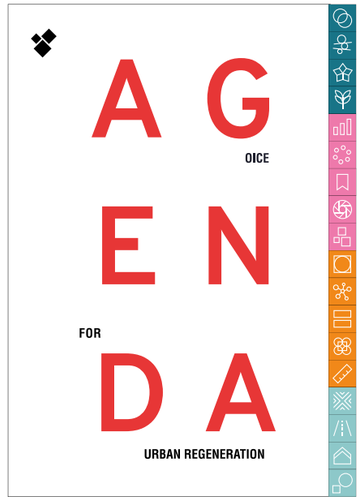
The traveling conference is an opportunity to present OICE's reflections on urban regeneration. The Working Group has developed two documents, ATLAS and AGENDA, with the aim of providing a **methodological guide to regeneration processes** and identifying a format that can be applied to different territories (large and small cities, fragile areas, etc.) with elements of homogeneity that can unequivocally represent OICE's identity, method, approach, and vision.

The Atlas and Agenda are not static tools, but rather a basis for ongoing discussion. OICE aims to transform them into operational references for institutions and professionals.

The methodological guide is intended to serve as a starting point for multi- stakeholder discussions during the traveling conference. The OICE Working Group will be responsible for collecting ideas and proposals during the first three stages of the Traveling Conference in a feedback document that will be circulated among participants and used as a starting point for any further discussions and stages.

ATLANTE and AGENDA della Rigenerazione Urbana (Urban Regeneration Atlas and Agenda) are the result of a year's work by a group of professionals, including designers, urban planners, administrators, OICE territorial coordinators, project managers, and communication experts.





The work was divided into **two phases:**

1. **Analysis phase**

   The initial phase led to the creation of an **ATLAS,** in which the Working Group met with various stakeholders involved in the drafting and implementation of twelve projects distributed across northern, central, and southern Italy, at various stages of implementation, from the concept phase to the post-construction phase.

   The Atlas summarizes the experiences of twelve projects located throughout the country, highlighting the success factors and critical issues of the regenerative processes.

   The Group interviewed designers, representatives of institutions, and investors. The results of the analysis are summarized in twelve fact sheets relating to the twelve projects examined and collected in the Atlas.

   The analysis conducted does not in any way seek to express a qualitative judgment on the individual project, nor to highlight its weaknesses, but rather aims to identify everything that has contributed to the regenerative value of the project and how the initiative has been able to capitalize on this element, transforming it into a real lever for development in the area.

Main focus for project analysis:

- location and functional purpose of the intervention;
- main dimensional and economic elements;
- methods for defining social demand and related methods for identifying needs;
- ownership of the area prior to the intervention;
- method of acquisition of the area;
- composition of the financial resources used and project financing model;
- negotiation elements with the Public Authorities (urbanization requirements, service standards, identification of agreed prices, etc.), methods, and outcomes;
- type of contract used, in particular in the public/private relationship;
- participation processes for the community concerned, initiated by the public administration and/or the private entity;
- planned public works, ERS quota, light mobility services, or sustainable mobility infrastructure in the area;
- identification of the main difficulties and critical issues encountered in the regeneration process.

2. Summary phase

This phase led to the drafting of **an AGENDA**, in which the Working Group considered the method by which the twelve projects studied were conceived and implemented. This analysis revealed the distinctive characteristics of each intervention: key elements which, when taken together, made it possible to identify the Levers of Regeneration.

The Agenda contains the answers to the four key questions that form the basis of any regeneration project: WHY, WHO, HOW, and WHAT. For each type of inquiry, detailed chapters have been developed, leading to the creation of a comprehensive, easy-to-consult agenda, which the Working Group intends to use as a basis for open and constructive discussion during the various stages of the traveling conference.

The Agenda outlines OICE's vision for urban regeneration and is intended as a starting point for dialogue among stakeholders, as well as a broader stimulus to raise awareness on a topic of great importance for our country from a social, economic and environmental perspective.

The Agenda brings together the strategic levers of urban regeneration, structuring them around the questions Why, Who, How, and What, offering a replicable method for effective interventions.

Main focus for the summary of the elements collected:

What is the territorial structure envisaged by urban planning tools?

- Presence of planning tools or other instruments which, in relation to the context of the intervention and its relationship with the wider urban/territorial dimension, identify the strategic objectives pursued by the public body;
- provision for incentive policies and actions by the municipality, in the case of entirely public interventions, to encourage private regeneration in the surrounding areas and enhance the positive effects generated by the public intervention;
- expression of the quality of the urban and architectural design of the project;
- integration and continuity with the existing environment;
- capacity for innovation and formal improvement of the built environment; attention to public space;
- infrastructural connectivity.

How has environmental balance been restored or improved?

- Impact of reclamation;
- reduced land consumption;
- reduction in impervious areas;
- reduction of heat islands;
- sustainable energy use;
- energy upgrades;
- energy savings;
- rebalancing between built and green spaces;
- enhancement of urban greenery and the ecological network.

What is the project's contribution to the economic and social development of the area?

- Assessment of economic and social impact;
- housing supply;
- strengthening or upgrading the service system;
- balance between cultural features and the construction of a new identity;
- in the case of a project that has already been implemented, the impact that has been recorded in the area.

How does the project improve levels of accessibility to common resources and the service system?

INTRODUCTION / METHODOLOGICAL APPROACH OF THE WORKING GROUP

The levers of regeneration in the projects analyzed

1

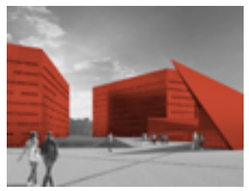
Former Testafochi Barracks

Aosta

Key data
2011 / on going
R.A. Valle d'Aosta, Municipality of Aosta, Ministry of Defense, State Property Agency
2 hectares

» Attractive function (university hub) generating positive impacts in the surrounding areas
» Pay attention to connections with the context
» Program Agreement for the transfer of the area from the State-Property Agency to the Region
» Agreement between the Region and the Municipality and establishment of a special purpose company for implementation

2



Great Campus Erzelli

Genova

Key data
2007 / on going
Genoa High Tech (GHT), Liguria Region, University of Genoa
450,000 m²

» Functional mix and attractive features (science and technology park and then university)
» Abandoned area acquired by a pool of private investors
» Program agreement with the region, municipality, and university
» Activation of transitional phases to overcome difficulties related to the negative perception of the area (former container depot) and to overcome mistrust of the public/private partnership

3

Parco della Creatività

Modena

Key data
2018 / ongoing
Municipality of Modena
31,800 m²

» The central role of public space
» Attention to the area's connections with its surroundings
» Functional mix including residential use
» Presence of attractive features, particularly those of cultural significance (theater)
» Public/private negotiations to find a feasible solution
» Use of partnership agreements

4

Parco Lineare

Trieste

Key data
2022 / ongoing
Municipality of Trieste
66 hectares

» Redevelopment of the area near the Old Port: linear park at the heart of the public intervention with new connections to the territory and sustainable mobility
» The municipality that owns the area has planned its layout and implements the public part
» Other restoration work on a significant number of buildings (hotel, residential, office use) planned in project financing

5

Valle Olona cycling and walking path

Varese

Key data
2019 / ongoing
Municipality of Varese
38 km

» Masterplan to define the guidelines for the transformation of a large area along the river with participatory processes
» Cycle path as the "backbone" of redevelopment
» System of public parks and improvement of the use of areas along the river
» Infrastructure projects planned on public land but managed in-partnership
» Important abandoned private industrial areas to be regenerated through agreements and partnerships

6

Fondazione Prada

Milan

Key data
2010 / 2017
Prada SpA
13.550 m²

» Private intervention with a cultural attraction function
» Plans for spaces open to the public, accessible to all and easily used
» Agreement signed between Fondazione Prada and the City of Milan, guiding the transformation of the abandoned area and recognizing its public interest
» Regulations for use agreed with the Municipality, providing services and facilities for the local community

INTRODUCTION / THE LEVERS OF REGENERATION

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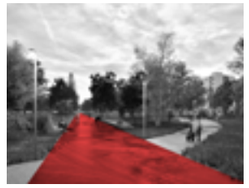

Former Palaspecchi

Ferrara

Key data
2011 / ongoing
Municipality of Ferrara
10 hectares

- Functional mix with a significant proportion of social housing
- Masterplan as a tool capable of guiding transformation over time, ensuring flexibility/adaptability but overall consistency
- Private area acquired by the Municipality through agreed expropriation
- The Municipal Transformation Company initiates the process that takes shape following the establishment of a Real Estate Fund, led by Cassa Depositi e Prestiti, for the construction of social housing

8

New State Police Headquarters

Naples

Key data
2018 / ongoing
State Property Agency Regional Directorate of Campania
78,845 m²

- Public spaces and connections with the surrounding area are planned
- Memorandum of Understanding between the State Property Agency, the Ministries of Defense and the Interior, the Municipality, and the State Property Agency with an operational role
- Master plan guiding the intervention (a variation to the PRG was necessary to “adapt” to the project)

9

DARE Darsena

Ravenna

Key data
2019 / 2022
Municipality of Ravenna, European Union
Darsena district (~120 hectares)

- Social innovation as a driver of regeneration with the support of digital tools
- Role of the municipality as a “facilitator” of a regeneration process that aims to activate local energies with the support of dedicated structures
- Proposed interventions on private land in partnership with the public sector and infrastructure on public land
- Bottom-up process aimed at greater community involvement in regeneration processes

10

Piazza dei 500

Rome

Key data
2020 / ongoing
Grandi Stazioni Rail SpA, Roma Capitale
22,000 m²

- Care for public spaces and promotion of sustainable mobility as the focus of the intervention
- Great attention to environmental sustainability (water/green system)
- Design competition to launch the project
- Ownership of the Grandi Stazioni area and role of ANAS in managing the first phase of the project
- Coordination between multiple entities (Municipality, Superintendency, ATAC)
- Attention to the study of the construction site with Termini station

11

Parco della Giustizia

Bari

Key data
2023 / ongoing
State Property Agency
15 hectares

- Focal role of public space (large urban park with exhibition and cultural spaces)
- Consultation with the city to define a framework of requirements
- Role of the State Property Agency, owner of the area, in managing the operation
- Use of an international design competition for the development of the project

12

Waterfront Port

Reggio Calabria

Key data
2021 / ongoing
Port System Authority of the Strait (ASP)
35.000 m²

- Intervention as part of a broader process of redevelopment and revitalization of the seafront and integration of the sea and the city
- Master plan to outline the guidelines for the transformation
- Area owned by the Port Authority carrying out the project

INTRODUCTION / THE LEVERS OF REGENERATION

What is urban regeneration

An opportunity to be seized

Urban regeneration is a complex challenge but one that is full of opportunities, where the projects analyzed offer useful lessons on key levers and strategies for launching successful interventions. The **availability of areas** is a crucial factor, considering that the costs of acquisition are compounded by those of preparing the land for transformation. Intervening in areas made available by the public sector, with recognition of the collective interest, can make a difference, enabling transformative processes to be initiated.

The use of public areas reduces acquisition costs and facilitates urban regeneration, with entities such as the State Property Agency and CDP playing a key role in the reuse of abandoned assets.

An emerging phenomenon is the involvement of public bodies and not just owners of large abandoned assets, often in central urban areas. Entities such as the State Property Agency, Cassa Depositi e Prestiti, Ferrovie dello Stato, but also the Ministry of Defense, INPS, and banking institutions can play a decisive role, combining the pursuit of public objectives with the enhancement of their assets. This requires strategic vision, with the development of a **transformative proposal that responds to the public interest,** and he ability to negotiate proposals consistent with the needs of the urban context. At the same time, the contribution of so-called “patient capital,” which accepts long-term returns and sustainable interest rates, offers an important lever to support projects.

In the case of fragmented or private properties, however, greater complexities arise, to the extent that some call for measures to disincentive those who leave buildings to decay, or even to expropriate the same in the public interest. Design quality remains a priority, often stimulated through **calls for tenders or design competitions** aimed at generating innovative and attractive ideas for potential investors. However, **triggering the process** often requires resorting to “temporary uses” to transform the perception of degraded areas, promoting their collective use and encouraging their redevelopment.

Competitions and calls for proposals stimulate innovative solutions, while public functions and temporary uses transform the perception of degraded areas, facilitating their redevelopment.

The presence of attractive public facilities, often culture-related, proves to be a determining factor for success. It should also be remembered that in medium-sized or large urban contexts, the catchment area facilitates the launch of such initiatives, while in more peripheral areas, public support becomes essential.

Among the needs that urban regeneration should address is that **of “sustainable” living,** con un approccio che può prevedere l’integrazione di infrastrutture di mobilità sostenibile, spazi pubblici di qualità e funzioni miste per garantire vitalità e inclusività alle aree rigenerate.

