

# City of Naples Integrated Action Plan



2ND  
CHANGE

WAKING UP THE  
SLEEPING GIANTS



# Strategy of the city of NAPLES for the reactivation and reuse of the *SS Trinità delle Monache* complex (ex Military Hospital)

English summary of the Integrated Action Plan  
in the framework of the 2<sup>nd</sup> Chance network Waking up the "sleeping giants"



March 2018

Strategy of the city of NAPLES  
for the reactivation and reuse of the *SS Trinità delle Monache* complex (ex Military Hospital)

English summary of the Integrated Action Plan

**Table of Content**

<b>1</b>	<b>Initial situation .....</b>	<b>3</b>
<b>2</b>	<b>Vision &amp; objectives for the reactivation .....</b>	<b>14</b>
<b>3</b>	<b>Functions &amp; uses for the building (site) .....</b>	<b>18</b>
<b>4</b>	<b>Actions &amp; next steps for the reactivation .....</b>	<b>22</b>
<b>5</b>	<b>Management &amp; Governance structure for the building (site) and the reactivation process .....</b>	<b>38</b>
<b>6</b>	<b>The elaboration process of the reactivation strategy .....</b>	<b>41</b>
<b>7</b>	<b>General prospect dealing with vacant properties in Naples .....</b>	<b>52</b>
<b>8</b>	<b>Contacts .....</b>	<b>56</b>



## 1 Initial situation

Large vacant buildings are present in the entire city and the regeneration of these sleeping giants is considered a relevant topic for the whole city, but it represents a specific challenge in the historical centre of Naples in terms of property, dimension and architectural quality of the building complexes. These buildings, in fact, are seated in the historic centre of Naples, which has been included by UNESCO in the list of world heritage sites. Most of them are public owned, are part of the architectural heritage of the city and have an important artistic value. Therefore, any project of reuse, restoration and valorisation is subject to specific regulations and constraints.

Naples' target building is the SS Trinità delle Monache complex, also known as ex-Military Hospital. This large building complex dominates the neighborhoods of *Montesanto*, *Olivella* and *Quartieri Spagnoli* within the historic centre of Naples - UNESCO site, just next to the Greek-roman foundation town. These are considered some of the most degraded neighborhoods of the city according to major urban, social, environmental and economic indicators.

The former Military Hospital is an extremely complex place for history, dimensions, and architectural and functional evolution.

The convent of *Santissima Trinità delle Monache* and the related church were built between 1608 and 1621. During the French occupation, in 1807, monasteries were suppressed and the complex was transformed into a military hospital, according to the will of Giuseppe Bonaparte. This use was maintained until 1992, when the building complex was definitely abandoned. Today the complex is owned by the State that is transferring the property to the municipality, after having already transferred the site management through a convention signed on the 14th of December 1999 between the Ministry of Finance and the City of Naples. Just a few months later, the municipality promoted further agreements with Universities ("*Federico II*" and *Suor Orsola Benincasa*), security forces (prefecture, central police station, neighborhood's police station) and other institutional organizations (*Soprintendenza*) to regulate the restoration, reuse and valorization of the building complex. Most of these agreements have not been put into practice up to now.

The complex covers a surface of 25.000 m<sup>2</sup>, most of which are green areas and internal courtyards. The built areas present a heterogeneous set characterized by historic buildings and more recent constructions, which in some cases have altered and damaged the original structures. To date, most of the buildings of the complex are abandoned and some are in severe conditions.

From an urban point of view, the complex has a strategic position, in relation to the potential vertical connections between the "lower" city (Montesanto district and the ancient town) and the "upper" city (Corso Vittorio Emanuele, San Martino hill and Sant'Elmo castle), for example through the redevelopment of the historical, panoramic and pedestrian "Pedamentina" path. Moreover, it constitutes a large public space with an interesting endowment of green areas, located in the heart of a dense urban pattern, scarcely provided with collective services, infrastructures, parks and other public spaces. At the same time, the territory is rich in initiatives aimed at the "bottom-up" redevelopment of the area through the participation of the local communities.

The Municipality of Naples has chosen to focus the elaboration of the Integrated Action Plan of the "2nd Chance" project on the restoration, re-use and management of the Ss. Trinità delle Monache complex, focusing on the urban regeneration of the larger territorial context in which it is located (*Quartieri Spagnoli*, *Montesanto* and *Olivella* neighborhoods) and on the active involvement of a broad network of local actors in an open and inclusive decision-making process.

**SS. Trinità delle Monache complex (also known as ex Military Hospital)**

It extends between *Vico del Paradiso* and *via Santa Lucia al Monte* (entrance on *vico Trinità delle Monache*)

**Owner: the Italian State (Agenzia del Demanio)**

**Size (m<sup>2</sup>):** the building complex covers a surface of 25.000 m<sup>2</sup>, of which 9.000 m<sup>2</sup> are built areas with 2-5 story buildings and other 16.000 m<sup>2</sup> are green areas and internal courtyards.

**Vacant since: 1992**

### Location

This large building complex dominates the neighborhoods of *Montesanto*, *Avvocata* and *Quartieri Spagnoli* within the historic centre of Naples - UNESCO site, just next to the Greek-roman foundation town





Building A



Building H



Building D







Church within the Building D



Building M



Building M



Building N



Building L



Building C





Building C

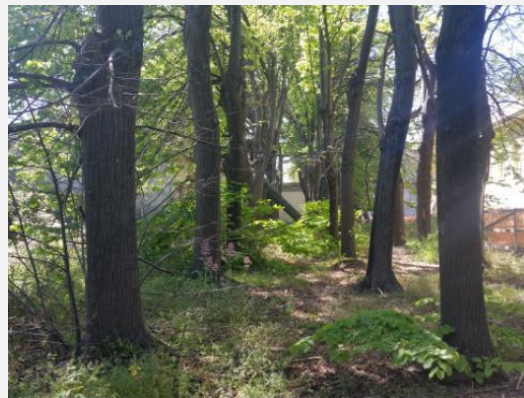
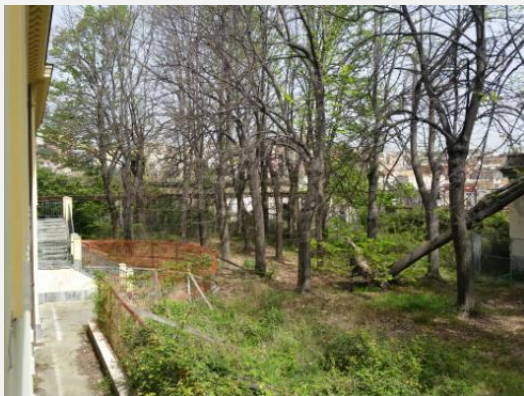


**“Upper Garden” - Quartieri Spagnoli Park**





“Lower Garden” - Playfields



"Lower Garden" - Lime Trees forest  
Building M - view from "vico Paradiso"



Staircase and elevator, connecting the internal gardens of the complex



Stairs and escalator from piazza Montesanto to vico Paradiso





## 2. Vision & objectives for the reactivation

### The mission of the ULG

The *mission* of the ULG, shared by its members during the participatory process, aims that this precious complex becomes:

- a vital and unique place, a kind of welcoming village inhabited in some parts mainly by children and teenagers from surrounding neighborhoods, and in other parts by designers, artisans and people who love nature (green care, urban gardens, medicinal herbs, etc.);
- an hinge between the various parts of the city, also thanks to the increase of the accesses to the complex, where both the citizens and the tourists can stop to enjoy the gulf view, observe the activities in the game and sports areas, theatre performances, concerts and film shows, temporary exhibitions and, last but not least, savoring the Neapolitan and international cuisine;
- a place full of surprises that is in itself a space of permanent education both to beauty and to the pleasure of creative coexistence between different people;
- a mixed context in which people of different ages and social classes find spaces for meeting and collaboration, to develop social and work initiatives corresponding to their needs, abilities and desires.

In short: ULG members are committed to work to outline an important project from a social, civic and aesthetic point of view and in defense of green spaces, in order to create a context that is emblematic of that creative dialogue between urban density and natural landscape for which Naples is internationally famous.

### The vision

The vision of transformation of the complex of SS Trinità delle Monache is to transform it into a "*Community Hub – Active Citizenship Incubator*". The community hub is primarily the place where an innovative and inclusive management model is being experimented, that involves the URBACT Local Group, and more generally the citizens, in the transformation, reuse and management of the complex of the SS Trinità delle Monache.

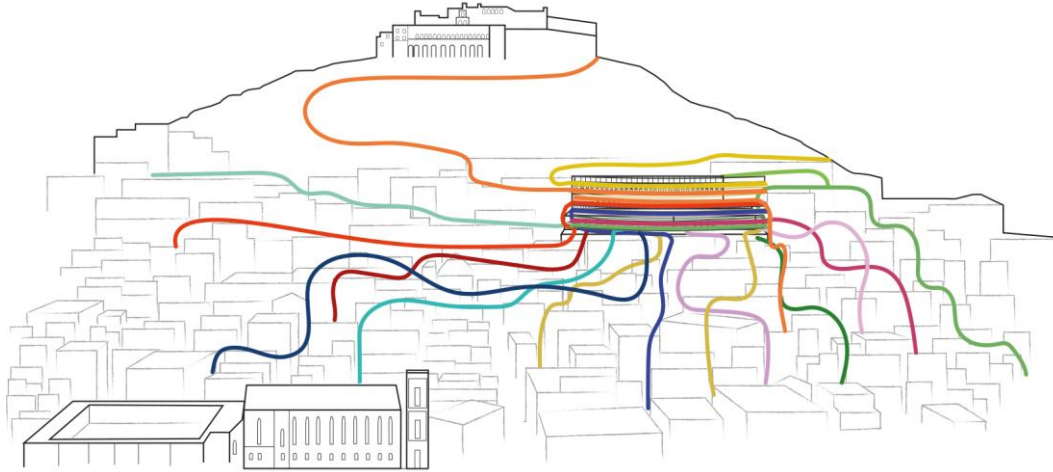
Community Hub is also a place open to citizens for the permanent experimentation of civic and/or temporary uses, in response to the needs and proposals that come from the surrounding area and the city, on the basis of a shared bottom-up regulation of uses.