In particular, the housing emergency in some cities requires interventions that provide affordable housing, as well as innovative solutions for mobility and climate resilience.

Governance is another crucial issue. Traditional urban planning tools are often insufficient for managing regeneration processes that require flexibility and long-term vision. To overcome these implementation issues, new and different tools that are not codified by legislation are gaining ground. The use of innovative and more ‘design-oriented’ approaches, such as the **Masterplan** allow areas to be framed in their context, proposing transformative scenarios that are shared with the community and adaptable to changing conditions.

Current tools such as master plans offer more flexible and adaptable management of urban regeneration, overcoming the limitations of urban planning tools, traditional methods and promoting scenarios shared with the community.

The **strategic vision for the city of the future,** outlined in the General Urban Plan and developed with the community, should guidetransformations over the medium to long term, going beyond administrative cycles and ensuring continuity and consistency in planning decisions. To achieve lasting results, it is essential to involve the **community** in every stage of the process, through structured participatory processes that promote information, linsteing, and accountability, including digital platforms to facilitate broad and transparent communication.

A crucial element for the success of these interventions is the establishment of a **control room,** an inter-sectoral body that, from the early stages of the project, coordinates the various actors involved, from institutions to investors, ensuring multidisciplinarity and consultation. This structure must constantly monitor the progress of the interventions, assessing their social, economic, and environmental impact, and proposing any adjustments to respond to critical issues or new needs.

The **centrality of the project** is clearly evident in all stages of its development. Careful planning from the feasibility stage onwards allows for an in-depth assessment of the sustainability of the investment and its social, economic, and environmental impact on the urban context. Furthermore, if the project is presented in a clear, effective, and well-argued manner, it can facilitate constructive dialogue with the local community. Given the complexity of interventions in established urban areas, which are often characterized by significant operational challenges, the use of **methodological approaches such as BIM** is essential. This approach allows for more effective control of the various design and operational aspects, accompanying the entire implementation cycle and, where applicable, the subsequent management phases.

BIM ensures effective control of the project throughout its life cycle, guaranteeing greater economic sustainability and better operational management.

Urban regeneration is not just a technical or economic issue, but an opportunity to combine the fragments of cities, restoring their identity and social value. Dialogue between the public and private sectors, community participation, and a shared strategic vision are essential elements for transforming abandoned spaces into lively and inclusive places capable of responding to the challenges of the present and the future.

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WHY

Why urban regeneration?
Urban regeneration can be understood as a set of actions, both tangible and intangible, which should, over time, improve the quality of life of those living in a specific context; a context to be considered both on a local scale and in terms of the relationships existing (and conditioning) in a wider urban/territorial dimension. It is therefore essential that urban regeneration projects are based on a specific understanding of the needs expressed by that specific community, as well as the priorities that need to be addressed, considering the scarcity of resources and the operational difficulties of acting within the existing city. It is not just a question of reforming the urban and building fabric, but of rebuilding economies and social networks that have now been lost.

Urban regeneration is not just physical redevelopment, but a rocess that rebuilds economies, social relations, and responds to the needs of the community.

In general, the issues relevant to the sustainable development of our cities that determine the emergence of needs, which certainly vary depending on the context, can be summarized as follows:

» **The demographic issue** is characterized by a persistent decline in births, which in cities leads to an increase in the number of elderly people and single-person households, a reduction in the working-age population, and therefore also the need to attract new young families and students in order to sustain the welfare system. This emphasizes the need to respond to housing demand that differs from the past and to seek new services, including local services. Is it possible to build affordable housing, including rental housing, while avoiding land consumption and working within the context of urban regeneration? How can we support social innovation in terms of new services and increase local relationships to promote social cohesion and create communities?

Demographic changes require new housing solutions and local services to ensure social cohesion and urban attractiveness.

» **The environmental/climate issue combined with health** (i.e., the salvation) of humanity and the planet. The climate issue is becoming so intense that it is calling into question the development of our societies and the settlement systems that have supported it until now. It is not enough to reduce the consumption of permeable soil, unseal impermeable surfaces, and reduce the heat island phenomenon. We need to develop new visions of transformation that go beyond emergency measures in order to make our cities more resilient to climate change: we must learn to design green spaces thatare usable but nevertheless capable of collecting and disposing of water that sewage systems are no longer able to handle without causing damage.

Urban resilience must go beyond emergencies: rethinking green spaces as multifunctional infrastructure is a key challenge.

» **Innovation and the digital transition,** which are progressing at an extremely rapid pace, risk generating new forms of polarization and exclusion; ways must be found to ensure fair and widespread access to new technologies across all territories. Can artificial intelligence, including through the increasing availability of data and information on “urban metabolism,” help communities build and evaluate alternative scenarios for transforming places, supporting decision-making in a particularly complex context?

As part of these transformation processes, the identity elements ofcommunities that can strengthen social cohesion must be reinterpreted and enhanced. In our cities, infrastructure systems and urbanization “networks” have undergone a general process of aging; there is much to innovate and change in order to enable more sustainable modes of transportation, but also with regard to the systems of production, distribution, and disposal of energy, water, and waste.

Improving mobility today means making cities more accessible through sustainable modes of transport that respond to the different needs expressed by the population, thus guaranteeing a range of options and opportunities. While it is true that physical transformation will necessarily take place in stages, it is nevertheless important to maintain a perspective on the future structure of the territory as a whole, both at the neighborhood level and at the urban and territorial level. Too often, urban regeneration is discussed in terms of the specific enhancement of an area, regardless of its context and the effects it may have on communities, networks of relationships, and economies.

Transformations must be considered on multiple scales: intervening in an area without considering the context risks reating imbalances.

If urban regeneration is an activity that requires medium to long-term implementation, it must be based on clarity regarding territorial, infrastructural, economic, social, and cultural conditions; clarity regarding shared objectives (at least by the majority) that are achievable (and therefore also assessed in terms of sustainability and economic feasibility) and desirable.

In the projects analyzed, it was not always possible to discern this process of focusing on the new role to be assigned to the area of intervention in the interest of the community. Certainly, when the initiative comes from the public sector, it is easier to understand what needs it is intended to meet, especially if there is some form of (strategic) planning upstream that is consistent with a vision of the city developed by the community.

In many other cases (including those analyzed), consistency is painstakingly built through the ability to compare and adapt different interests in the field... even during the course of the work.

DIALOGUE

The launch of urban regeneration processes within our cities must become an opportunity to improve the quality of life of the communities that live there, taking into account those who work, study, or frequent them for a variety of reasons. Dialogue between the various parties expressing needs in their relationship with the city is therefore a fundamental element in defining the project in terms of its tangible and intangible components, but also with regard to the roles that the various components of society may play in the subsequent implementation phases. Ways must be found to initiate constructive dialogue that will enable define short- and long-term objectives and make decisions that are as consensual as possible, contributing to the sustainable transformation of the city.

Dialogue

A colletive voice

In focusing on the city's needs and priorities in the context of sustainable urban development, the local government should establish stable forms of **participatory governance**. This is primarily for the definition and evision of the general urban planning instrument, which should be the forum in which the areas in need of regeneration are identified and the objectives and strategies to be pursued are defined. In a broader sense, participatory governance should accompany all processes of regenerative urban transformation, which should also represent an opportunity for social innovation in communities. However, not many local authorities currently adopt this structured approach, which requires change not only at the organizational level but, above all, at the cultural level. It requires time and dedicated resources.

Participatory governance is not only desirable but necessary in order to overcome mistrust, co-ordinate transformations, and ensure consistency between actions.

Confronting different experiences and needs, different knowledge and skills, and different generations is a way to reflect and engage in dialogue, seeking, certainly with effort, a collective ability to plan for the future.

Based on the outcomes of these structured participatory processes, the local authority should draw up guidelines or, perhaps better still, a **program for urban regeneration,** which would serve as a reference for all stakeholders involved. A program that also includes suggestions and prefigurations of the transformed urban fabric, images, and best practices, not rigid but rather open to discussion and yet necessary to give coherence to the individual project decisions that will affect the areas of intervention. Urban regeneration is, in fact, a long-term process that requires clarity of context, clear and shared objectives, but at the same time a great capacity for dialogue between a multiplicity of actors (many weak and some strong...) and also the ability to adapt to the possible solutions that may be proposed to achieve the objectives, as well as the ability to assess their feasibility and sustainability over time. Urban regeneration should become **a collective action to redesign urban space** in order to create a city that is socially, environmentally, and economically sustainable.

We talk about regeneration when there is a focus on the environment, social issues, and urban quality, but in order to implement this "urban revolution," there needs to be an alliance between investors and institutions, the involvement of construction companies and all associated parties, and all stakeholders. However, the success of the operation depends on the involvement of the inhabitants of the areas to be regenerated, who express what can be defined as **social demand (needs).** Through dialogue and discussion, collective awareness of the difficulties in carrying out these processes, also with regard to the amount of resources required, can also grow. Urban regeneration is a complex undertaking that requires the ability to engage in "horizontal" dialogue between the social, cultural, and economic components of the city. A structured participatory governance system helps to build dialogue and achieve common goals for improving urban life.

Involving residents in decision-making processes strengthens their sense of belonging and increases the chances of success.

Dialogue in action: Workshop-sand Charrettes are examples of participatory and collaborative processes

WHY / DIALOGUE

What are the prerequisites for building Dialogue?

It is essential to start from a **shared analysis of the urban context** and its critical issues, in order to identify the sustainability actions to be implemented, as well as the activities, tools and resources available to the community for their execution, and to define the partnerships that can be established between public and private actors. The process should also include ongoing monitoring of the results achieved, with an evaluation of the impacts and benefits generated for the reference community.

Defining monitoring tools allows the impacts of regeneration to be assessed over time, improving the effectiveness of future strategies.

The analysis of the local context provides the foundation for developing choices that are strongly rooted in the specific characteristics of the territory and local conditions, as well as in the needs expressed by the community, enabling the definition of strategies and priorities within a coherent framework of sustainable development policies.

Digital platforms can support processes of community engagement and empowerment, making them more accessible and immediate, while facilitating real-time interaction among stakeholders.

EQUITY

Urban regeneration is often the result of a complex dialogue between public and private actors, each with different interests and objectives. To ensure effective and sustainable operations, it is necessary to build partnerships based on trust, transparency, and a clear definition of roles. Fairness in decision-making processes therefore becomes a guiding principle: finding the right balance between public interest and economic feasibility is the key to achieving valuable urban transformations, that meet the needs of communities and at the same time attract private investment.

Equity

The balance between public and private sectors

There are various ways of establishing **public-private partnerships** for urban regeneration. In some of the cases examined, the availability of areas for intervention and a share of resources from the public authority allowed for the start of negotiations for the construction of some significant public works in exchange for the transfer to the private sector of part of the areas on which to carry out private income-generating interventions to ensure the feasibility of the operation. Of course, this requires the public entity to be able to effectively manage the negotiation phase, accepting, where necessary, to modify certain choices in order to find a balance that will make the operation feasible.

Regenerative projects, which generally involve areas of significant size, require the contribution of multiple actors: alongside the public entity, which participates in the initiative or simply fulfills the institutional role of governing that territory, there are private actors and other diverse public or quasi-public actors. This calls for collaboration agreements in which mutual mistrust (in terms of clarity of roles) is overcome in order for the transformation to take place. In other words, there needs to be an understanding between the various entities and between the public and private sectors. The public administration must be willing and able to cooperate, and mechanisms for discussion must be found that allow reservations to be overcome. This calls for the need for training for all actors, particularly on aspects of economic and financial analysis and management.

Could a third party be needed to guarantee fairness? What is absolutely necessary in these complex operations, however, is certainty regarding the timing of decisions by the public entity and the procedures.

To facilitate negotiation processes aimed at building a partnership between the public and private sectors, it may be useful to set up **special purpose companies** (or even development agencies) with the task of managing the activities leading up to the shared definition of the transformation, but also to monitor the implementation phases.

Tools such as special purpose companies and development agencies can facilitate the negotiation process and ensure continuity of interventions and certainty of timing.

WHY / EQUITY

One of the problematic issues in the relationship between the administration and private actors is the difficulty in finding a balance acceptable to both parties between **the interests of the city and the economic feasibility** of the operation, which generally requires that a portion of the use be of interest to the market. In addition to the historical mistrust between the parties (prejudicial but also sometimes justified), there is often a lack of familiarity on the part of the public entity with the economic and financial aspects of the operation. Among the cases analyzed, one involved the establishment of a public special purpose company to manage and oversee the implementation process and also act as the contracting authority. This naturally ensures the presence of a **fiduciary entity** that is constantly dedicated to achieving the objective but also has the ability to identify the need and opportunity for changes or even the possibility of developing further interventions that are useful to the city.