From this, the aim is also at making the *Community Hub* an urban center: a space functional to urban regeneration, for the experimentation of new forms of participatory and deliberative democracy and aimed at the shared construction of the guidelines of urban policies.

The *Community Hub* is intended as a highly attractive, inclusive and innovative place, where virtuous processes are generated, as well as circuits where co-operation, sharing and self-organization can create production and job opportunities.

The identified working tools are inspired by principles and practices of co-design, self-construction and self-recovery. Through the direct involvement of users both in the design and in the realization of the actions (material and immaterial), the aim is to strengthen social cohesion and the sense of belonging to that place.

Furthermore, great importance is given to communication. From the distribution of flyers during the “walkshops” in the surrounding neighborhoods to the development of a digital platform, in fact, communication is intended as a "militant" instrument whose purpose is to support, consolidate, activate, and keep open the participatory processes.



#### Four Specific Objectives

URBACT Local Group members shared the following three specific objectives for the IAP:

*1. Restoring the ecological network from the hill of San Martino and its slopes to the city.*

To restore the Ecological Network of the Hill of San Martino and its slopes, correcting stratified inconsistencies and facilitating the interaction with other urban plans, within the framework of the (still to be defined) Regional Park of the Metropolitan City of Naples. As part of this process, the complex of SS.Trinità delle Monache (ex Military Hospital), with its *Quartieri Spagnoli* Park and the wide and various endowment of green areas, qualifies itself as a hinge between the “lower” and “upper” parts of the City; as a permanent laboratory for the protection, management and representation of metropolitan biodiversity; as a fundamental step for the transition from a condition of strong fragmentation of existing (even valuable) green spaces to their re-connection.

*2. Accessibility and Regeneration of the historical-architectonic heritage.*

To improve the physical, symbolic and metaphorical access to the complex and the usability of all its buildings and open spaces. First of all it is necessary to moderate the almost "physiological" inaccessibility to the complex due to its position, its shape (the wall) and its history (formerly a convent and military property) and to physically open it to the neighborhood and to the city much more than today, recovering possible accesses and times of use now denied,



making the already existing and recoverable spaces easily reachable, making the complex also visually more accessible in order to invite people to discover it and imagine other possible uses. Moreover, there is the need to allow the “crossing” of the complex, also seen as a dense node of a pedestrian path that potentially connects the lower city (the ancient town), to the San Martino hill and Sant’Elmo castle. Furthermore, it is extremely important to make the whole complex safe, accessible and functional in view of the start-up of new activities. The restoration will be addressed to the conservation of the historic-architectural value of the buildings, but also to the use of new technologies that aim at energy efficiency and environmental sustainability (i.e. the use of smart and “no impact” technologies, reuse, recycle, etc...).

### *3. Generating new forms of sharing economy.*

The entire redevelopment project for the reuse of the former Military Hospital should go in the direction of creating a micro-model of sustainable economy (and society) both in terms of environmental sustainability (reduce waste and waste generation, reuse increasing the life cycle of goods, recycle waste as raw materials) and social sustainability (open and inclusive governance model, sharing economy and exchange of resources, services, time, skills). It is therefore supposed that the activities that take place within the complex must be consistent with circular models, both in operational terms (materials and technologies used for its redevelopment, operational model of production and craftsmen activities that are placed inside the building, food and materials used in catering, etc.), and in terms of management, social, training and production activities to be hosted. In this sense, all the proposals emerged (urban center, craft activities network, repair cafés, coworking, accommodation facilities, incubator of innovative companies, use of “smart” and “zero impact” technologies in buildings renovation, sustainability markets, etc ...) are all part of one big integrated project “Sustainability Oasis” (the name is only provisional and indicative), with the aim of making the *Community Hub* a landmark strongly characterized on sustainability.

### *4. Experimenting an innovative “public-community partnership” governance model.*

An innovative “public-community partnership” governance model will be experimented, that could represent a good practice to be replicated in the management of other “sleeping giants” in the city and, possibly, beyond. The focus is on the social re-use of the heritage through open and inclusive management models. This objective is cross-cutting to all the others and will be deepened in Section 5.

## **Benefits**

A wide endowment of green areas will be provided to a neighborhood that completely lacks of open, natural public spaces. Moreover, the regeneration of the *San Martino* hill will be started, with a big environmental impact both at the neighborhood and the metropolitan levels.

The complex, that has always been perceived as an inaccessible fortress, will be accessible from many points and will facilitate the pedestrian connection among different neighborhoods. In particular, a new pedestrian vertical connection will be opened, providing also the opportunity of expanding the touristic routes from the “lower city” (the ancient town) to the “upper city” (*Sant’Elmo Castel*) through the *Pedamentina*, an historical, panoramic and pedestrian route along the *San Martino Hill*.

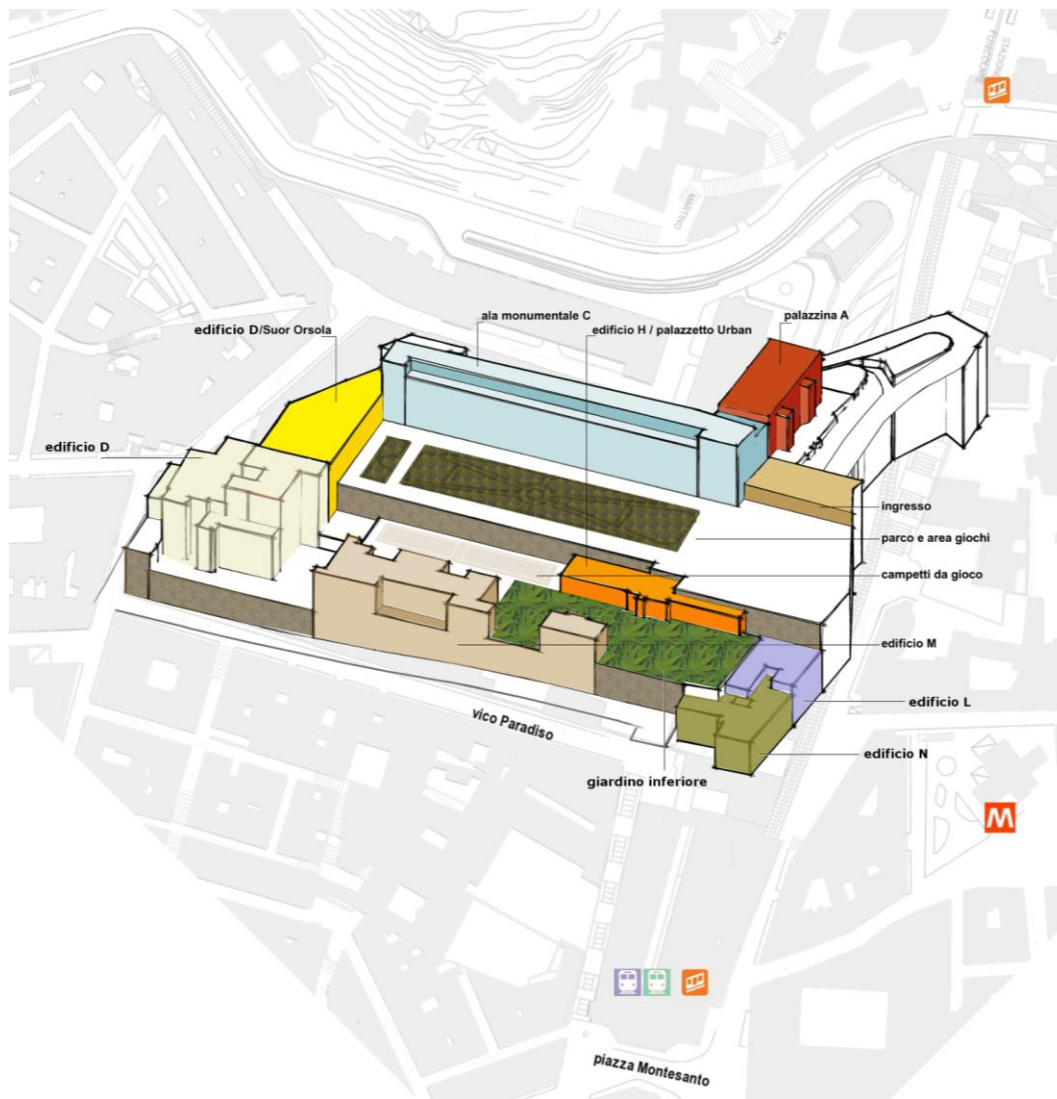
The historical-architectonic heritage will be restored through pilot-projects, using new technologies that aims at energy efficiency and environmental sustainability. The big availability of open and indoor spaces will allow the settlement into the building complex of a wide range of uses, services and activities proposed (and still to be proposed) by the citizens within an open and inclusive decision-making process.

New forms of sharing/circular economy will provide job opportunities (within the sustainability framework) in neighborhoods where the unemployment rates are much higher than the national average .

An innovative “public-community partnership” governance model will be experimented, that could represent a good practice to be replicated in the management of other “sleeping giants” in the city and, possibly, beyond. The focus is on the social re-use of the heritage through open and inclusive management models.