Finding a balance between public interest and economicsustainability requires appropriate tools: special purpose companies can ensure continuity, monitoring, and adaptability in the regeneration process.

VALUE

The value of an urban regeneration project is not limited to its cost or architectural quality, but is measured in its ability to improve people's lives and strengthen the identity of the place. A valuable project generates well-being, integrates memory and innovation, and adapts to the needs of those who live there.
For regeneration to truly work, it must go beyond simple physical transformation and become a shared process capable of creating relationships, activating resources, and giving back to the community spaces that not only meet concrete needs but also have a lasting impact over time.

Value

Perceived quality

An urban space, and more generally a territory, is the result of a complex project which, starting from the needs it must satisfy, is implemented through processes of **continuous interaction** aimed at identifying the best compromise among all possible solutions, with the utmost attention to the nature and identity of all the subjects that interact with the territory.

The value and quality of a project are very difficult to measure and are naturally associated with the concept of beauty. It is difficult to determine what is beautiful and how much beauty costs.

Quality meets criteria of beauty that must be attractive to those who are called upon to live in the area undergoing transformation. In this sense,quality is not absolute but becomes a subjective standard and is therefore influenced by the **perception of the context**. It is also an essential value that contributes to shaping the culture of places and influences their social profile.

Urban space is not just about architecture, and architecture is not just about beauty. Today more than ever, it must be functional, fair, sustainable, and close to people.

By ensuring the value of a project, we shape a city, and to do so, we must go beyond rules and constraints. In this sense, homogeneity may not be a rule, and **even an exception can be useful**.

The type of building cannot and must not respond to fixed rules. However, it must guarantee a “meaningful relationship” with the urban context. “Beauty” cannot “freeze” a city, but at the same time, transformation cannot be brutal.

Architecture cannot freeze the city, neither can it distort it: every transformation must maintain a “meaningful relationship” with the territory.

So what is the best approach to regeneration?

We need to move away from the logic of simply replacing existing buildings and reactivate the social and economic fabric of the neighborhood, **while respecting the identity of the place.**

One element of complexity is represented by the fact that identity is changeable in socio-economic terms. However, it must reflect historical characteristics and take into account existing public heritage, almost as if this were the “armor of the city.” Hence the need for the public sector to make existing heritage available, in order to enhance it according to shared criteria of identity and quality.

The value of a project is not limited to the functionality of spaces, but is built on the relationship between place, history, and community.

How can identity be consolidated and value guaranteed?

Given equal rules, guidelines rather than prescriptions should perhaps be defined. Matrices need to be constructed in which needs intersect with identities which, if activated, guarantee the regeneration of the place. The achievement of objectives could reasonably allow access to incentives.

The quality of an intervention is not absolute, but depends on the ability to build solutions that balance regulatory constraints and community aspirations.

Projects must therefore respond to specific needs, and quality must be “calibrated” on the basis of cost/benefit analyses. Digital approaches, when applied to projects, can facilitate the analysis and monitoring of results at all stages of the life cycle of a regeneration project.

This value is therefore reflected in a “holistic” approach to transformation, capable of interpreting relationships with the existing situation, working on interventions, and observing them at different scales to define their quality.

In other words, we need to make a cultural shift towards the co-responsibility of all actors and use co-design and co-planning approaches.

WELL-BEING

Urban well-being cannot be separated from the integration of nature into regeneration processes. Cities must become ecosystems capable of adapting to climate change, mitigating environmental impact, and improving quality of life. To do this, nature must be treated as essential infrastructure, connected to ecological systems on a territorial scale and designed according to precise rules. But its effectiveness depends on the ability to plan its growth, monitor its effects, and ensure its maintenance over time.

Well-being

Nature as infrastructure

Regenerative intervention must make a real contribution to the environmental sustainability of places, providing a concrete response to climate change caused by persistent anthropogenic modifications to natural processes.

It is essential to understand how to integrate nature into cities, how to reduce environmental impact and thus increase the well-being of those who live there.

To respect nature and improve our well-being, we must consider nature as infrastructure, capable of connecting urban green systems with metropolitan-scale ecological systems, providing continuity to natural habitats, ecological corridors, and biodiversity.

To create a sustainable city, we need to address many issues that require the interrelation of environmental assessments and the definition and updating of planning strategies.

» Cities and territories must contain **hydraulic risk**, i.e., manage extreme conditions of excess and scarcity of water resources.

» **Heat islands** and impermeable areas must be reduced, thereby improving the hydraulic performance of the territory.

» The **energy transition** must be managed at the neighborhood and building level, ensuring a gradual decarbonization process.

» **Green networks** must be designed and implemented to improve the adaptability of species.

To integrate nature, we must first of all, “trigger” it. Good landscape design is based on principles of sustainable management of environmental resources (soil, water, and vegetation) in order to generate widespread natural areas through morphological modeling of the land, sustainable water resource management, and the creation of diverse natural environments to increase **biodiversity.**

The creation of different natural environments , such as sunken areas or backfilling or water areas, promotes the evolution or ecosystems towards greater biodiversity.

Nature must then be kept “alive,” preserving its functionality and balance. As with all infrastructure, nature also requires **a maintenance and life cycle management plan**, providing for targeted and constant interventions. It is also essential to use digital project management to ensure effective monitoring and obtain the best benefits from the infrastructure itself.

Modeling, land management, and water resource management actions, when applied to different locations, generate effects that increase naturalness.

In order to tangibly improve the well-being of the city, **continuous monitoring** of the parameters involved and of the perception of wellbeing expressed by those who live in the area, the city, and the neighborhood is necessary.

Designers and all those involved in implementing the project are required to make a concrete commitment to continuously measure the effects of regeneration and manage the project throughout its entire life cycle.
WHY.

WHY / WELL-BEING

Who carries out urban regeneration?

The study of the strengths of urban regeneration interventions, also with a view to identifying - without claiming to be exhaustive - a successful methodological approach that can be replicated on a large scale, must necessarily include an analysis of the actors involved in this complex process. In fact, one of the main common factors in urban regeneration processes is the coexistence of numerous actors involved in all phases of the project: if the building intervention, traditionally understood,

WHO

the set of works carried out by a contractor on behalf of the client (usually private), in urban regeneration involves a wide and diverse range of subjects who, with their own needs, requests, ideas, perceptions, and sensibilities, contribute to determining the characteristic elements of the regenerative phenomenon.

Urban regeneration is, first and foremost, the search for, protection, and composition of public interests that go beyond the simple architectural impact of the work on the surrounding urban area.

These interests are sometimes widespread, i.e., they are common and shared by the community as they include aspects such as public health, safety, the environment, access to essential services, and the right to a dignified life.

It is therefore natural that the primary actor in regeneration should be **the public sector** (local authority, central government, or other public institution) which, in exercising its planning and regulatory functions, guides interventions according to a strategic logic of protecting and maximizing the public interests involved. It is at this stage, prior to the implementation of the actual regeneration project, that the public entity identifies the real needs of the community and the requirements of the area to be redeveloped and establishes the key lines of the regeneration intervention, such as the functional destinations to be established in the area, the services and infrastructure required, and so on.

Public entities, they are often called upon to manage and enhance their real estate assets, transforming them into an active resource for improving quality of life and promoting economic development in the local area. Historic buildings, brownfield sites, and public spaces, increasingly characterized by high levels of degradation and inefficient use of resources, represent potential strategic assets which, if redeveloped and enhanced, can revive neighborhoods by creating new spaces for social gathering, culture, education, and business, and generate economic, social, and environmental benefits. The identification and, even more so, the provision - in a swift, flexible, transparent, and competitive manner - of public assets to economic operators developing the project are fundamental elements for the success of the regeneration initiative.

Urban regeneration is expensive and requires creativity, innovation, and cross-fertilization: public entities alone often do not have sufficient technical and economic resources to tackle regeneration processes that are sometimes very complex, and therefore private participation is necessary to ensure the sustainability of the initiative. An analysis of the projects selected by the OICE Working Group has also shown that urban regeneration projects cannot be separated from the establishment of a public-private partnership, which may be more or less intensive.

Private entities are no longer solely economic operators with expertise, technical resources, and the ability to attract investment (perhaps favoring innovative and diversified financing models, such as project financing, specialized investment funds, and crowdfunding operations). They form a heterogeneous group of entities, which often includes specialized consultants (no longer just designers, but also sociologists, experts in environmental and energy issues, legal experts, communication experts, etc.), funders/donors (stakeholders such as banks and investment funds), and even entities that manage the project in the post-construction phase.

In fact, **the management phase of the work,** typical of the legal institution of construction and management concessions, which is well suited to regulating urban regeneration projects, it is of fundamental

importance for assessing the success of the initiative. First and foremost, it is a necessary counterbalance to the entrepreneurial risk taken by the developer of the project, as it ensures revenues that cover the costs of the investment, thus maintaining the financial balance of the project and, ultimately, its sustainability. The inclusion of the management phase within the broader regeneration process also ensures that the promotion and protection of the public interests underlying the project are maintained through careful monitoring of the results achieved too) in the medium and long term, so that the benefits generated are long-lasting for the community.

The third key player in urban regeneration processes is the **community**, understood as a group of people who, in various ways, live in, animate, and use the area subject to intervention (neighborhood residents, workers, those who offer and manage services, and, in general, anyone with an interest in the area). It is a heterogeneous group of individuals who represent a variety of public interests worthy of protection: by way of example, they include those related to social revitalization and safety in the area, environmental sustainability, the inclusion of vulnerable groups, and the implementaion of services and infrastructure for the community.

The perception of the success of the intervention (and, even more so, the feeling of trust in it) is stronger where there has been genuine active participation by the community from the earliest stages of the project.

The community thus becomes a figure subject to be involved, listened to, and consulted **in all phases of the project**, from planning and identifying the public interests to be protected, to the design and construction of the work, up to the management phase, in which the measurement of the social, economic, and environmental impact of the work allows for the verification of the achievement of the set objectives and, if necessary, the dynamic adjustment of management in order to make it consistent with the expected benchmarks.

The coexistence of the actors described above and the complexity of the relationships established between them are inextricably linked to urban regeneration projects. This aspect requires a change in approach compared to the traditional way of conceiving and implementing a construction project, which must be **collaborative, integrated, and cross-sectoral**, always aimed at maximizing the public and private benefits underlying the project (target-oriented).

COMMUNITY

The involvement of the local community, understood as a group of people who live in and animate the area subject to intervention in various ways, is one of the keys to the success of the regeneration project. Through its needs and ideas, the community can help determine the characteristics of the regeneration project and, if actively involved from the initial stages, of the project, to generate a feeling of confidence in the intervention that is capable of influencing the perception of the new territorial structure in a stable manner over time.

Community

Driving urban renewal

There are various ways - and stages - of community involvement, but communication is a common factor.

A more transparent, direct, and effective relationship between the community and other actors involved in urban regeneration can help ensure the effective protection of the interests involved in the process, no longer just those related to architecture and individual construction projects, but also those related, for example, to social and environmental impact.

Regenerative interventions are such because they are not limited to a set of construction works on a specific property promoted by the client, but concern large-scale projects for the redevelopment and transformation of urban areas in which, in addition to purely architectural aspects, **other public interests worthy of protection** are also taken into account, such as social revitalization and safety of the area, environmental sustainability, the use of services and infrastructure for the community, and the inclusion of the most vulnerable groups.

Urban regeneration processes therefore shift the focus from the group of individuals who benefit from the asset (typically tenants, property owners, etc.) to the community of people who live in and animate the area of intervention in various ways, from neighborhood residents to workers, from those who offer and manage services to those who generally have some interest in the area. It is this heterogeneous group of individuals who, with their needs, requests, ideas, and perceptions, actively contribute to determining the **characteristics of the regeneration phenomenon.**

The community becomes a figure to be involved, listened to, consulted, and measured; to make this involvement effective and efficient, the community must be able to play an active role in every phase of the regeneration process. It is not surprising, in fact, that analysis of the projects selected and investigated by the OICE Working Group shows that the perception of the success of the intervention is more marked here there has been real **active participation by the community** from the earliest stages.

Measuring the impact of the work carried out allows the management of the regenerated area to be modulated according to the expected benchmarks.

Including the community in urban regeneration processes means not only involving it in decisions, but also valuing its skills, history, experiences, and needs.

Urban regeneration thus becomes an opportunity to build a sense of belonging and improve quality of life, respecting the characteristics and desires of the inhabitants and the vocation of the area itself.

It is for these reasons that community involvement should begin at the **land-use planning stage**, which is typically a public authority function: it is at this stage that, based on the needs of the area, decisions are made regarding permissible uses, the main urban planning parameters for development, and the services and infrastructure that the area will require.

The temporary use of the areas involved in the project during the construction phase, with provisional uses, if compatible with the progress of the works, can be useful for the community and reduce the inconvenience caused by the construction sites.

WHO / COMMUNITY

At this stage, the administration may provide for various types of public participation tools, such as the establishment of think-tanks and listening groups, public consultation on specific issues (e.g., questionnaires for decisions on the use, even temporary, of certain public spaces). More innovative (and sometimes effective) tools are beginning to be used, such as digital platforms (social media and apps) to engage a wide audience and gather feedback in real time, or participatory budgeting, through which citizens can decide how to allocate part of the public budget (e.g., part of the urbanization charges paid by developers) to projects for improving the local area.

Since community participation generates a sense of trust in the intervention, the involvement of local communities should become a structured way of working for municipalities, particularly when defining the **development vision for the city and the territory.**

The participatory design workshop, where citizens, together with experts and professionals, collaborate to imagine and plan the new layout of the territory, is a tool that uses open and constructive dialogue, leading to more inclusive, lasting, and integrated solutions.

THE PRIVATE SECTOR

Urban regeneration is a complex process in which the public and private sectors collaborate to transform the face of cities. But why?
For a regeneration project to come to fruition, resources, expertise, and a long-term vision are needed. Private actors - developers, businesses, investors - are not mere executors, but active participants in rethinking urban spaces, balancing economic sustainability and collective interest. In recent years, partnership models and tools such as concessions proved capable to ensure a balance between financial feasibility and public benefits. But for this collaboration to work, dialogue between the parties must be clear and structured, based on shared objectives and management tools capable of ensuring transparency and effectiveness over time.

The Private sector

Strategic partner in regeneration

Urban regeneration projects require the presence of a strong economic operator with the financial resources not only to carry out the work but also to manage it in the medium to long term. Urban regeneration goes hand in hand with the concession system, in which the private entity assumes the economic risk of the operation in return for the revenues derived from managing the work.

The use of concessions transfers part of the risk to the private operator, creating a more efficient and balanced investment model.

The examination of the projects selected by the OICE Working Group has shown that in order to design and implement complex urban regeneration projects throughout the country, there needs to be strong cooperation between public and private entities, which are able to manage common interests in a way that is no longer antagonistic andseparate, but **collaborative and proactive**.

In recent decades, urban regeneration has become a necessary response to the economic, social, and environmental challenges facing modern cities, which have to manage limited resources and deal with problems related to aging infrastructure, the abandonment of large urban areas, and changing social and environmental needs in the area.

In this context, economic operators such as developers, construction companies, investors, and financial institutions play a crucial role in the success of urban regeneration projects, as they are able to mobilize significant resources—both economic and technological - and expertise that the public sector alone does not have at its disposal.

Public-private partnerships are the preferred tool for the design and implementation of complex urban regeneration projects. This will make it possible to exploit:

» the ability to attract private investment, perhaps by favoring innovative and diversified financing models, such as project financing, specialized investment funds, and crowdfunding operations. These models make it possible to involve a variety of economic actors and share risks between private investors and public entities, promoting a balance between profit and collective benefit objectives;

» access to existing public funding, perhaps through flexible forms of agreement based on the achievement of results.

With regard to the economic and financial aspects of an urban regeneration project, it is obviously necessary for it to be **sustainable**, i.e., it must be capable of developing and maintaining an economic and financial balance by generating sufficient economic returns to cover the costs of the investment, maintaining profitability in the medium to long term, and promoting lasting economic benefits for the community.

Public-private partnerships balance investment and collective interest, ensuring economic sustainability and a lasting impact for the community.

WHO / THE PRIVATE SECTOR

Economic operators must therefore pay particular attention when preparing the **Economic and Financial Plan (EFP)** for the operation, which often includes not only the design and construction phases but also the management of the work. Promoting the use of concessions as a legal instrument, as already provided for in recent legislation on the subject, would help transfer a large part of the risks to the private operator, while guaranteeing them the revenues from the management phase, according to a risk analysis that they will have carefully carried out in advance.

A solid Economic and Financial Plan is essential to ensure a balance between costs, profitability, and collective benefits over time.

Urban regeneration requires longterm investment and the ability of the private sector to guarantee economic and managerial sustainability.

THE PUBLIC SECTOR

Urban regeneration is a process involving a variety of stakeholders, but it is the public sector that defines its framework. As regulator, promoter, and guarantor, the public actor has the task of ensuring that urban transformations meet the needs of the community and comply with criteria of sustainability and inclusion. Planning, transparency, and coordination are key to guiding interventions, creating the conditions for private investment to generate value for the city. But the role of the public sector does not end at planning stage: monitoring, evaluating, and ensuring that objectives of collective interest are respected over time is an equally crucial challenge.

The Public sector

Guardian of the collective interest

The public sector plays a fundamental role in the urban regeneration process. First and foremost, it acts as a promoter, as it is able to plan and regulate interventions based on previously identified public interests that need to be protected. The public sector is also the guarantor of the regeneration process, ensuring that projects are developed in a regulated and effective manner, supervising the entire process to ensure that it complies with regulations and objectives of collective interest in the most transparent and streamlined way possible.

The public entity is the promoter and guarantor of urban regeneration, planning and regulating interventions to ensure compliance with regulations and the collective interest.

The public entity must be able to make its assets (disused areas and buildings, barracks, public spaces, etc.) available to the market in order to ensure competition on regeneration proposals designed to maximize the protection of the public interests involved.

Urban regeneration involves a series of measures aimed at restoring degraded, abandoned, or underutilized areas, promoting new urban, social, environmental, and economic development in the area. In this context, public entities—represented by local authorities, central government agencies, or other public institutions—are called upon to play the **dual role of promoting and guaranteeing** the regeneration process.

» From the first point of view, in exercising the planning and regulatory functions assigned to it by law, the public entity is able to **guide interventions** according to a strategic logic of protecting collective interests, respecting criteria of inclusiveness and sustainability. At this stage, it is essential that the public entity identifies the real needs of the community and the requirements of the area to be redeveloped and makes them the cornerstones of the regeneration project. To do this, it is important to ensure the involvement of local communities and other qualified public stakeholders, with a view to the participatory process that is universally recognized as a factor in the success of urban regeneration interventions.

» The public entity then assumes the role of guarantor of the regeneration process, i.e., it performs a set of functions aimed at **authorizing, coordinating, monitoring, and ensuring** that urban regeneration projects are developed in accordance with regulations and pre-established public interest objectives.

Restoring degraded spaces to the community means generating social value, strengthening the sense of belonging, and creating new places for socializing, culture, and economic activity, transforming them into strategic levers for the revitalization of the area.

WHO / THE PUBLIC SECTOR

The public sector plays a fundamental role in the implementation of urban regeneration projects for two additional reasons:

» the **availability** of public **areas** and buildings to be redeveloped;

» the ability/need to obtain **financial resources**.

The public sector is called upon to manage and enhance public assets, transforming them into an active resource for improving quality of life and promoting economic development in the area. Historic buildings, abandoned areas, and public spaces, which today are often characterized by high levels of degradation and inefficient use of resources, represent potential strategic assets that, if redeveloped and enhanced, can breathe new life into neighborhoods by creating new spaces for social gathering, culture, education, and business, and generate economic, social, and environmental benefits.

Interventions on public heritage also have a strong symbolic value.

The redevelopment of spaces belonging to the community represents an investment in the quality of life of citizens and helps to strengthen the sense of belonging to the community.

Ensuring transparency and inclusiveness in decision-making processes is essential for involving the community and strengthening the social value of interventions.

THE CONTROL ROOM

The complexity of urban regeneration projects, and in particular the coexistence of numerous stakeholders with different interests (public Administration, economic operators, financiers, users of the asset, local community, neighborhood associations, etc.) makes it appropriate to identify a third party capable of coordinating, monitoring, and guiding the entire regeneration process toward the achievement of shared objectives.

The control room

Promoting collaborative agreements

Given the extreme complexity of the relationships that may exist between the parties involved in the regeneration project, there is an increasing need to establish a third-party body capable of coordinating, monitoring, and guiding the entire regeneration process. There has been frequent talk of a **Control Room**, i.e., a permanent, interdisciplinary, and intersectoral working group representing all those involved in the regeneration project (or at least the main players), with the task of ensuring consistency between the actions taken and the overall objectives, maintaining an open dialogue with all parties involved, and resolving any problems that may arise along the way.

How is this control room created and regulated?
One recent example of success is the use of the innovative technique of "collaborative agreements."

Collaborative agreements are particularly synergistic with the prospects of urban regeneration, in which various public and private operators are necessarily involved, and the setting of objectives, collateral to the purely construction-related aspects, is essential.

The use of collaborative agreements makes it possible to:

- achieve a series of collateral economic, environmental, social, and ethical objectives that are additional and supplementary to the service itself;
- achieve better supply chain management by making everyone accountable and involving them early on in key decisions alongside the client;
- formalize one or more network bodies responsible for carrying out constant, daily verification and monitoring of the progress of the contractual program;
- achieve, through the network body, better synergy between all parties involved, with responsibilities in the execution of the contract;
- optimize the management of unforeseen events

Collaborative agreements improve the management of interventions, empower the actors involved, and optimize available resources.

Finally, the introduction of **multi-party collaborative agreements** is useful right from the design phase, which plays a highly important and complex role in urban regeneration processes. In particular, active dialogue with stakeholders allows the client and key players to bring to the table needs and issues that are related and complementary to the main purpose of the regeneration project, whose collaborative and *target-oriented* management contributes to increasing the (public) value of the initiative.

In order to manage the flexibility of the Masterplan tool, it is necessary to consider that the regeneration process is “supervised” by the local authority through a control room, with **periodic round-table discussions**, extended to all parties involved in the implementation of the transformation, which, through a multidisciplinary presence, can ensure the correct implementation of the intervention and the resolution of operational problems. An intersectoral control room, also attended by sectoral bodies and agencies, is essential in the implementation phase of the regeneration process.

It must be activated immediately with all parties involved; it must continue to operate until the measures are implemented; it must operate according to a concerted approach aimed at solving problems. This is what some of the projects analyzed teach us.

There are many **advantages to using collaborative agreements** in urban regeneration projects.

Firstly, given the economic importance and extremely long timeframes involved in completing regeneration projects, developers certainly have an interest in seeing the work carried out on time and within budget. Experience in the Anglo-Saxon system, as well as initial applications in Italy, show that the use of collaborative tools effectively allows for **deadlines and budgets** to be met, with a reduction in disputes.

» Secondly, collaborative agreements can be a useful legal tool for ensuring the achievement of targets, mainly **social and environmental,** that are collateral to the regenerative action itself. Project stakeholders can introduce real commitments to this end and also regulate the forms of monitoring the results obtained, once the work has been completed and the management phase has begun, through a coordinated series of actions that may result in rewards in the event of a positive outcome. Consider, for example, ways of communicating with and involving the local community, through the introduction of listening techniques and the reporting of results, or the assessment of perceptions of sociality, safety, and involvement that can be implemented in arenovated space available to the community.

Collaborative agreements guarantee certain timescales and costs, reducing disputes during interventions. They also allow social and environmental objectives to be integrated, monitoring results and encouraging community involvement.

TERRITORIES

One of the crucial issues for the success of urban regeneration projects is the identification of areas or buildings and their availability for the implementation of the intervention.
The choice of areas must be made in advance, taking into account the collective needs and requirements of the redevelopment project, within the framework of a strategic planning and development vision for the territory.

Territories

Places of urban transformation

Especially in the case of regeneration projects involving public-private partnerships, the availability of the property becomes an essential condition for defining the relationships between the parties involved and ensuring the economic and financial balance of the operation, so that its positive effects on the local area, the environment, and social aspects are effective and long-lasting.

The choice of areas to be regenerated must respond to a strategic vision that takes into account the needs of the community and the priorities of the territory.

First of all, the identification of areas by the public entity must respond not only to numerous technical issues, but also **to the needs and requirements of the territory** that have been identified and that are to be met through the regeneration process.

What new urban layout do we want to give the area? What public interests do we want to protect?
How can the lives of those who frequent the area be improved?
How can we ensure that the project has a significant and lasting impact? over time, on the social, environmental, and economic profiles of those involved?

Based on these responses, the administrative entity, in exercising its function of land-use planning, as well as coordination and supervision of building procedures, is able to identify areas or buildings to be redeveloped and assign them a specific strategic urban development plan.