### 3 Functions & uses for the building (site)



## Short term

### *Building A*

Permanent laboratory for the regeneration of the Quartieri Spagnoli Park (Action 3.1)

The door to the Community Hub (info point for information/ communication / aggregation on the participatory process of the ULG; coworking and co-baby; web radio; civic and temporary uses proposed over time according to the regulation of use) (Action 3.2)

Cafe A (Action 3.4)

*Attrezzeria / Aggiusteria* (action 3.5)

SMEs Incubator on the circular economy (action 3.7)

Summer / Winter School " regeneration and self-restoration Pilot-Projects" (Action 2.2)

### *Building H*

Kid's City (Action 3.3)

### *Building C*

Co-design laboratory - Building C (Action 2.9)

### *Building M*

Paradise installation (Action 2.1)

### *Upper garden (Quartieri Spagnoli Park)*

Environmental Education Initiatives (Action 1.2)

Shared regulation of the Quartieri Spagnoli Park (Action 1.3)

Co-design laboratory - green areas and open spaces inside the complex (Action 1.4)

Buvette/ Fruit corner (Action 3.4)

Outdoor markets (Action 3.6)

### *Lower Garden (Lime Trees Forest)*

Securing the Lime Trees Forest (Action 2.6)

Environmental Education Initiatives (Action 1.2)

Co-design laboratory - green areas and open spaces inside the complex (Action 1.4)

### *Accesses to the complex from:*

Vico Trinità delle Monache (main entrance)



Vico Trinità delle Monache (entrance through Building A)

*Other connections:*

Connecting the internal gardens of the complex (Action 2.5)

Climbing-up from Montesanto (Action 2.4)

**Long term**

*Building A*

Urban Center (Action 3.12)

European HUB for metropolitan biodiversity (Action 1.9)

Construction-site School (Action 2.10)

CEA - Center for Environmental Education (Action 1.6)

The door to the Community Hub (info point for information / communication / aggregation on the participatory process of the ULG; coworking and co-baby; web radio; civic and temporary uses proposed over time according to the modalities identified by the regulation of use) (Action 3.2)

Cafeteria A (Action 3.4)

*Building H*

Kid's City (Action 3.3)

*Building C*

*Attrezzera / Aggiusteria* (action 3.5)

SMEs Incubator on the circular economy (action 3.7)

Spaces for creative, artistic, spiritual and corporeal sharing (the Yoga House, the Health House, Self-production Lab, Center for artistic and performing disciplines, House of creativity and design of the "Made in Naples") (Action 3.8)

Restaurant (Action 3.9)

Network of artisan laboratories for the circular economy (Action 3.11)

Accommodations, low-cost and temporary residences (Action 3.10)

*Buildings M, L, N*

Usages according to the results of the co-design workshops of the buildings M, L,N (Action 2.8, 2.11)

*Upper garden (Quartieri Spagnoli Park)*

Environmental Education Initiatives (Action 1.2)

Buvette/ Fruit corner (Action 3.4)  
Outdoor markets (Action 3.6)  
Other usages according to the shared regulation of the Quartieri Spagnoli Park (Action 1.3)

*Lower Garden (Lime Trees Forest)*

Environmental Education Initiatives (Action 1.2)  
Other usages according to the shared regulation of the Quartieri Spagnoli Park (Action 1.3)

Accesses to the complex from:

Vico Trinità delle Monache (improved accessibility, Action 2.6)  
Vico Paradiso (Action 2.7)  
Bastion Entrance: access from vico Paradiso through the building N, the ramp along the Aragonese bastion and the building L (Action 2.11)  
Church Entrance: access from Via Pasquale Scura, through the spaces below the church, to the football fields (Action 2.12)  
Vico Trinità delle Monache, access from the backyard of the building C (Action 2.9)

*Other connections:*

Possible restoration of the connections between buildings C and A (Action 2.9)



## 4 Actions & next steps for the reactivation

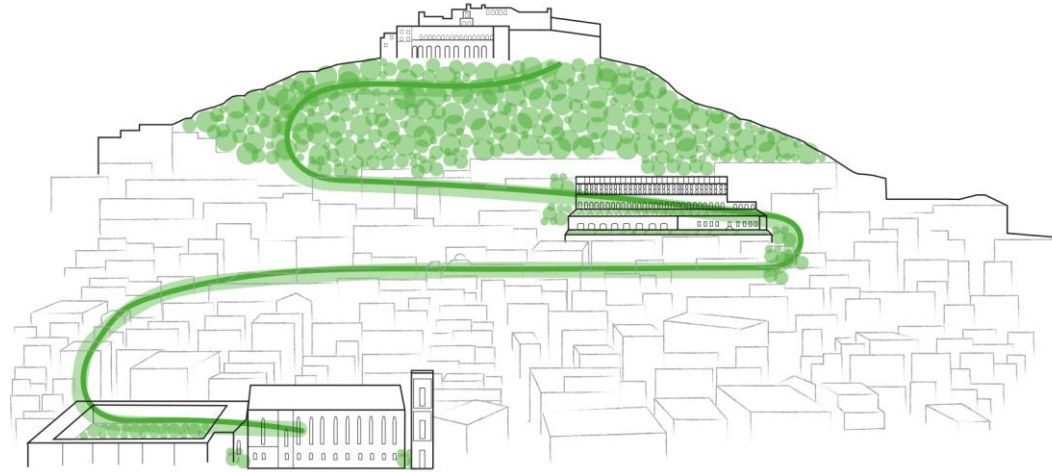
OBIETTIVO	AZIONI A BREVE TERMINE	AZIONI A MEDIO TERMINE	AZIONI A LUNGO TERMINE
<p><b>Objective 1: Restoring the ecological network from the hill of San Martino and its slopes to the city</b></p> <p>A) Actions of study, training, research, dissemination, experimentation; B) Actions of co-design and regulations of use and management; C) Pilot-projects for the restoring of the ecological network.</p>	<p><b>1.1 Census of the green areas of the hill of San Martino</b></p> <p style="text-align: center;"><b>A</b></p>	<p><b>1.5 Guidelines for the planning of the green areas in the hill of S. Martino</b></p> <p style="text-align: center;"><b>A</b></p>	<p><b>1.9 European HUB for metropolitan biodiversity</b></p> <p style="text-align: center;"><b>A/B/C</b></p>
	<p><b>1.2 Environmental Education Initiatives</b></p> <p style="text-align: center;"><b>A</b></p>	<p><b>1.6 CEA - Center for Environmental Education</b></p> <p style="text-align: center;"><b>A</b></p>	
	<p><b>1.3 Shared regulation of the Quartieri Spagnoli Park</b></p> <p style="text-align: center;"><b>B</b></p>	<p><b>1.7 Shared regulation for the management of the green areas of the hill of San Martino</b></p> <p style="text-align: center;"><b>B</b></p>	
	<p><b>1.4 Co-design laboratory for green areas and open spaces of the Quartieri Spagnoli Park</b></p> <p style="text-align: center;"><b>C</b></p>	<p><b>1.8 Co-design laboratory- restoring of the green areas of the hill of San Martino</b></p> <p style="text-align: center;"><b>C</b></p>	

OBIETTIVO	AZIONI A BREVE TERMINE	AZIONI A MEDIO TERMINE	AZIONI A LUNGO TERMINE
<p><b>Objective 2: Accessibility and Regeneration of the historical-architectonic heritage</b></p> <p>A) Actions of study, training, research, dissemination, experimentation; B) Actions to improve the accessibility from outside and within the complex; C) Actions of co-design and reuse of the abandoned spaces.</p>	2.1 Paradise Installation <b>A</b>		2.10 Construction-site School <b>A</b>
	2.2 Summer / Winter School " regeneration and self-restoration Pilot-Projects" <b>A</b>		
	2.3 Doors open every day <b>B</b>	2.6 Historic, panoramic and pedestrian route from the Ancient Town to the San Martino Hill <b>B</b>	2.11 Bastion Entrance <b>B/C</b>
	2.4 Climbing-up from Montesanto <b>B</b>		
	2.5 Connecting the internal gardens of the complex <b>B</b>		
		2.8 Co-design laboratories - buildings M, L,N <b>C</b>	2.12 Church Entrance <b>B/C</b>
		2.9 Restoration of Building C <b>C</b>	



OBIETTIVO	AZIONI A BREVE TERMINE	AZIONI A MEDIO TERMINE	AZIONI A LUNGO TERMINE
<p><b>Objective 3: Generating new forms of sharing economy</b></p> <p>A) Actions of study, training, research, dissemination, experimentation; B) Actions of co-design and experimentation of civic uses and shared spaces; C) Actions for the activation of circular and sharing economy.</p>	<p>3.1 Permanent laboratory for the regeneration of the Quartieri Spagnoli Park <b>A</b></p>		<p>3.12 Urban Center <b>A/B/C</b></p>
	<p>3.2 The door to the Community Hub <b>B</b></p>	<p>3.8 Spaces for creative, artistic, spiritual and corporeal sharing <b>B</b></p>	
	<p>3.3 Kid's City <b>B</b></p>		
	<p>3.4 Cafè A/ Buvette-Fruit corner <b>C</b></p>	<p>3.9 Bio Restaurant <b>C</b></p>	
		<p>3.10 Accommodations, low-cost and temporary residences <b>C</b></p>	
	<p>3.5 Attrezzeria /Aggiusteria/ repair cafè <b>C</b></p>	<p>3.11 Network of artisan laboratories for the circular economy <b>C</b></p>	
	<p>3.6 Outdoor events <b>C</b></p>		
	<p>3.7 SMEs Incubator on the circular economy <b>C</b></p>		

## Objective 1. Restoring the ecological network from the hill of San Martino and its slopes to the city



### Short term actions:

#### Action 1.1

##### TITLE: Census of the green areas of the hill of San Martino

Description of the action: First census of the environmental and management characteristics of the public and private green areas of the San Martino Hill (eg. private gardens and arborated gardens of *Pedamentina* area, *Castel Sant'Elmo* terraces, Ex Gasometer area / *Salita Cacciottoli*, Vineyard of San Martino, *Viviani Park*, *Ventaglieri Park*, Garden of the Smart District,, etc.), with the support of technical and institutional professionals.

Responsible entity (s): *Gente Green*, *Legambiente*, *Marialaura Petrone* (*Pedamentina* resident).

Actors already involved: *Agritettura2.0*, *Rocco La Fratta* (geologist), *WWF*.

Actors to involve: associations and stakeholders linked to the "Forum for the green city"; Departments of Agriculture, Architecture, Natural Sciences, Geology, Biological Sciences of the University of Naples "Federico II"; Department of Environmental Sciences of the "Parthenope" University of Naples; Botanical Garden of Naples; Municipality Departments (Green and Quality of Life; Department of Urban Planning); Deputy Mayor; technical services of the Municipality of Naples (Green of the City, Planning and Management of the territory - UNESCO site and related services, Municipalities 2 and 5); Metropolitan City of Naples; Park of the Naples Hills (*Parco delle Colline*); MIBACT offices in charge of the *Certosa di S.Martino* and *Spalti di Castel Sant'Elmo*; *Peppe Morra* (owner of the *Vigna di S.Martino*), *Cristina Di Stasio* (Smart District), residents of the Hill and its slopes.

#### **Action 1.2**

##### **TITLE: Environmental Education Initiatives**

Description of the action: Design and start up of inter generational laboratories to raise awareness on the themes of knowledge and enhancement of metropolitan biodiversity in all its aspects, focusing on the Hill of San Martino and its slopes, starting from the complex's green areas and outdoor spaces.

*Responsible entity (s): Gente Green, Legambiente, Marialaura Petrone.*

*Actors already involved: WWF.*

*Actors to involve. Local schools; Territorial education; Regional School Office; Departments, Services and municipalities of the City of Naples (Department of Education, Green Department, Social Policies Department, Youth Department, Youth Service and Equal Opportunities Service, Municipalities 2 and 5).*

#### **Action 1.3**

##### **TITLE: Shared regulation of the Quartieri Spagnoli Park**

Description of the action: Start up of the participatory process to develop a shared regulation for the use and management of the Park of the Quartieri Spagnoli, in synergy with other processes in progress in the City of Naples with specific focus on the area (eg. the bottom-up regulation of the "Ventaglieri Social Park").

*Responsible entity (s): Agritettura 2.0*

*Actors already involved. Green people, Legambiente, Marialaura Petrone, ULG (and its evolutions).*

*Actors to involve. Residents, Green City Service and Municipality 2 of the Municipality of Naples.*

#### **Action 1.4**

##### **TITLE: Co-design laboratory for green areas and open spaces of the Quartieri Spagnoli Park**

Description of the action: Co-design and realization of interventions for the outdoor areas already usable of the Complex (Quartieri Spagnoli Park, playfields, etc ...), aimed at improving their environmental, spatial and functional quality.

*Responsible entity (s): Agritettura 2.0, Gente Green, Legambiente, Marialaura Petrone, Lucia Bello.*

*Actors already involved: ULG (and its evolutions).*

*Actors to be involved: Parco Sociale dei Ventaglieri, Neighborhood Committees, QI (Smart District); Department of Green and Quality of Life, Department of Urban Planning, Deputy Mayor, Green Service of the City, department of Planning and Management of the territory - UNESCO site and related services, Municipality 2 and 5 of the Municipality of Naples.*

### **Mid term actions:**

#### **Action 1.5**

##### **TITLE: Guidelines for the planning of the green areas in the hill of S. Martino**

Description of the action: In-depth analysis on the green areas of the San Martino Hill, aimed at identifying potentialities and specific problems of that territory (in technical, administrative, environmental and / or management terms), with the support of technical and institutional professionals. This action follows the action 1.1 "First census of the green areas of the hill of S. Martino and its slopes". Definition of an experimental and operational support tool for the management of public and private green areas in the San Martino Hill and its slopes.

*Responsible entity (s): Gente Green, Legambiente*



*Actors already involved. Marialaura Petrone, Agritettura 2.0, Rocco La Fratta (geologist), WWF; all actors that will be involved in the action 1.1 "First census of the green areas of the hill of S. Martino and its slopes".*

#### **Action 1.6**

##### **TITLE: CEA - Center for Environmental Education**

Description of the action: Start-up of an experiential station with functions of observatory / desk / training and orientation center for the testing of concrete actions, studies and innovative services on environment, sustainable tourism, metropolitan biodiversity, ecological networks, circular economy, active citizenship, resilient communities.

*Responsible entity (s): Gente Green, Legambiente*

*Actors already involved. Agritettura2.0, Marialaura Petrone, Lucia Bello, WWF; subjects involved in all short-term actions.*

*Actors to involve. All institutional levels (Municipalities, City, Region, Ministries, European Commission)*

#### **Action 1.7**

##### **TITLE: Shared regulation for the management of the green areas of the hill of San Martino**

Description of the action: Development of a regulation for the management of the green areas of the hill of San Martino and its slopes aimed at orienting public and private interventions (eg roofs and green walls, ecological corridors, urban gardens, shared gardens, etc.).

*Responsible entity (s): Gente Green, Legambiente, Agritettura2.0, Marialaura Petrone.*

*Actors already involved. Lucia Bello, WWF, Rocco La Fratta.*

*Actors to involve. subjects already involved in all short-term actions.*

#### **Action 1.8**

##### **TITLE: Co-design laboratory- restoring of the green areas of the hill of San Martino**

Description of the action: Co-design and implementation of interventions for the green areas surrounding the SS Trinità delle Monache complex, aimed at improving the environmental, spatial and functional quality of that area.

*Responsible entity (s): Gente Green, Legambiente, Agritettura2.0, Marialaura Petrone (Pedamentina historical committee).*

*Actors already involved: Lucia Bello, WWF, Rocco La Fratta.*

*Actors to involve: subjects already involved in all short-term actions.*

### ***Long term actions:***

#### **Action 1.9**

##### **TITLE: European HUB for metropolitan biodiversity.**

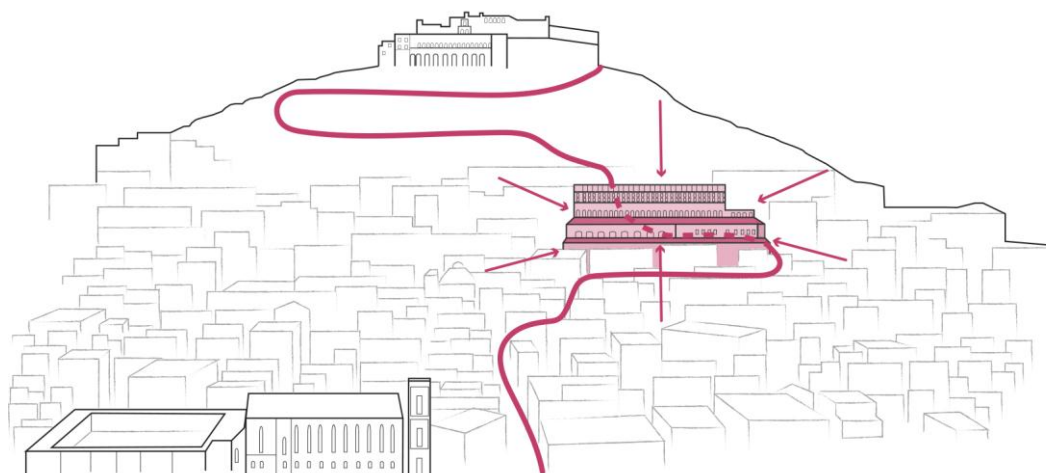
Description of the action: Construction of a European Hub for Metropolitan Biodiversity, also working on the application to the specific call of the European Commission's Science and Knowledge Service. Co-design and implementation of pilot interventions for ecological re-balancing in the metropolitan area, aimed at testing innovative solutions based on the experience gained in previous actions.

*Responsible entity (s): Gente Green, Legambiente, Marialaura Petrone, Agritettura 2.0, WWF.*

*Actors already involved: Lucia Bello, Rocco La Fratta.*

Actors to be involved: European Community; Departments of Agriculture, Architecture, Natural Sciences, Geology, Biological Sciences of the University of Naples "Federico II"; Department of Environmental Sciences of the "Parthenope" University of Naples; Botanical Garden of Naples; Department of Green and Quality of Life, Department of Urban Planning, Deputy Mayor, Green Service of the City, Department of Planning and Management of the territory - UNESCO site and related services, Municipalities 2 and 5 of the City of Naples; Metropolitan City of Naples; Park of the Naples Hills; interested offices of MIBACT.

## Objective 2. Accessibility and regeneration of the historical-architectonic heritage



### Short term actions:

#### Action 2.1

##### TITLE: Paradise Installation

Description of the action: lights installation along the roads that lead from Montesanto-Pignasecca to vico Paradiso and/or light installations in vico Paradiso, visible from "below" (Piazza Montesanto). The objective is to signal the presence of temporary activities inside the complex and the potential access to the complex from Piazza Montesanto.

Responsible entity (s): Municipality of Naples / ULG - Urbact project unit

*Network of actors already involved and to be involved: the Municipality of Naples, Pignasecca-District traders associations, cultural institutions interested in street art and similar (Madre Contemporary Art Museum, Beaux Art Academy), artisans, creatives and artists.*

#### **Action 2.2**

##### **TITLE: Summer / Winter School " regeneration and self-restoration Pilot-Projects"**

Description of the action: It is proposed to start a cycle of Summer / Winter Schools aimed at developing pilot projects of regeneration and self-restoration within the complex, where to experiment principles and methods also into practice. It is proposed to open a creative exchange with various international groups through workshops and seminars, focusing on similar or relevant European projects (eg "Critical Concrete" in Porto).

*Responsible entity (s): GGT co-design ULG-group; progettiAmo.*

*Network of actors to be involved: similar experiences of the European URBACT network (critical concrete); Italian and foreign universities; students and teachers of Architecture in Naples; UniSob students and teachers; national and international groups and collectives that for years have been involved in co-planning and self-building activities.*

#### **Action 2.3**

##### **TITLE: Doors open every day**

Description of the action: Institution of a round table to explore possible solutions for the extension of the opening hours of the complex, for opening the complex the whole day on Saturday and Sunday, for eliminating the closing day.