The identification of areas or buildings to be redeveloped is also an opportunity for public entities to rationalize their assets, achieve medium- to long-term management savings, and implement the system of services offered to the public and the community. Consider, for example, the large stock of disused buildings (barracks, former production areas, customs offices, etc.) owned by ministries, sector agencies, and local authorities which, if redeveloped, could become new, revitalized, high-quality spaces serving the entire community.

The availability of land is a key factor in ensuring the economic and financial balance of the project and its effectiveness over time.

The i**ssue of land availability** certainly arises. The impact of the cost of the intervention area compared to a traditional intervention on land free of buildings and previous activities is evident. The costs of acquiring the intervention areas are added to the costs of preparing the land for transformation.

Intervening in an area made available by the public sector, as part of a transformative process recognized as being in the public interest and, preferably, guided by the public sector itself, can make a difference and enable the regeneration process to begin.

The increasingly frequent involvement of public and private entities **that own large amounts of disused assets** to be reintroduced onto the market is a phenomenon worthy of attention because it generally affects central urban areas and therefore the field of urban regeneration. We are referring to entities such as the State Property Agency, Cassa Depositi e Prestiti, Ferrovie dello Stato, but also the Ministry of Defense with its large portfolio of barracks no longer in use, as well as entities such as INPS - the national social security institute, banks, and similar institutions that often have buildings and areas sited in very central locations that are no longer useful for their institutional purposes. One of the issues that arises in these cases is the development of a transformative proposal that responds to the public interest and is consistent with the objectives that the municipality has set itself in that specific urban context, balancing it with the interests of the entity that has the areas at its disposal and must also ‘enhance’ them. The **financial capacity** that these entities can make available is also fundamental and, consequently, their ability to intervene in the regeneration project by accepting a return on long-term invested capital (often referred to as ‘patient capital’) with sustainable interest rates.

The abandoned assets of public bodies and institutions represent a strategic opportunity for urban regeneration, but require projects that combine collective interest and sustainable development.

The situation is obviously much more complex if the areas are privately owned, often with diverse owners, more or less willing to sell them.

This is why some people suggest the introduction **of penalties** for those who own properties that have been abandoned and, often, left to deteriorate for a long time. Some legislative proposals for urban regeneration also provide for expropriation on grounds of public interest.

WHO / TERRITORIES

How to carry out urban regeneration
To date, the most concrete elements providing the “tools” and “resources” for the practice of urban and territorial regeneration are:

» **Equitable Planning Tools,** so that the goal of limiting land consumption, until the general goals of net zero consumption are achieved, can be accompanied by policies for the redistribution of resources. Throughthis instrument, part of the resources resulting from new land consumption transformations could be directed towards supporting regeneration interventions, either through policies for the redistribution of costs or of the higher costs resulting from territorial transformations with negative impacts on the environment.

» **Masterplan** is a long-term planning tool capable of evolving, which provides a framework for verifying the consistency of all transformations in a given area, aimed at building a shared vision of the city through the coordination of actions by multiple parties and the use of different resources.

» **Strategies for Long-Term Action**, unrestricted, and contingent actions are essential for outlining a possible future, starting from shared scenarios for the democratic development of communities. These constitute a fundamental contribution to planning choices, especially in the current context, where policies and choices for the construction of long-term scenarios are increasingly being supplanted by the need to provide immediate responses to social demands.

» **Governance** has the task of identifying the principles, rules, and procedures for managing and governing transformations in order toachieve complex change objectives specific to regeneration. It must ensure: clarity of the conditions, objectives, and strategies that lead to decisions; clarity of rules and certainty of rights; inclusion of all actors in the decision-making phases; reconstruction of a climate of trust between the public administration and private individuals; simplification of rules and procedures; capacity to adapt and manage transformations; digitization of procedures for the dissemination of information.

» **Design competitions** when they are useful for identifying alternative solutions to those initially proposed and for exploring issues related to transformations, with respect to their conceptual, practical, and operational boundaries.

» **Public Real Estate Assets** and other public administrations, constitute a significant reserve for territorial and urban development. The part of this heritage affected by divestitures, in terms of role and size, if made available to the community, could play a significant role in strengthening the public city and serving as a model for the launch of regeneration processes in the most problematic settlements.

» **Impact finance** for investment in companies, organizations, and funds that operate with the aim of generating a positive social and environmental impact that is measurable and compatible with economic returns.

HOW

HOW

» **Public-private partnerships** in their various forms, which are currently underutilized, can guarantee the financing, design, construction, and management of projects. With long-term implications: they guarantee part of the financing from the private sector; they assign a central role to the private economic operator and, above all, the role of defining objectives, monitoring compliance, and coordinating to the public partner.

» **Co-design,** resulting from co-planning and referring to the participatory and shared design and development of projects, aims to activate forms of collaboration and partnerships between public bodies and the third sector for the performance of activities of general interest.

» **Temporary uses** represent a powerful tool for regeneration processes, especially in their initial stages and in establishing dialogue between the various actors and interests involved. To date, temporary use practices and experiments, which have mostly arisen informally in cases of abandoned space recovery, have not always operated within regulated contexts. Specific legislative provisions should facilitate their promotion.

» **Measurement of results** and certification frameworks are essential to assess the value of transformations for the community, serving as a key parameter for the proper allocation of public resources.

GOVER-NANCE

To address the challenges of urban regeneration, a clear, effective, and inclusive governance system is needed, capable of ensuring clear rules, defined strategies, and coordination among all stakeholders. Well-structured governance makes it possible to overcome administrative complexities and competence conflicts, facilitating collaboration between the public, private, and civil sectors. Active participation and information sharing are key elements in building trust between institutions and citizens, promoting transparent and shared decision-making.

Governance

Participation, empowerment, leadership

The success of urban regeneration depends on the ability to integrate public and private actors in a transparent and participatory decision-making process.

Achieving the complex objectives of change, which are characteristic of regeneration policies, requires: clarity of conditions; clarity of objectives and strategies; clarity of the rules governing actions; certainty of rights; inclusion of all actors in the decision-making phases; rebuilding of a climate of trust between the public administration and private individuals; simplification of rules and procedures; capacity for implementation and coordination; the ability to adapt and manage change; and the digitization of procedures for the dissemination of information.

The effectiveness of these policies depends significantly on the structure of the related governance system, which defines the tasks of each level of government involved and, at the same time, establishes the methods of cooperation and resolution of any conflicts.

Governance for land and environmental management requires clarity on how, at the political and institutional level, choices are made and government decisions are taken that can ensure the integration (horizontal and vertical) of geographical scales, functions, and actors, with a view to defining a strategic vision for land/environment management in the medium and long term.

Horizontal and vertical integration of territorial policies is essential to avoid fragmentation and ensure consistency in urban strategies.

Since 2001, with the adoption by the European Commission of the *"European Governance - a White Paper"*, the issue of governance has become a priority at both the EU level and in individual member states. The White Paper recognizes the need to "open up the policy-making process to greater participation and empowerment" of citizens and recognizes the **reform of European governance** as a strategic objective of the European Union to be pursued on the basis of five principles:

1. openess,
2. participation,
3. accountability,
4. effectiveness,
5. coherence.

Essentially, governance raises the question of the procedures and instruments through which solutions are formulated at the political-institutional level, specifically referring to the issue of active participation and horizontal and vertical integration of formal and informal actors in the process of creating and implementing these decisions.

Governance in regeneration processes therefore implies more powers and competences than those exclusively reserved for public operators, in order to acquire all the knowledge and skills necessary to manage the transformation process through the inclusion of intermediary institutions, interest groups, as well as the business system and the involvement of stakeholders from the local economy and society.

However, broad participation is not enough: for the governance process to be truly effective, it is essential to ensure shared, clear and accessible information, creating a common language and enhancing the knowledge resources already present in the territory.

Sharing the governance process also involves making available and circulating a large amount of information, ranging from the definition of goals to the simulation of project scenarios, to be presented using common language, easily understandable to all participants. The fundamental role of **digitalization** is now clear, with its ability to reach diverse audiences through a multitude of meaningful and easily understood forms of communication.

The goal of combining spatial and social cohesion in cities requires a new form of socio-institutional creativity, capable of maximizing synergies between available resources, enhancing the intelligence spread throughout local society, and creating new, more appropriate configurations of the public sphere.

Local government, in defining strategies aimed at regeneration processes, should make the most of the wealth of **knowledge, ideas, and skills** that can already be mobilized, accumulated in past social innovation initiatives and coming from civil society and active citizenship.

To manage the complexity of urban transformation, governance capable of valuing skills, social innovation, and territorial resources is needed.

SYSTEMS

The relationships that we are most immediately able to address, operating under the banner of the territory and its policies, are those that we perceive directly in our actions in space: the relationships of mobility, of carrying out our activities, of building sociality, and of implementing our projects. More directly linked to these relationships are the terms of public transportation, connectivity for access to the information system, accessibility, and the public city, Co-housing aimed at neighbourhood relationships, cooperation in sharing common values.

Systems

Connection for success

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Local networks:
- **Public transport**
- **Connectivity**
- **Accessibility**
- **Public spaces and services (the public city)**
- **Co-housing**
- **Cooperation**

Regeneration cannot discuss places without addressing the system of relationships that these will establish with the lives of the social actors who will use them.

Urban regeneration cannot ignore the networks of relationships between people, services, and mobility, which are fundamental elements for quality of life.

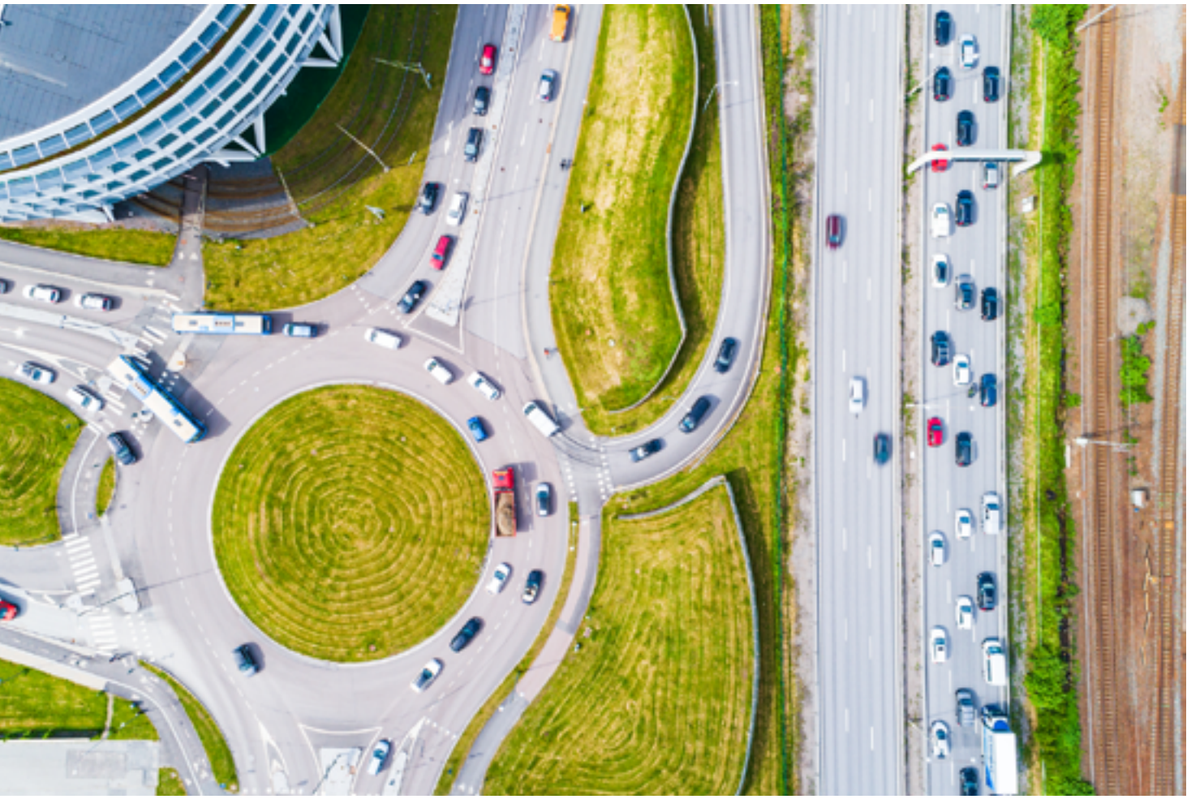
The process of restoring urban quality, both physically, in terms of land and buildings, and in terms of **the social and cultural revitalization** of the areas concerned, is characterized by the need to activate both public and private resources, with the aim of bringing together public resources and investments, those of businesses, non-profit social organizations, and cooperatives, in pursuit of common goals.