*Responsible entity (s): Municipality of Naples / ULG - Urbact project unit*

*Network of actors already involved and to be involved: various services of the Municipality of Naples, possible external entities, managers of the activities that take place inside the complex.*

#### **Action 2.4**

##### **TITLE: Climbing-up from Montesanto**

Description of the action: Institution of a round table to explore possible solutions to open the escalator and the adjacent pedestrian stairway of the Gradini Paradiso, connecting piazza Montesanto with vico Paradiso.

*Responsible entity (s): Municipality of Naples*

*Network of actors to involve: the Campania Region, EAV (Ente Autonomo Volturno), Municipality 2 of the City of Naples.*

#### **Action 2.5**

##### **TITLE: Connecting the internal gardens of the complex**

Description of the action: activation (after testing) of the stairs and the lift between the lower garden of the complex and the upper one "Quartieri Spagnoli Park"

*Responsible entity (s): Municipality of Naples*

*Network of actors to be involved: Municipality technical services (to be defined).*



## **Mid term actions:**

### **Action 2.6**

#### **TITLE: Historic, panoramic and pedestrian route from the Ancient Town to the San Martino Hill**

Description of the action: redevelopment of the historical San Martino - Montesanto route through the "Pedamentina" path, also identifying possible direct connections with the stairs towards Montesanto and using the opportunities provided by the "Vertical City" project within the "Pact for Naples" program. Enhancing this route has also a great environmental potential, connecting the green areas of Pedamentina, Quartieri Spagnoli Park and Montesanto staircase into one ecological corridor. Furthermore, it provides the opportunity of expanding the touristic routes from the historical center to the Sant'Elmo Castel through an historical, panoramic and pedestrian route along the San Martino Hill.

*Responsible entity (s): Municipality of Naples, People Green, Legambiente, Marialaura Petrone,*

*Actors already involved: Agritetturaz.o, Lucia Bello, WWF, Rocco La Fratta.*

*Actors to be involved: Municipalities 2 and 5, Residents, Municipality of Naples (Pact for Naples - vertical city)*

### **Action 2.7**

#### **Vico Paradiso Entrance**

Description of the action: Restoration of the building M and opening of an access from the vico Paradiso to the complex through the staircase of the M building ,with exit to the Lime Trees Forest.

*Responsible entity (s): Municipality of Naples*

### **Action 2.8**

#### **TITLE: Co-design laboratories - buildings M, L,N**

Description of the action: Participatory workshop for the co-design of the "lower part" of the complex ( M,L,N buildings) that lines up vico Paradiso and is therefore the "door" to the complex coming from "below", that is from *Montesanto* and *Quartieri Spagnoli*. The idea is to involve the inhabitants in the co-design and reuse of these buildings, that should address uses that meet the needs and expectations of the territory and its inhabitants. The experiences of the self-construction workshops implemented in short-term actions converge here with the aim of involving the artisans of the district and the inhabitants in the reuse of the already accessible spaces and in the self-construction of furnishing elements.

*Responsible entity (s): URBACT project unit and UNESCO service (municipality of Naples); GGT co-design ULG-group; progettiAmo.*

*Network of actors already involved: ULG (and its evolutions); Architecture Department (Diarc) of the University of Naples "Federico II".*

*Network of actors to be involved: artisans, inhabitants and school communities of the territory.*

### **Action 2.9**

#### **TITLE: Restoration of Building C**

Description of the action: Assessment of the state of the structure and the costs of restructuring and securing of the building C. The Municipality must activate a coordination between the Department of Architecture of the Federico II, already at work with classes of students on the topic, and the technical municipal offices in charge. The aim is to co-design a master plan (also with the involvement of the ULG and other interested actors), that also identifies that parts of the structure that can be activated immediately. Moreover it is necessary at this stage to activate training and scouting actions by the ULG for the identification of possible funds and investors.

The objective is making the complex safe, accessible and functional in view of the start-up of new activities and moving some of the activities already started in building A to the building C. The use of smart and "no impact" technologies will be essential in the restructuring. The restoration, in fact, will be addressed to the conservation of the historic-architectural value of the buildings, but also to the use of new technologies that aim at energy efficiency and environmental sustainability (i.e. the use of smart and "no impact" technologies, reuse, recycle, etc...).

*Responsible entity (s): Private organizations, Municipality of Naples, University-DIARC, ULG (and its evolutions).*

*Network of actors to be involved: Stakeholders interested in investing, fundraising experts*

### ***Long term actions:***

#### **Action 2.10**

##### **TITLE: Construction-site School**

Description of the action: the experience of the Summer / Winter schools (action 2.2) and of the co-design and self-build experiences mentioned before, evolve towards the structuring of a "Construction-site School", which has the objective to train new professional figures that will be involved in the co-planning and self-restoration of the external and internal spaces of the SS Trinità delle Monache complex, as well as of other monumental structures in the city.

*Responsible entity (s): GGT co-design ULG-group; progettiAmo.*

*Network of actors to be involved: similar experiences of the European URBACT network (critical concrete); Italian and foreign universities; students and professors of architecture and engineering in Naples; UniSob students and teachers (restoration field); national and international groups and communities that for years have been involved in co-planning and self-construction.*

#### **Action 2.11**

##### **TITLE: Bastion Entrance**

Description of the action: Opening of the access from vico Paradiso, through the building N, the ramp along the Aragonese bastion and the building L.

*Responsible entity (s): Municipality of Naples*

*Network of actors to involve: EAV.*

#### **Action 2.12**

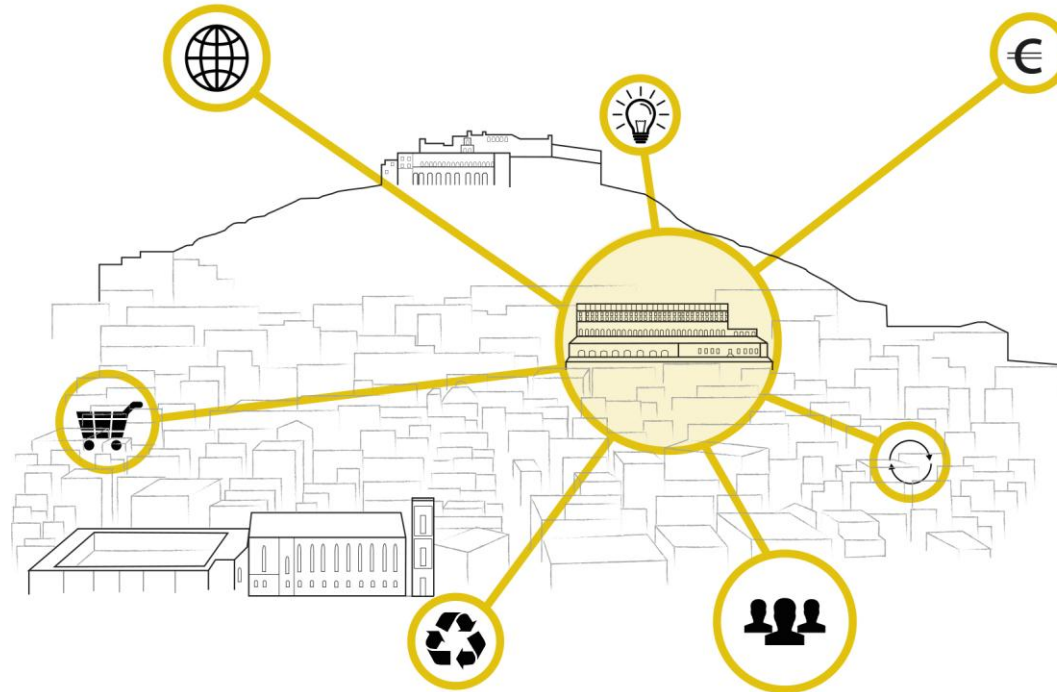
##### **TITLE: Church Entrance**

Description of the action: Opening of the access from Via Pasquale Scura through the spaces below the church (already secured by Suor Orsola Benincasa University within the restoration project of the building D) and construction of a vertical connection leading to the level of the football fields.

*Responsible entity (s): Municipality of Naples*

*Network of actors to involve: Suor Orsola Benincasa University*

### Objective 3. Generating new forms of sharing economy



#### *Short term actions:*

##### **Action 3.1**

##### **TITLE: Permanent laboratory for the regeneration of the Quartieri Spagnoli Park**

Description of the action: The aim is to create a "bottom-up governing body" with the purpose of monitoring and stimulating the process of re-use and management of the former Military Hospital. Born from the ULG, this governing body opens outwards, becoming an "incubator of active citizenship". It is the earth of the "Community Hub Trinità". The idea is to have a center where an open and inclusive decision-making process permanently takes place. This process should generate new activities, both creative and productive, able to attract people from the local area, to capture their interests and participation, with a specific attention to inclusion and social re-education at making, creating and producing together, self-building of a community identity, creating new professionalism and job opportunities. This "bottom-up governing body" should involve the participants in the ULG, the Municipality of Naples and other third sector entities in structuring, evaluating, monitoring and coordinating of the whole



regeneration process of the SS Trinità delle Monache complex. The aim is also to involve the inhabitants and the economic actors of the surrounding neighborhoods. Therefore, it will be necessary the mapping and involvement of the resident population in the process of establishing the "Community Hub". The intention is to involve in particular families, school communities, educators / operators / cultural mediators, university students, economic operators.

*Responsible entity (s): ULG (and its evolutions), Municipality of Naples.*

*Network of actors already involved and to involve: Associations/cooperatives and other actors participating in the reuse of the complex; municipalities I, II and V of the city of Naples.*

### **Action 3.2**

#### **TITLE: The door to the Community Hub**

Description of the action: The building A, already in use by the ULG during the participatory process, should become a space for the experimentation of civic and/or temporary uses, for the production and work. In the building A should coexist, on the basis of a regulation of use and management of the place to be shared as a preliminary action: the handicraft and the young creative, the start-up and the social cooperative, the co-working and the fab-lab, the cafeteria and the web radio. The building A should become the access door to the complex both physically and symbolically. Physically, by ensuring an access from Vico Trinità to the park through the building, with an opening and guardian service of the building A. Symbolically, through the following functions: info point for information / communication / aggregation on the participatory process of the ULG, which is also an incubator of proposals for re-use and management for the former Military Hospital; cafeteria/repair cafe; *aggiusteria/attrezzeria*; coworking and co-baby; civic and temporary uses proposed over time according to the regulation of use.

*Responsible entity (s): ULG (and its evolutions)*

*Network of actors already involved: Integral Yoga school, Archipicchia, Terraprena, Cicloverdi, Legambiente, Gente Green, Gerardo association, Legambiente Campania, G.G.T., Rotella study, Jules Renard association, Massimo Nota, Vittorio Ciorcalo, Association Articolo 45.*

*Network of actors to be involved for the symbolic part: other associations active in the area; artists from various sectors for temporary exhibitions, performances and ateliers; enterprises; entities and foundations (eg: Napoli Teatro Festival); Councils of the municipality of Naples (urban planning, Labor, social policies).*

*Network of actors to be involved for the physical part: Municipality of Naples (patrimony Department, Napoli Servizi, Councils of the municipality of Naples (urban planning; Labor and social policies for the possibility of activating a service for job active policies).*

### **Action 3.3**

#### **TITLE: Kid's City**

Description of the action: Implementation of activities for children and young people of the neighborhood to be carried out inside the H building, that is already the seat of the Service "Policies for Children and teenagers" of the City of Naples. The idea is to involve the associations and other actors of the territory in widening the offer of activities already proposed by the municipality to the youngsters.

*Responsible entity (s): Municipality of Naples - Service "Policies for Children and teenagers" (Department of welfare and social policies)*

*Network of actors already involved: Quartieri Spagnoli association, network of associations already involved in the project "the kid's city" in the year 2017.*

*Network of actors to be involved: other associations and actors active in the area.*

### **Action 3.4**

#### **TITLE: Cafe A/ Buvette-Fruit corner**

Description of the action: The proposal foresees the opening, in the building A, of a cafeteria as a service and place of socialization addressed both to the ULG and to the visitors of the former Military Hospital, and to the surrounding area. It is also intended as a place of aggregation, dissemination of the process of transformation of the

complex and creative exchange. For the users, it will be possible to spend long periods of relax and sharing in a cozy space and not aimed at activities already established, and in which you can (but will not be forced to) consume the products of the cafeteria. The cafeteria will meet the standards and promote the principles of responsible consumption, reuse/recycle, reduction of environmental impact and social equity among users. Moreover a buvette-Fruit corner will be opened in the upper garden, to offer bar service and snack bar during activities and events that will take place outdoors in the Quartieri Spagnoli Park. The idea involves the installation of a wooden gazebo that will serve as a *buvette*. The service will be guaranteed whenever there will be events in the open spaces and always throughout the summer season from March to October. The principles will be those of sustainability, short supply chain and ethical chain, using only biodegradable materials.

*Responsible entity (s): cooperatives and social enterprises to be identified by public tender; ULG (and its evolutions).*

*Network of actors already involved: actors responsible for the "equipment / aggiusteria" (action 3.6)*

*Network of actors to involve: Local suppliers and producers, social and agricultural cooperatives working on confiscated assets or with sustainable, ethical and responsible productions. Artisans of the territory; waste management services (ASIA); schools; associations of migrants; neighborhood committees.*

### **Action 3.5**

#### **TITLE: Attrezzeria / Aggiusteria/ repair café**

Description of the action: Co-creation of a "Attrezzeria/Aggiusteria" where, from the perspective of the circular economy, to experiment: repair/ recycle/reuse to give a second life to the objects; self-construction and co-design, even with the recovery and reuse of recyclable materials; digital manufacturing (fab-lab). The first three self-construction workshops related to the "aggiusteria" that will start immediately are: the furnishing elements for the info-point; the furnishing elements for the kitchen; a large table for educational activities and meetings in the building A.

*Responsible entity (s): GGT co-design ULG-group; Jolie Rouge association; Massimo Nota.*

*Network of actors to be involved: Cicloverdi; network of Neapolitan artisans and inhabitants of the neighborhood.*

### **Action 3.6**

#### **TITLE: Outdoor events**

Description of the action: Sustainability markets, aimed at the local community but open to the entire city. Craft markets, markets for organic products, zero Km and local productions. It will be possible to organize thematic fairs connected to internal and external events of the complex, also taking advantage of the incoming tourism of the city. One first proposal emerging from the ULG participatory process is to create regularly an event called "Maraviglia Market" within the complex. It is an independent design fair that exists since 2012 and whose distinctive character is based on three aspects: the careful selection of self-productions of design, in order to offer to the public a variety of high quality products and promote local talents; the valorization of the places in which the event is hosted; the creation of community, because the Meraviglia Market is a space for sharing and exchange on contemporary design, as well as an opportunity to spend moments of conviviality, thanks to a dense programme of collateral cultural events.

*Responsible entity (s): Non-profit organization (social cooperative or social enterprise) with experience in the social economy. Associazione Archintorno (for the Maraviglia Market).*

*Network of actors already involved and to be involved: Local suppliers and producers, social and agricultural cooperatives working on confiscated assets or with sustainable, ethical and responsible productions. For the Maraviglia Market: Le Scalze network of associations, the network of the designers already involved in the past editions; all the ULG members who wants to propose cultural initiatives during the event; the municipality of Naples to facilitate burocratic procedures for the occupation of the public and others, to offer spaces, equipment, etc.; private sponsors.*

### **Action 3.7**

#### **TITLE: SMEs Incubator on the circular economy**

Description of the action: The proposal foresees that part of the premises of the Building A, and in particular the current offices at the first floor, can host start-ups related to the development of technologies/innovations of process and product related to the circular economy. This activity could be transferred to the building C after its restoration. This point provides the possibility of turning a part of the structure to profit, after:

- activation of a data connectivity network;
- assuring the administrative and physical possibility of the structure to host establishing companies and coworkers (to be decided if in change of a lease or provision of free spaces);
- definition of a management structure;
- definition of the advantages and administrative constraints related to the involvement of individuals and possible funds in the management of the incubator;
- creation of a specialized network;
- study assessment of the costs for the creation of a fablab, accessible to incubators and also from outside;
- definition of priority sectors for the call, also on the basis of the territorial characteristics and of the specific testing possibilities of the structure.

*Responsible entity (s): Municipality of Naples, ULG (and its evolutions), body with experience in managing business incubators.*

*Network of actors already involved and to be involved: Bank foundations, investment funds, incubators, Universities.*

### **Mid term actions:**

#### **Action 3.8**

#### **TITLE: Spaces for creative, artistic, spiritual and corporeal sharing**

Description of the action: The idea is to create spaces for creative, artistic, spiritual and corporeal sharing, enhancing the widest synergy and fusion between different creative forms (Yoga, Theatre, Dance, Music, Design and DIY), also through the organization of events together and the co-use of spaces and equipment. The common aim is to improve the awareness of everyone (individuals and communities), to contribute to the development of human relationships, and to offer high quality cultural events and activities to the city, but also at international level. These spaces should have first of all the character of maximum inclusiveness, involving individuals and collective entities of different kinds, ages, backgrounds, social groups, religions and more, becoming a true reference point in the city for meeting and exchange. Different proposals already emerged from the participatory process of the ULG: the Yoga House (a place -physical and energetic - where to practice yoga in all its aspects to wake up the full potential of each individual), the Health House (an ambulatory freely accessible to the population for natural health care and medicine), Self-production Lab (equipped laboratory for craftsmen, designers and creatives who can co-use equipment, instruments and spaces to produce their own creations), Center for artistic and performing disciplines (where citizens can share spaces for "making art" in all its forms, i.e. through places of training of artistic disciplines and a multi-functional theatre hall, a registration room etc...), House of creativity and design "Made in Naples" (training structure for the design of products that aim to extend the concept of "Made in Italy" to the specific cultural identity of the city with a positive return both in the economic and social fields).

*Responsible entity (s): Scuola di Yoga Integrabile; Enrico Gerardo Association; Archintorno Association; Association for the theater "Jules Renard"; Massimo Nota, Vittorio Ciorcalo, Cinzia Florio, Associazione Articolo 45, Studio Rotella.*

*Network of actors to be involved: for the Yoga House: Schools of classical Yoga that belongs to a traditional lineage of Yoga; Municipality of Naples for communication and support to the project; any companies or SMEs or entities that can finance the project. For the Self-production Lab: designers who participate in the Meraviglia market; all the artisans and creative people in the city; GGT co-design ULG-group; Private sponsors. For the Center for artistic and performing disciplines: various professionals in the theatre sector and, more generally, in performing arts (dance, mime, music, audio-video-lighting, etc.). For the House of creativity and design of "Made in Naples": Istituto Isabella*



*d'Este - Caracciolo; Academy of Fine Arts of Naples, Territorial school network; operators of the design sector and their professional organizations.*

### **Action 3.9**

#### **TITLE: Bio Restaurant**

Description of the action: Catering activities on the ground floor of the building C. In particular, a restaurant will be opened that offers to its customers dishes based on recipes of local cuisine, but remaining in an informal, innovative and technological, non-traditional context. In the same room will then be given the opportunity to purchase the products (organic or zero km) through a small market or, alternatively, online with delivery directly to home after purchase on the portal dedicated to the service. The products offered are all those typical of the area where the restaurant is located and / or the delivery takes place (zero Km) or organic. With a special attention on intolerances (celiac disease, lactose, etc.).