It is a matter of knowing how to build, within a systemic vision, networks between multiple entities that employ individual resources, including their creative contributions, in order to achieve shared objectives.

In this context, **cooperation** at various levels and between different social partners could help to alleviate the situations of greatest degradation, and structural and social difficulty that are most frequently found in predominantly residential peripheral areas. For these parts of cities, regeneration processes will be more difficult to sustain if they are addressed solely through traditional market mechanisms based exclusively on the principles of maximizing returns and real estate investments.

It is therefore necessary to mobilize different resources, based on social responsibility, mutual trust between actors, and relationships with social communities. This is a privileged area of intervention, for example, for cooperatives. These represent a tool which, in addition to protecting vulnerable sections of the population in a spirit of solidarity, can be a resource for regeneration policies, making them responsible for their territories with a view to the **lasting and sustainable development** of their communities.

HOW / SYSTEMS



New services for social housing and co-housing, the organization and management of retail outlets in the most difficult situations, the organization of the transport system for new needs, the enhancement of local craftsmanship, the implementation of cultural activities, the management of temporary uses during the implementation process of transformations, the management of community services, community energy management, the organization of digital consumption, and social animation are just a f**ew examples of useful and effective cooperation**.

It is essential to be able to acquire **data characterizing** the state of the area, but also the surrounding conditions, with respect to a set of factors such as past activities and the need for remediation, verification of the system and the state of technical and technological networks, verification of the system of constraints, and much more. Therefore, it is beneficial to have adequate territorial information systems with standardized and updated information, as well as the possibility of interacting with the sector bodies and agencies that manage networks and services. In fact, it is important that, right from the feasibility assessment stage of the regeneration intervention, the project can be developed starting from a **suitable, updated, and usable database**.

The presence of territorial information systems and interaction with sector bodies and agencies enable projects to be developed on a solid and up- to-date knowledge base.

EQUITABLE PLANNING TOOLS

Urban regeneration is a process that requires substantial economic resources and careful management of territorial transformations. But how can sustainable interventions be guaranteed even in less profitable contexts, such as peripheral areas or areas with social fragility? Equalization mechanisms offer an answer: redistributing the benefits generated by urban transformations to compensate environmental and social impacts, directing investments towards objectives of general interest. Financial and fiscal instruments, such as compensation funds, can become strategic levers to encourage the recovery of brownfield sites and promote more equitable urban development models.

Equitable Planning Tools

Urban balance, shared resources

Urban regeneration involves and will increasingly involve collective interests. It therefore requires clarity of conditions (territorial, infrastructural, social, cultural), clarity of shared objectives (general, achievable, desirable), coordination skills (between different public and private bodies and citizens), clarity in the allocation of economic resources (through the use of private and public resources and resources that can be obtained from the redistribution of resources derived from transformation interventions that generate new environmental impacts), and the ability to adapt and manage (maintaining the objective and its possible adaptations to changes over time and adapting the tools).

Urban regeneration requires clarity, coordination, and adequate economic tools. Equalization mechanisms redistribute resources to promote transformations of collective interest, especially in fragile peripheral areas.

The use of compensatory **Equitable Planning Tools** could promote regeneration projects by supporting their implementation through the use of resources derived from transformations with negative environmental impacts, distributable according to priorities of general interest.

Once the cycle of regeneration in historic centers and the recovery of the most central and attractive brownfield sites has been completed, the challenge will be to **redevelop peripheral settlements**, mainly residential, which are in serious structural and social difficulty, without conservation constraints but with social and economic issues that are more problematic than those faced in previous cycles.

The focus will shift further from the sphere of architectural and urban heritage protection toward social, economic, and environmental heritage, and the economic commitment to regeneration processes will gradually become more burdensome.

Without the simultaneous adoption of measures aimed at limiting land consumption, regeneration projects for abandoned industrial areas and suburban settlements, which are less profitable than the regeneration of central areas that are not predominantly publicly funded, will struggle to progress or be started, due to their higher costs compared to new construction projects in undeveloped areas.

The “take-off” of regenerative practices, as part of the transition towards thenew horizons proposed by the European Parliament for 2050 (in particular, the achievement of the goal of zero net land consumption should be supported, given their value of general interest, through appropriate intervention policies and **compensatory Equitable Planning Tools**. These mechanisms could provide for the allocation of building rights attributable to the areas to be regenerated and acquirable from them upon completion of the regeneration freely spendable and whose acquisition should be binding for new land consumption transformations, if permitted.

Equalization mechanisms and targeted incentives can promote urban transformation, making it economically sustainable and consistent with the goal of zero net land consumption by 2050.

The key issues for the actual promotion of future regenerative practices are:

» recognition **of the public interest** i n regeneration interventions (verified for implementation priorities and consistency with a clear reference framework);

» the resulting opportunity to support its implementation through **financing with public resources;**

» **the identification of additional resources** resulting from the application of equalization mechanisms (up to the compensation of their corresponding value of general interest, to be quantified as an improvement in the environmental, social, and landscape components of the relevant territorial contexts).

HOW / EQUITABLE PLANNING TOOLS

Equalization tools are now part of land management practices, both at the local and territorial levels. The aim would be to use them **to limit further land consumption** by imposing costs determined by ecosystem impacts in favor of regeneration measures. Creating new development opportunities based on the negative externalities produced by new land consumption and the environmental impacts generated.

The success that can be derived from the application of these instruments can be reinforced by financial and fiscal instruments such as, for example, “financial compensation funds,” which can be established through agreements between public administrations and financed with the entities’ own resources, or with funds deriving from territorial transformations and tax revenues resulting from the implementation of the interventions.

In this way, compensation measures resulting from transformations with negative environmental impacts can finance, on a compensatory basis, measures in areas characterized by greater social, demographic, and economic fragility and those that provide significant ecosystem services.

MASTER-PLAN

In a context where urban needs are changing rapidly and decisions must balance strategic vision with immediate responses, the Masterplan is proposed as a flexible and shared planning tool. Rather than a rigid regulatory constraint, it is a framework capable of guiding public and private transformations toward a common goal, adapting to territorial developments. Through participatory processes, the Masterplan becomes a connecting element between institutions, citizens, and investors, promoting consensus building and consistency of actions. Its value lies not only in defining strategies, but also in its ability to take root in social and economic reality, accompanying urban development with open and dynamic governance.

Masterplan

A clear vision of the future

The contribution of planning choices to the democratic development of a community, in a scenario where long-term territorial policies and strategies are continually superseded by the need to provide immediate responses to social demands, is not always clear and consistent.

The Masterplan could provide a solution to this problem. Designed as a long-term **planning tool**, it is flexible and capable of evolving easily, providing a reference framework for verifying the consistency of all transformations in a given area (whether public, private, or mixed initiatives) aimed at building a predefined and shared vision.

“An idea of a city” as a vision for evaluating strategies, the appropriate use of resources, and the coordination of actions among the various actors involved in its implementation.

A flexible and dynamic tool, capable of adapting over time through the involvement of public and private actors.

Taking root in the territory and building consensus are essential conditions for the Masterplan to be truly effective.

The Masterplan could be a voluntary instrument, freely shared and approved by the parties concerned, whether public and/or private, to be implemented through one or more agreements, characterized by participatory processes that establish the validity of its content for economic and social purposes for the citizens of the territories affected by the territorial planning project. It is **a flexible tool**, given that it has no intrinsic prescriptive value as it is not regulated by law, since the project actions contained therein are envisaged and implementable exclusively through agreements between the interested parties and are therefore easily modifiable by mutual agreement whenever deemed necessary.

The Masterplan therefore deals with physical planning, policies, both public and private works, the implementation of collective demands, and the coordination of activities.

It is a **strategic tool**, without binding constraints, light, tactical, and dynamic, which can serve as a framework for directing regeneration interventions: identifying the horizons and scenarios of change and modifying them as necessary; organizing and leading community involvement; defining programs, phases, and implementation priorities; identifying the resources needed to support the transformations; coordinating actions; verifying the results produced by the transformations implemented.

In order to be effective, this tool needs to take root, consolidating relationships with stakeholders, with the social, economic, and cultural reality of the territory and with investors, building consensus through the involvement of the local community.

HOW / MASTERPLAN

The Masterplan, in its own development process, identifies the most appropriate reasons and methods for its implementation.

The correct implementation of the policy of interventions envisaged through the implementation of the planned interventions depends strictly on **the ability to settle in the material and social reality in which it operates**, building alliances and virtuous relationships with local stakeholders, the social, economic, and cultural reality of the territory,andwith all those interested in investing. The more these conditions are guaranteed, the more likely the Masterplan will be able to achieve its objectives.

It may also encompass the following additional components:

» defining **the structure** of the public city, planning and identifying the resources necessary for the implementation of services;

» determine the **mix of functions** of general interest and their relationships, including the possible establishment of temporary functions within the restoration of existing buildings during the implementation phases;

» oversee the schedule for the **coordination** of all ongoing and planned transformations, both public and private;

» updating the **priorities** for implementing the interventions by involving the community and acting as a consensus builder.

The Masterplan could be an innovative component of a planning system in which the general urban planning tool is entrusted with the task of defining the medium/long-term vision for the city and the strategies for pursuing it, while a tool such as the Masterplan, which is more flexible but also more “design-oriented”, is tasked with outlining the urban design of a part of the city, allowing for implementation through specific interventions that are consistent with an **overall vision** of the area’s future and its relationship with its context.

The Masterplan can complement urban planning by defining a flexible and coherent urban project, capable of guiding specific interventions while maintaining the overall vision.

MEASURE

The challenge of climate change and the growing responsibility and attention to environmental sustainability issues require the definition of measurement and reporting processes, as well as certification of the impacts generated by territorial transformations. Similarly, in regeneration projects, it will be necessary to correctly measure the general interest they represent, assessing the positive environmental and social impacts to determine the value these projects have for the community. On this basis, it will be possible to allocate the public resources needed to support them, also through implementation priorities.

Measure

The scale of change

A correct approach to measuring and certifying the impact of regeneration projects on the environment and our quality of life, whether positive or negative, should at least consider:

- the **urban and architectural quality** of the interventions, based on their capacity for integration and continuity with the existing environment; their capacity for innovation and improvement of the built space; attention to public space as a central element of urban quality and social aggregation; and levels of infrastructural connectivity;
- the **capacity to restore and improve** environmental balance, taking into account reclamation; savings in land consumption; reduction of permeable areas; reduction of heat islands; sustainable energy use; energy upgrades; energy savings; rebalancing of built and green spaces; enhancement of urban greenery and the ecological network;
- contribution to **economic and social development**, in light of the assessment of the economic and social repercussions of the intervention; housing supply; enhancement and redevelopment of the service system; balance between cultural features and the construction of a new identity;
- improving levels of **accessibility to common resources** and the service system;
- respect for the history of places and communities, after preliminary assessment of the appropriateness of preserving or reusing inherited buildings.

The quality of a project is not measured solely in economic terms, but also through parameters of environmental sustainability, accessibility, and social cohesion.

The measure of **regulatory ecosystem services**, which ensure the functioning of the environmental ecosystem (e.g., atmospheric gases, climate, water, erosion, prevention of instability, and habitats for biodiversity), is already being tested in some regions. One example is the Emilia-Romagna region, which in 2021, in implementation of the 2017 regional law on land management, published the “Guidelines for an ecosystem approach to planning.” On the contrary, measuring cultural ecosystem services, such as aesthetic, recreational, educational, spiritual, artistic, and identity values, is more complex, and their definition depends on the specific characteristics and sensibilities of each local context.

While measuring environmental impact is possible and desirable, quantifying the cultural value and identity of a place remains an open challenge, linked to the specific characteristics of each context.

It would therefore be appropriate, for regulatory ecosystem services, to adopt a system at different institutional levels for economic-environmental accounting, based on common guidelines, capable of providing an economic assessment of real well-being, not exclusively related to economic growth.

HOW / MEASURE

What to do at urban regeneration implementation stage
The implementation and outcome of urban regeneration are manifested through a series of aspects and factors that can determine the success of the entire process. These factors have the greatest impact because they are “visible” at the end of the interventions and are therefore those that the community can consider for assessment.

Urban regeneration represents a strategic opportunity to transform existing spaces, enhance the value of the local area, and respond to the challenges of a constantly evolving society. A successful regeneration project stands out for its ability to combine innovative vision and sustainability, promoting interventions that not only improve the aesthetics and functionality of an area, but also enhance its **cultural, social, and economic value**.

The transformation of spaces is a key element: redeveloping disused or degraded buildings and urban areas means giving them a new identity, capable of attracting investment, talent, and new opportunities. This process of enhancement helps to strengthen the attractiveness of the area, making it a point of reference for citizens, the community, tourists, and productive activities.

In this context, an effective communication plan is essential for including and conveying the principles and content of the project to the various stakeholders, based on an approach of creating value that transforms the area and makes it more welcoming and sustainable.

A key aspect is the relationship between the project and its context. The theme of sustainable mobility and the creation of accessible, efficient, and environmentally friendly transport networks not only improves the quality of urban life but also promotes a more fluid connection between people and regenerated spaces.

The creation of **zero-emission cycling, pedestrian, and public transport infrastructure** to encourage reduced car use and improve quality of life are essential assets for making cities more efficient and livable. Encouraging electric mobility, creating dedicated public transport routes, and establishing restricted traffic zones helps improve the environment and safety, while the recovery of abandoned spaces promotes accessibility and social inclusion.

Urban design interventions and the creation of safe and accessible routes encourage the use of public and alternative transport, thereby reducing emissions and improving the quality of life for residents. With community involvement and the adoption of smart technologies, the project not only enhances the area but also promotes a culture of sustainable and inclusive mobility.

Specifically, if we want to summarize the significant elements that can influence the success of urban regeneration operations, we can highlight the following:

» **the size of the intervention area**, which affects the social, urban, and economic fabric of significant portions of the city in question, in order to trigger virtuous collective processes covering large portions of the city, even outside the intervention area (transformation);

» **the presence of integrated professionals** who encompass not only technical fields but also humanities and economics, coordinated by project management teams capable of accompanying all phases of planning, design, implementation, and use;

» **a participatory approach** that, from the earliest stages of the process, lays the foundations for sharing and consensus building, open to contributions from all stakeholders;

» strong integration between **environmental and social sustainability** aspects, with significant attention to fragility and inclusiveness;

» the presence of a strong, functional, architectural idea that is a driving and attractive factor for transformation and makes the place and its new life recognizable **(attractiveness)**;

» prevalence of permeable public spaces at the bases of buildings, to encourage collective use of open space, restoring historically secluded and private spaces to the city, aiming at the reappropriation of the urban context **(quality)**;

» integration between building transformations, infrastructure, services, and green spaces, within a coordinated system that can be monitored over time and that is capable to objectively assess the positive and negative effects on the territory **(infrastructure)**.

WHAT

Let us finally approach some points regarding the parameter of **“time”**, which is essential to the success of urban regeneration operations. On the one hand, the complexity of the process and the relationships between the stakeholders involved requires a significant amount of time, possibly several years, on the other hand the feasibility of the economic and financial forecasts means that investors can be given definite certainties in terms of time and cost. It is therefore necessary for everyone to make an effort to guarantee these conditions, in a participatory and collaborative approach that overcomes mistrust between the private and public sectors. It is also clear that the feasibility of the specific process of transforming an urban area depends heavily on the general regulatory context, which is still far from being simplified and clearly interpreted.

Time is a key variable: between the need for certainty for investors and the complexity of the processes, a collective effort is needed to ensure sustainable timelines and clearer regulations.

The path to creating the basic conditions for the success of regenerative processes therefore involves all level administrative authorities.

Beyond efforts to simplify regulations, it will be necessary to implement measures so that objective verification of results can provide useful information for regulatory and process development. It is essential that all operators are willing to find a new balance between theory and practice, in which each of these areas can effectively contribute to improvement.

ATTRACTIVE-NESS

The appeal of an urban regeneration project is not measured solely by the aesthetic or functional quality of the redeveloped spaces, but by their ability to generate value for the community. An attractive place is one that responds to the needs of the present without losing its connection to its identity, creating a balance between private investment and public benefit. But for a project to really work, it is not enough to implement it: it is necessary to circulate it, make it recognizable and accessible, build a sense of belonging around it. Attractiveness is not just a question of architecture or urban planning, it implies the ability to transform space into a lived-in place, capable of welcoming people and telling its story.

Attractiveness

Identity, flexibility, safety

The concept of attractiveness is applied in urban regeneration projects through a dual mechanism, based on the balance that must be sought between private and public interests. An attractive intervention is a process that combines the interests of investors, who legitimately seek to make a profit, with the public benefit, i.e., the creation of closed and open spaces with characteristics of inclusiveness, hospitality, diversity valuing, and safety. However, attractiveness depends not only on the "content" of an intervention but also on two other significant variables:

1. "communication," or the ability to convey the positive outcomes to the largest possible audience, and
2. "time", i.e., the ability to implement and achieve the set objectives.

The attractiveness of an urban regeneration project generates consensus both among its direct implementers and among the stakeholders involved, according to a principle of **value creation** that transforms the area and makes it more welcoming and sustainable.

The appeal of an urban regeneration project is in fact based on the positive values it produces within its action scope through the transformation of the environment, as well as on its effects at urban and neighborhood scale.

» See, for example, the proposal for a new waterfront in Reggio Calabria, where the local infrastructure network is connected to international routes thanks to the presence of water.

» If it manages to trigger social, economic, and safety phenomena that have a positive impact on the surrounding area - as in the case of the Parco della Giustizia in Bari or the former Testafochi barracks in Aosta - a virtuous effect is created that triggers important transformations even at the borders or in larger areas of the territory, as is the case with the Olona River pedestrian and cycle path project in Varese.

Social transformation therefore generates an "appeal" for the use of space, especially when it is public, which encourages the influx and permanence of people on an urban and neighborhood scale.

» It is also essential to correctly convey the benefits produced by a project to the various stakeholders through effective communication, customized to the types of people to be reached. See, for example, the DARE project in Ravenna.

Participatory design mechanisms (launching initiatives, temporary occupation of spaces, workshops) encourage debate, can identify unexpected solutions, and encourage participation in the implementation process, thus generating, through satisfaction and participation, a context conducive to the development of the initiative.

WHAT / ATTRACTIVENESS

» Effective urban regeneration must start from an understanding of **the social and economic phenomena of the context**, integrating technical and humanistic skills to anticipate trends and respond to the needs of the community. An interdisciplinary and participatory approach allows scenarios to be analyzed and consensus to be built, as in the DARE in Ravenna and the State Police Headquarters in Naples projects.

» Similarly, a regenerated space must generate an emotional connection with its users, creating a **sense of belonging and identification**. When multiple interconnected projects transform the city as a whole, an evolutionary process is activated, reinforcing the inclusiveness and attractiveness of the urban space, as demonstrated by the interventions of the Prada Foundation in Milan, the Parco della Creatività in Modena, and the Ex Palaspecchi in Ferrara.

The concept of attractiveness is mainly associated with **public space**, because it is more widely shared and used, and with the possibility of using this space in an integrated way, without prejudice to the its recognizability and specificity. On the other hand, totally flexible solutions do not provide significant results because they are depersonalized, decontextualized, and lacking in character.

Urban attractiveness is based on the quality of public space and its identity: overly flexible solutions risk losing character and value.

On the contrary, integrated solutions that capture the spirit of the place shall be capable to fulfill actual needs and expectations.

INFRA-STRUCTURE

An effective urban regeneration project must focus on sustainable mobility by integrating cycling, pedestrian, and zero-emission public transport infrastructure to encourage reduced car use and improve quality of life.
Innovative solutions, such as shared mobility hubs, bicycle parking facilities and intelligent traffic management systems are essential for making cities more efficient and livable. Encouraging electric mobility, creating dedicated public transport lanes, and establishing low-traffic zones will help improve the environment and safety, while the redevelopment of abandoned spaces will promote accessibility and social inclusion.

Infrastructure

Digital, transport, services, green spaces

Urban regeneration must promote intermodality, creating sustainable connection hubs through the redevelopment of degraded areas. Community involvement and the use of smart technologies are essential for creating safe and inclusive spaces, encouraging the use of public transport, and fostering a culture of sustainable mobility. This approach makes cities more resilient, green, and connected, contributing to a higher and more sustainable quality of life.

Sustainable mobility therefore emerges as a central element in an integrated vision of an urban regeneration project.

The creation of an "infrastructural framework" with strategic connections promotes accessibility, private investment, and the enhancement of the area, transforming regenerated areas into more attractive and functional spaces.

In this context, the creation of an **"infrastructural framework",** a network of infrastructure connecting various points in the regenerated area, becomes crucial, not only because it promotes access and alternative mobility, but also because it helps to improve the appearance and perception of the area, stimulating private investment and enhancing the value of the territory.

Urban regeneration must also be an opportunity to promote **environmental sustainability**, also through sustainable mobility. The design of safe and accessible routes for pedestrians and cyclists encourages active mobility, promoting the use of alternative transport and reducing reliance on motor vehicles. Furthermore, proximity to railways, subways, or other public transport infrastructure makes these areas more accessible and attractive, creating more inclusive urban spaces that meet the needs of all users in the area.

The connection to public transport also promotes the **economic development of the area**, making it more attractive to investors for the establishment of commercial, residential, and cultural activities. In this way, urban regeneration not only improves the livability of neighborhoods but also stimulates the local economy, generating employment and new business opportunities.

The success of a regeneration project also depends on the active involvement of the local community.

Participatory design, through public consultations, workshops, and co- design activities, allows for the collection of residents' needs and expectations, promoting the creation of spaces actually meeting the needs of the neighborhood. This approach helps to build a sense of belonging, which contributes to the care and enhancement of public spaces by the community. Furthermore, community involvement promotes a culture of sustainable and inclusive mobility, strengthening social ties and improving collective well-being.

WHAT / INFRASTRUCTURE

Another advantage is increased safety in the redeveloped areas.

The transformation of abandoned spaces into livable places, with a strong human presence and good lighting, reduces the risk of degradation and antisocial behavior, increasing natural surveillance. Regeneration projects thus help to make neighborhoods safer for both residents and visitors. In addition, improving infrastructure and mobility helps to make cities more resilient, ready to respond to future challenges related to climate change and increasing urbanization.

Urban regeneration projects can integrate smart technologies to optimize traffic flows and improve service efficiency. The adoption of intelligent traffic management systems, shared mobility hubs, and the digitization of public services are tools that contribute to creating a more modern and interconnected city. **Intermodal mobility**, which allows for seamless transitions between public transport, bicycles, scooters, and electric cars, makes urban mobility more efficient and less impactful, responding to a more sustainable city model.

Thanks to the creation of modern and sustainable infrastructure, these areas become dynamic centers of social, economic, and cultural activity, helping to improve residents' quality of life and reduce environmental impact.

The use of smart technologies and shared mobility hubs optimizes traffic and services, making the city more interconnected, efficient, and ready to face the challenges of sustainability.

QUALITY

Quality in an urban regeneration project is not limited to the creation of functional and aesthetically pleasing spaces, but embraces a broader vision that involves the interaction between the environment, community, and sustainability. This is reflected in the ability of an intervention to respond to the social and economic needs of citizens, improving their quality of life and creating new spaces for socializing and inclusion. Quality is also reflected in the attention to architectural detail and the choice of environmentally friendly materials and technologies, to reduce environmental impact and promote energy efficiency.

Quality

Harmony between aesthetics and function

A high-quality urban regeneration project must be capable of transforming degraded areas into lively, dynamic places, stimulating innovation, accessibility, and safety, without overlooking the enhancement of historical and cultural heritage. Only through an **integrated approach** encompassing social, economic, and environmental sustainability can urban regeneration feature both a physical transformation, and a real opportunity for growth and improvement for the community.

Quality in urban regeneration is not just aesthetic as it concerns as well the balance between sustainability, social inclusion, and enhancement of the context.

Architectural quality is a fundamental aspect of any urban regeneration project. It is not just a question of designing aesthetically beautiful or modern buildings, but of creating architecture that meets the needs of the community and promotes the integration of new spaces into the urban context. A project of architectural quality must be capable of solving problems of accessibility, safety, comfort, and beauty through the use of shapes, materials, and construction techniques that are functional and sustainable.

In this sense, architecture should not be seen as an end in itself, but as a means of creating places where people can live and interact positively.

This implies a reflection on **the intended use of spaces**: residential, commercial, cultural, recreational, or mixed. The choice of intended use must take into account not only economic and functional needs, but also social cohesion and the integration of the area into the wider urban fabric.

Furthermore, the architectural approach must respect and enhance the historical and cultural context of the area, integrating new interventions without overriding or erasing the memory of the place. A high-quality architectural project does create a balance **between innovation and respect for heritage**, promoting a dialogue between the ancient and the contemporary.

A high-quality urban regeneration project must promote social cohesion by creating accessible and inclusive spaces. Squares, parks, and social housing promote interaction and integration, counteracting phenomena such as gentrification and segregation.