*Responsible entity (s): Profit / non-profit company with experience in the sector*

*Network of actors already involved and involved: local producers*

### **Action 3.10**

#### **TITLE: Accommodations, low-cost and temporary residences**

Description of the action: A residential building for social and responsible tourism at affordable prices is to be set up in building C. Target: professors coming to visit Naples from abroad, students and researchers, artists and tourists. Flexible formula: from a few days to a few months. Different possible formulas are considered (not necessarily incompatible, given the size and the different floors of the structure): from the Capsule Hotel (stops from 1 hour to 1 day) to the Social Housing. In addition to the rooms, the structure will be also organized to host conferences, work places, open ateliers for artisans and artists with socializing spaces. Each floor will be equipped with common kitchens made available to the guests. In particular, it is proposed to direct a specific offer of permanent and temporary residences for artists coming from Campania Region and abroad, who will propose projects related to the city and its citizens. Having as a model experiences such as "Des Ateliers" in Amsterdam or "la Cité des Arts" in Paris, the space will also have a section dedicated to events, conferences, workshops, educational workshops for children and adults, festivals, rehearsal room, vernissages, theatre shows, etc. The aim is to support the young generations of artists forced to emigrate, by creating cultural exchanges with similar international experiences and strengthening the relationship with the territory and its inhabitants, producing therefore the cultural redevelopment of the district. Another concern is to offer to the citizens and, above all, to the children a direct experience in practicing arts in direct contact and exchange with the artists.

*Responsible entity (s): Profit / non profit company with experience in the sector*

*Network of actors already involved and to involve: Stakeholders interested in investing*

### **Action 3.11**

#### **TITLE: Network of artisan laboratories for the circular economy**

Description of the action: In building C, opening of the artisan laboratories, all linked to the circular economy. In the laboratories the activities of production, training and sale will take place, possibly in connection with each other and in view of developing most complex actions.

*Responsible entity (s): Community Foundation / Municipality of Naples*

*Network of actors to be involved: Artisan SMEs*

### ***Long term actions:***

#### **Action 3.12**

##### **TITLE: Urban Center**

Description of the action: Creation of a space functional to urban regeneration, for the experimentation of new forms of participatory and deliberative democracy and aimed at the shared construction of guidelines for the urban policies. The Urban Center will read the transformations taking place in the surrounding territory; it will impulse and collect projects, ideas and proposals for the transformation of the city and the territory. The radio/web radio will be fundamental for communication / debate / etc ..moreover, the Urban Center will promote the optimization and systemic organization of all the activities present in the Community Hub, with a special attention to the circular economy and in making the complex sustainable in terms of uses, functions and activities. A place for social and environmental sustainability in all its aspects: catering, markets, KM zero trade, leisure, psycho-physical well-being, environmental awareness, sustainable restructuring through innovative techniques and technologies, sustainable mobility, food education, reuse and recycling, composting, urban garden laboratories, workshops and spaces for children, sports; particular attention to the energy issue.

*Responsible entity (s): Municipality of Naples (Urbact project unit, City house, Urban Planning Service); ULG (and its evolutions)*

*Network of actors to be involved: various universities in Naples; other research centers, foundations; Profit / non-profit companies present in the structure, potential implementers and funders of the projects*

## 5 Management & Governance structure for the building (site) and the reactivation process



As already mentioned, the SS Trinità delle Monache complex (ex Military Hospital) is currently owned by the State (*Agenzia del Demanio*) and a new Convention has to be signed with the purpose to transfer the site property to the Municipality, within an administrative proceeding called "*federalismo demaniale*".

The Integrated Action Plan proposes the reactivation strategy for the building complex and constitutes also (under the specific request of the Councilor for Urban Planning) the guidelines for the "Valorization Plan", that is the planning tool through which the property will be transferred from the State to the local administration in the immediate future.

To coordinate the implementation of the reactivation strategy, an innovative "public-community partnership model" is here proposed, as an alternative to the most common public or public-private management models. This "public-community partnership model" is based on the coordination between the local administration (Municipality of Naples) and the civil society, that in this case will be represented by the association "Community for the Quartieri Spagnoli Park", that will be funded in the next months by the members of the URBACT Local Group. Coherently to the principle of keeping the participatory process always open and inclusive, this "funding group" will invite other local actors (citizens, associations, informal groups, local socio-cultural operators, private investors, etc..) to join the association and to participate in the reactivation of the complex. In this way, the initial group (ULG) will be consolidated, and at the same time the process will stay permanently open.

In the statute of the association "Community for the Quartieri Spagnoli Park" there will be specific references to the URBACT 2<sup>nd</sup> chance project, to the ULG participatory process for the elaboration of the Integrated Action Plan, and to the mission, vision, objectives and actions shared by the ULG. The specific aim of the association, in fact, will be the monitoring and its direct involvement in the implementation of the reactivation strategy of the SS Trinità delle Monache complex (ex Military Hospital), that from now will be named "Quartieri Spagnoli Park" (including the whole complex: all the buildings and the different open spaces).

Another reference in the statute of the association will be to the "Convention on the Value of Cultural Heritage for Society" (Faro Convention, 2005). The association "Community for the Quartieri Spagnoli Park", in fact, wants to present itself as a "Faro community", that is a local heritage community interested in democratising heritage governance in affiliation with the Council of Europe, working in line with the Faro Convention principles and criteria and bringing these local good practices to European level. All the local "Faro communities", in fact, belong to the Faro Convention Network, that is a platform made up of a growing number of "heritage communities" participating in a dynamic pan-European network, offering extensive knowledge, expertise and tools, within a framework for constructive dialogue and cooperation. It works towards identifying good practices and practitioners, it conducts workshops and supports members' efforts in addressing challenges related to the field of heritage. Furthermore, the Network aims to demonstrate the role of heritage in addressing the societal challenges faced today.



The Municipality of Naples and the association "Community for the Quartieri Spagnoli Park" (Faro Community) should guarantee one unique governance for the whole building complex and the programming of main investments and strategies, regarding both physical and immaterial activities.

Furthermore, the Municipality of Naples should institute also a "Faro Commission" that includes, besides the local administration itself and the Faro community, also other public and private bodies already involved or interested in the reactivation of the complex, such as the Suor Orsola Benincasa University and private investors. This broader Faro Commission should be responsible of implementing strategies and actions regarding the reuse of the complex.

On the other hand, the IAP is based on an incremental strategy, that will allow the step-by-step reactivation of the complex starting from the already available open spaces and buildings (A and H) and ending up in 10 years with the reuse of the whole complex. For this reason, according to the timing proposed by the IAP, the co-design, rehabilitation and maintenance works will be distributed along the next 10 years. Therefore, in relation to the small-scale programming and to the rehabilitation and maintenance works, different management models are considered for the different buildings, which will depend on the functions and actors involved.

## 6 The elaboration process of the reactivation strategy

### General overview

The participatory process for the elaboration of the reactivation strategy was coordinated by the Project Unit “URBACT Projects and Networks on Integrated Urban Development Policies” belonging to the Central Direction “Urban Planning and Management - UNESCO Site” of the Municipality of Naples, in direct collaboration with the Council for Urban Planning that also had the role of coordinating the different councils of the Municipality. During the “visioning” step, the Project Unit was also supported by Ascolto Attivo, an association of experts in leading experiences of deliberative democracy and participatory planning. Furthermore, as it will be underlined in the following paragraphs, some specific contributions were offered during the plenary meetings of the ULG by experts on specific topics.

The participatory process for developing the reactivation strategy was led in the 9 steps, as described below.

**Step 1 . CURRENT SITUATION UNDERSTANDING AND DESCRIBING.** A document has been prepared by the URBACT Unit of the Municipality of Naples, which contains the state of the art of the building complex (physical state, property and management) and the state of the administrative proceedings related to it. This document has two versions: a more technical and detailed one, which has been disseminated within the political and technical sectors of the municipality; a summarized one for the general public, which has been disseminated on the Italian mini-site of the project. This last document is being updated regularly.

**Step.2. DEFINING THE ADMINISTRATIVE AND TECHNICAL FRAMEWORK FOR REUSE.** One to one meetings with the institutions involved (inter-institutional coordination); round table with the counselors, technical departments and services of the municipality (intra-institutional coordination). The objective has been to define the framework within which the Local Action Plan can be developed: administrative and technical limits, possible options, thematic fields.

**Step 3. Involving the ULG: OPEN CALL FOR THE EXPRESSION OF INTEREST.** On the 28<sup>th</sup> of September, an OPEN CALL has been published on the Italian mini-site of the project (within the web page of the municipality of Naples) for the EXPRESSION OF INTEREST to join the ULG for: developing the vision for the reuse of the building complex; elaborating the LAP; experimenting temporary uses of the building. The 28<sup>th</sup> of November 2016 was the deadline for expressing the interest through the presentation of an idea for the reuse of the building complex, referring to one or more fields proposed by the municipality (culture, art, sport, social activities for the neighbourhood, temporary uses). 43 associations, enterprises, institutions and informal groups

or networks expressed their interest by presenting a project, an idea or a temporary use related to the building complex (and this helped us also in getting preliminary ideas for potential uses).

#### **Step 4. Reactivation of the target building**

SITE VISITS have been proposed with:

- Counselors, technical departments and services of the municipality;
- 250 architecture students and 4 professors of architecture design (DIARC- Federico II University of Naples);
- National and international students (International Design Workshop - MAPA, prof. Carabajal, University of Rosario, Argentina; Master class on City Design and Social Science, London School of Economics; Post-lauream course on "Participatory local actions and public debate", IUAV- University of Venice);
- the public (in particular a site visit was directed to those who are preparing the expression of interest to join the ULG).

After each site-visit, a SHORT SURVEY was organized directly afterwards in order to receive a feedback on the spur of the moment about "strengths and weaknesses" of the building complex.

#### **Step 5. Generating ideas for potential uses for the target building**

GETTING IDEAS FROM THE STUDENTS:

- 4 seminars on Architecture Design at the Architecture Department, University "Federico II" of Naples; output: ideas for the refunctionalization of the building.
- International Design Workshop - MAPA, prof. Carabajal, University of Rosario (Argentina); output: ideas for the refunctionalization of the building and to build connections with the neighborhood.
- Master class on City Design and Social Science, London School of Economics; output: ideas for embedding the reactivation of the building within the neighborhood development.
- Post-lauream course on "Participatory local actions and public debate", IUAV- University of Venice; output: ideas for improving the participatory process.