Quality urban regeneration design is not limited to the construction of new buildings or public spaces, as it must promote social cohesion. This means that the intervention must target the fulfillment of all social categories needs, promoting the inclusion and integration of different groups. A good urban regeneration project cannot ignore the processes of gentrification and social segregation that sometimes accompany urban transformation.

Social cohesion involves creating **public spaces** that **are accessible to everyone**, regardless of their economic, ethnic, or cultural background. Public spaces and common facilities must be designed to encourage people to meet and interact, with particular attention to those living in marginalized conditions. This can be achieved through the design of inclusive spaces, such as squares, parks, and cultural centers, but also through social housing policies and projects that encourage the active participation of residents in design choices.

The quality of materials is a crucial aspect of urban regeneration, not only to ensure the durability and safety of structures, but also to reduce the environmental impact of the intervention.

The use of ecological and sustainable materials, from renewable sources or easily recycled, is an essential component of a qualitatively sustainable urban project.

Furthermore, the quality of materials is not only about adopting environmentally friendly solutions, but also about their ability to contribute to improving the well-being of people living and working in the regenerated spaces. The use of natural materials, such as wood or stone, or materials that promote **thermal and acoustic comfort**, helps to create healthier and more comfortable environments.

The use of sustainable materials and innovative technologies improves comfort and reduces the environmental impact of urban interventions. Design must integrate environmentally friendly solutions, ensuring energy efficiency and quality of spaces.

Environmental sustainability must be integrated into all phases of the project, from design to construction and post-occupancy management. The goal is to **minimize environmental impact**, both in terms of energy consumption and resource management, by promoting energy efficiency solutions, renewable energy, CO2 emission reduction, and waste management.

The quality of an urban regeneration project is closely linked to the intended use of involved spaces.

A project that combines a **mix of** functions - residential, commercial, cultural, recreational, and green - has greater potential to promote the livability and dynamism of the neighborhood. Diversifying the intended uses helps to avoid desolation and promotes the economic and social growth of the area, creating a vibrant and attractive environment for different categories of people.

The integration of functions is also essential to promote greater **accessibility** to services and reduce the need for travel, with consequent benefits in terms of sustainability and quality of life. However, it is essential to select the intended uses consistently with the context, avoiding overloading or distorting the area with activities that are too invasive or discordant with the history and characteristics of the place.

TRANSFOR-MATION

The concept of transformation guides all the projects analyzed, as the backbone of urban regeneration. Areas of different sizes that constitute a limitation, a social and environmental hazard, and an obstacle to the continuity of transport and networks, must undergo radical transformations to become places for people to gather, elements of continuity in the urban space, opportunities to enhance the specific characteristics of a territory, and chances for redemption.

Transformation

The shape of change

The physical transformation of spaces represents an opportunity to generate **social and economic changes** through which it is possible to measure the effectiveness of the proposed solutions: the values of safety, beauty, permeability, and inclusion take their place and gradually replace the barriers and limitations that degraded areas have consolidated over time. While it is true that the process of transformation from an original state to a substantially different future state involves a significant consumption of energy and resources, it is equally true that the parties involved must equip themselves with adequate tools to monitor the medium- to long-term effects in a quantitative manner.

The physical transformation of spaces becomes an opportunity to trigger social and economic processes, restoring value and quality to the city.

Only thus can we demonstrate the positive energy balance of regeneration operations and, thanks to the experience gained, all- levels administrative authorities can set future policy actions based on reliable data and lessons learned.

The comparison between the interventions described offers numerous interesting insights into this topic, identifying both common elements and certain peculiarities, according to a mix of concepts that varies from case to case depending on the specific context, the approach of the designer and the implementing entity, as well as the views of the competent administration. Ultimately, although it is not possible to establish precise shared rules, it is possible to summarize some recurring elements featuring **favorable conditions** for the implementation of urban regeneration projects.

For the transformation to be effective, it is essential to have monitoring tools in place to assess its medium- to long-term effects. Only an analysis based on reliable data can measure the energy and social balance of the interventions, guiding future urban policies.

In summary, the concept of transformation is a **cross-cutting concept** in urban regeneration, encompassing stakeholders, the conditions of the area, the characteristics of the surrounding areas and the city as a whole, and the social, economic, and cultural structure, based on a development that accompanies the entire regeneration process and is not always monitored, described, and understood in its complexity. It should be noted, as a critical element for future discussion, that there is almost always a lack of **tools for monitoring** the effectiveness of post-intervention transformations.

One of the complex and decisive issues for the success of the transformation is the start of the process.

Since this generally involves areas that have been abandoned for some time - with varying degrees of physical and social degradatio - and are therefore perceived as unsafe, the methods for 'triggering' the intervention are complex. As is well known, in some cases so-called **"temporary uses"** are employed in order to change the negative perception of the area at low cost by promoting its use. There are also examples of municipalities that grant temporary use of their assets for varying periods of time in exchange for a commitment to carry out minor maintenance work, as well as to manage activities open to the community.

Temporary uses, cultural events, and public facilities can change the perception of places, attract investors, and promote lasting and inclusive transformation.

In the projects analyzed, the planned establishment of attractive facilities (public or open to the public) of great value to the city made the difference, and these attractive facilities often have to do with culture (theaters and museums, for example). Of course, it is not irrelevant that the intervention concerns a medium/large city and, therefore, has a significant catchment area rather than smaller and/or more peripheral cities; in these cases, **public support** for the launch of regeneration processes is probably the only way forward.

However, it is essential that the municipality or other owners of the areas have **ideas and resources** to ensure the launch of initial measures aimed primarily at changing perceptions of the area and thus guaranteeing the possibility of success in finding investors and/or partners with whose support the regeneration process can be completed.

WHAT / TRANSFORMATION

WHEN?

by Valter Macchi, OICE Regional Councilor for the Central Area

The issues of land consumption and urban regeneration have been on the parliamentary agenda for many years; the first debate took place in 2012 during the Monti government, and it is not surprising that the bills have not yet been definitively approved with the enactment of a law, not so much because the bills differ on the exact moment when land consumption should be halted, but because the issue of land ownership and land rent has never been resolved, leaving a legislative vacuum on the Land Regime, i.e., on ius aedificandi and building rights.

The other aspect is that, from 1942 to the present day, the issue of territorial governance has never been addressed in its entirety, but has been fragmented by a set of legislative provisions that have focused more on recovering spontaneous private and sometimes public initiatives without the ability to govern rapid social, economic, and infrastructural change, while protecting our historical and environmental heritage, which is our country's greatest resource.

OICE is convinced that the time has come for a major urban planning and historical-environmental protection reform capable of revitalizing our socio-economic fabric. For this reason, it calls on the government to commit to enacting at least the Urban Regeneration Law during this legislative term.

Tight deadlines require us to make quick decisions, even if they are difficult. For this reason, OICE also looks forward for the Consolidated Law on Construction and Urban Planning approval, that repeals all the laws that have been enacted since 1942, finally showing the courage to change.

Outlook

OICE's proposals

During the last legislative term, OICE welcomed the start of parliamentary work aimed at defining a **framework of rules at the state level** for regulating urban regeneration projects. We take this occasion to confirm our positive opinion for the swift approval of a long-awaited bill that can no longer be postponed.

Urban regeneration is certainly the challenge of the coming years in terms of redeveloping cities and territories, not only from the point of view of buildings and infrastructure but, more generally, from a social, economic, and environmental perspective. In this sense, it is essential that state law provides a **correct definition of regeneration**, which should not be confused with building or urban restructuring as defined by Presidential Decree 380/2001.

The law should be aimed at promoting urban regeneration understood as

"A systematic set of urban and building transformations on urban fabrics characterized by urban and building degradation and by consolidated conditions of disuse or abandonment determined by uses that are no longer in line with the needs of the real estate market in the specific context."

The ongoing debate in recent years has focused attention on the need to develop a **different and more sustainable model of development**, particularly for urbanized areas where the effects of climate change, energy scarcity, and social inequalities are particularly evident. The need to address - in a systematic manner and according to shared rules - the radical transformations that our cities must face has been expressed for a long time, and we believe that it must now be met with great care and balance, taking into account the challenges we face at the international level and the rules that have been issued to date by some of the regions. This is no simple task, given that it involves complex and intricate administrative procedures. It is therefore crucial to develop clear and certain rules of principle in line with European regulations (suffice it to think of the net land consumption targets for 2050 and the 'green homes' directive, to decarbonization by 2030...) and that precisely define the various responsibilities at the national, regional, and municipal levels.

Finally, it is necessary to provide legislative and administrative levels with guidelines that are as clear as possible on **historical, artistic, and landscape restrictions** that do not impose an absolute and a priori ban on interventions on listed buildings, but rather require verification, on a case-by-case basis, of their compatibility with cultural or landscape considerations.

Based on these premises, a **state law** is needed with streamlined and easily applicable regulations that address the main issues relating to urban regeneration, without prejudice to innovative regional legislation that is consistent with the principles contained in the law, and which requires other regions to adapt their laws within a specific timeframe.

The law should make a clear distinction between state, regional, and local government responsibilities, guaranteeing the latter a central role in the implementation of urban regeneration programs and interventions, without subjecting them to excessive procedural requirements.

The State should be reserved exclusively for functions of legislative initiative, guidance and direction of the activities of Regions and Local Authorities, coordination and monitoring in the management of public funds.

State law must clarify the concept of urban regeneration, which differs from building and urban restructuring as regulated by Legislative Decree 380/2001, and must simultaneously address the issue of limits on the consumption of permeable land, appropriately supporting the recovery of already urbanized areas. Regeneration should in fact concern those urban or territorial contexts that over time have undergone a **process of loss of role** with the emptying of their original functions, phenomena of social, economic, physical, and even environmental degradation. Intervening in these contexts requires a variety of actions of different kinds (material and immaterial), considerable resources, and, generally, a long time frame. Furthermore, the process may not be linear but rather requires **monitoring** to assess any changes in direction. If one of the goals for 2050 is zero land consumption, it is clear that urban regeneration is one of the tools for its achievement.

OUTLOOK / OICE PROPOSALS

Among the goals, attention is focused on support, through regeneration, for interventions on **infrastructure networks, environmental restoration, and hydrogeological remediation**. The lack of quality public spaces and land consumption reaching critical levels, energy costs that can no longer tolerate waste, and the disposal of waste and non-recyclable materials have led to an awareness that action and solutions can no longer be postponed.

Urban regeneration as a tool for limiting land consumption but, at the same time, improving the existing city by **enhancing services, urban greenery, and quality public spaces** requires a significant reorientation of the regulations governing interventions. Urban planning incentives should be provided, such as the possibility of increasing building density and height, also linked to improvements in energy efficiency and seismic safety, but also tax incentives through the reduction of concession fees or the elimination of extraordinary contributions.

The law should also address the issue of **the legitimacy** of existing buildings that are to be regenerated. At least for some cases of spontaneous construction, the possibility of overcoming the double compliance currently required should be considered, as this often hinders the feasibility of interventions.

Regeneration projects should be recognized as being in the public interest, not limited to public works, but to all actions introduced, taking into account the role that private actors can play in these complex processes when they contribute to the achievement of objectives.

It is the responsibility of municipalities to define the objectives that regeneration must achieve, in specific contexts, starting from a strategic vision of the development of their city/territory, which is expressed in **urban planning** that is very different from that defined by the urban planning law of 1942. The general urban plan should, in fact, evolve in a more strategic sense in defining the horizon towards which to strive but, at the same time, be more flexible with regard to the implementation process, which can only be defined over time. A strategic vision that is built through **participatory governance** processes. Municipalities and other local authorities must be assigned all other functions,

such as mapping the areas and buildings that require urban regeneration and those where such interventions are reasonably excluded; the development and approval of Urban Regeneration Programs; the authorization of urban regeneration interventions.

The change in approach to the territory is one of the most important contemporary challenges, which must be **promoted and encouraged**: therefore, we call for greater attention to mechanisms that can facilitate its implementation and thus increase its feasibility from both a technical and economic point of view, starting with the consideration of urban planning and construction incentives.

Finally, OICE proposes a substantial amendment to urban planning law no. 1150 which, when it was written in 1942, contrary to what is claimed today, actually provided for **land consumption**. Therefore, since every municipality in Italy today includes expansion zones in areas without urbanization in its zoning plan, municipalities will have to approve amendments to their planning instruments in order to regulate differently the building provisions that involve the consumption of unurbanized land.

It also deems it necessary to amend Legislative Decree 42/2004 in order to establish clear rules and legal certainty regarding intervention and rapid procedures in relation to regeneration in sites classified as **Historic Cities**, determining a classification of eligible interventions for each individual area or fabric to be preserved.

OUTLOOK / OICE PROPOSALS

URBAN
REGENERATION

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