GETTING IDEAS FROM THE INHABITANTS:

- As already explained, the expression of interest is organized in a way that it also works as a PUBLIC CONSULTATION to identify future uses/objectives, through the presentation of projects/ideas/temporary uses related to the building complex.
- a PUBLIC ASSEMBLY with the inhabitants of the neighborhood has taken place on the 18th of November 2016.

## **Step 6. ULG at work: ANALYSIS OF THE CURRENT SITUATION**

ULG Meeting 1\_ December 2016:

*Kick-off meeting*

Objective: "getting to know each other" and defining the IAP Roadmap. With this meeting, the Urbact Local Group members, who answered to the open call for the expression of interest launched by the Municipality, met for the first time. This first meeting was a moment of mutual knowledge and understanding of the different aspects of the 2<sup>nd</sup> chance- URBACT III EU project. In addition, the various working groups began to collect and pinpoint a series of preliminary information necessary to start the co-design process of the reactivation strategy in a profitable way.

ULG Meeting 2\_ January 2017:

*Site visit and analysis of the actual situation of the complex*

Objective: The visit to the whole complex was the fulcrum of the second meeting of the ULG. This moment allowed to become aware of the potential of the place and also of the importance of the challenge gathered by the group. At the second meeting participated also the counselors, technical departments and services of the municipality involved in the URBACT Round Table. Through the dialogue between the technicians and the ULG members, the attempt was to provide all the answers and necessary information, as they emerged in the previous meeting.

ULG Meeting 3\_ February 2017:

*Embedding the reuse of the complex in the neighborhood development*

Objective: this meeting was an opportunity to share a reflection on the objective of the URBACT project, namely the redevelopment of the complex in terms of urban regeneration of the neighborhoods it overlooks. What does this mean concretely? What is the story-telling that can be made of these neighborhoods - potentials and needs - starting from the direct experiences of the associations and the other realities that are part of the ULG? Thanks to the collaboration with the University's Department of Architecture, which made available various materials - plans, graphs, plastics - in this meeting it was possible to start working on the physical relationship between the complex and the neighborhoods, discussing on accessibility, the obstacles, the possible paths, the potentialities and the critical aspects of the surrounding territory.

## **Step 7. VISIONING**

This step of the process was conducted by Ascolto Attivo, an association of experts in leading experiences of deliberative democracy and participatory planning, that had the specific objective of supporting the ULG in focusing on one shared vision of transformation for the complex, developing an awareness of its role, as an incubator of social innovation, and defining principles and guidelines for the implementation of the Action



Plan. This step has been developed through two types of activities, closely linked: the real visioning activities (ULG meetings from 4 to 7) that were preliminary and fundamental for the construction of the IAP; the training activities, that were essential for developing, in those taking part in the participatory process, an awareness of the need to radically change the relationship dynamics between administration and citizens. The training sessions (29 April, 5 May, 8 June 2017) concerned in particular active listening, creative management of the conflicts, experiences of deliberative democracy and participatory planning (with a particular lunge on the Open Space Technology methodology). the training was directed to the inhabitants, associations, informal groups of the neighborhoods on which the SS Trinità delle Monache complex insisted, as well as to university professors and students, technicians, administration officers and managers.

ULG Meeting 4\_ March 2017:

*Temporary uses for the ex-Military Hospital*

Objective: definition of the programme of temporary uses for the target building to be experimented by the ULG within the manifestation "Maggio dei Monumenti 2017", promoted by the municipality of Naples, as a way to prefigure possible uses of the building complex to the city inhabitants. Furthermore, starting from the story of some experiences similar to the Neapolitan case, the "visioning" method has been shared and prepared the ground for the real visioning workshop, scheduled for the next meeting. The reflection on similar experiences carried out in other cities, made it evident the need to share, as a working group and as an incubator of social innovation, above all a strategic vision and a value system.

ULG Meeting 5\_ April 2017:

*Brainstorming „Possible futures / Desirable futures" and co-design workshop "Letters from 2027"*

Objective: through the brainstorming on "possible futures/ desirable futures", and through the exercise of writing "Letters from 2027", the project's mission was focused and one shared vision begun to emerge on the future uses of the space (first recollection of ideas of reuse for each part of the building complex). The exercise of writing the letters asked to imagine returning to Naples after a long absence and to visit the complex finally restored and to describe the impressions of all this to a distant friend. It was asked to imagine concretely how the real spaces had been redeveloped, what they had been used for, what kind of relationships and social life were hosted, what climate was breathed. From this exercise of collective creativity emerged a vision of the complex as an organic space, in which each element, each building becomes part of an overall design.

ULG Meeting 6\_ May 2017:

*Open Space Technology „How do we transform the ex Military Hospital in a place that is special for everybody?"*

Objective: "How do we transform the former Military Hospital into a special place for everyone?": this is the starting question which was addressed to all participants in the Open Space. From the OST, 18 different proposals emerged by the discussion among all the 114

participants. The OST Instant Book (with the reports of the discussions related to each proposal, the images, the list of participants) was delivered by email the following day to all the workshop participants and to all those who were part of the ULG. The result was a recollection of project ideas, potential functions and uses/users for the target building and, most of all, the "community building" feeling shared by all the participants.

ULG Meeting 7\_ June 2017:

#### *Creative Confrontation Round-table*

Objective: the actions proposed during the ULG meetings 4, 5 and 6, were clustered into 7 main topics (pieces of the puzzle) of the Local Action Plan. This last workshop marks the transition from the visioning phase to the more operational phase: the elaboration of the Local Action Plan. In the Creative Confrontation Roundtable, an articulation was proposed in macro themes, or pieces, of the 18 ideas presented during the OST. The choice of the term "piece" is not casual: each group, each theme, is in fact the element of a single puzzle, a puzzle that changes with the change of the individual elements and that is defined together with these (Puzzle thinking). The themes/pieces presented, and welcomed by the participants in the ULG meeting, are the following: Building A, immediately usable space ; Physical and symbolic accessibility; The green; Usability of outdoor spaces; Artistic, handicraft and cultural workshops for psycho-physical well-being; Building C: proposals for the medium and long term; Communication.

The first two pieces - "Building A" and the theme of "accessibility", especially from the "lower town" of Montesanto - were intended as the two priority themes. Making the "Building A" immediately usable and starting to develop within its spaces activities able to attract and generate attention, curiosity, involving other realities and citizens, in fact, is considered a pre-requisite to succeed in carrying out the regeneration strategy. For each theme / piece identified, an operative working group was set up. During the workshop, each group began to identify the priority actions (those that could be concretely and directly implemented), and long-term actions (the most ambitious ones) for which the preconditions still need to be created. Each group, during the workshop, has also worked to establish internal organization and working methods for the following appointments.

During the meeting, Daniela Buonanno, spokesperson for the Councilor for Urban Planning Piscopo, assured the participation in each working group of technicians and representatives of the administration: it is a key element through which the principles of participated design, of deliberative democracy, of mutual learning can concretely be realized. The exchange of information and skills, among technicians, administrators, citizens, associations, should be constant and fluid, and lead to a more rapid identification of the problems and the feasible solutions.

## **Step 8. TEMPORARY USES' EXPERIMENTATION**

*"Maggio dei Monumenti 2017" (May 2017)*

During the manifestation “Maggio dei Monumenti 2017” organized by the City of Naples to rediscover the abandoned architectonic heritage of the city, a wide range of different temporary uses of the building complex were experimented during all the week-ends of May 2017. A rich calendar of initiatives, organized by the associations of the territory and by the Municipality of Naples, addressed to all, with the specific objective of re-opening the doors of the complex to all the inhabitants of the neighborhoods and to the city. The *Maggio dei Monumenti* was an important experimentation also to reflect on the temporary uses of the complex. The activities organized by the ULG were the following:

- Training courses and workshops for facilitators of participatory processes;
- Different activities for children and teen-agers;
- Yoga classes and Sat Nam Rasayan courses;
- Capoeira and popular dances from southern Italy;
- Exhibition of projects about the re-design of the building complex by architecture students;
- Workshops of co-design and visioning, to imagine how the target building could be transformed;
- “Walkshops” (according to the Jane's walk model) to rediscover the surrounding urban areas and to show (im)possible accesses to the building complex: landscape theatre along the Pedamentina, the ancient route that connects the Piazzale di S. Martino to the former Military Hospital through flights of stairs; a second walkshop through the Quartieri Spagnoli; a third walkshop led the participants from piazza Montesanto to the former military hospital, to the rediscovery of the 3 churches of Fanzago and through the meeting with the inhabitants of Montesanto (associations, parishes and informal groups);
- Happy hours, coffee breaks and lunches.

*Civic uses in the “building A” (From November 2017)*

Starting to experiment civic uses in the “Building A” by the ULG:

- Yoga classes and Sat Nam Rasayan courses;
- Spaces for activities with children;
- Theater courses.

## **Step 9. IAP DEVELOPMENT**

ULG Meeting 8\_ July 2017:

*From visioning to planning: building the basis of the IAP*

Objective: This meeting inaugurates the final step: the elaboration of the Integrated Action Plan by the URBACT Local Group, assisted by the URBACT project unit of the Municipality of Naples. This is the most concretely co-planning part of the participatory path: the elaboration of an integrated and

unitary project for the recovery and management of the *SS Trinità delle Monache* (former Military Hospital), based on the knowledge acquired in all the previous steps. The methodology and timing of this last step were presented, and the basis of the IAP were built according to all the knowledge, information, ideas, projects and visions shared during the previous steps.

ULG Meeting 9+ thematic meetings\_ September 2017:

*Objectives and actions of the IAP*

Objective: The main aim of the meeting was to define the long-term objectives of the Integrated Action Plan, based on the shared vision of transformation and on the thematic axes identified in the visioning phase. Furthermore, short, medium and long-term actions were identified, desirable and necessary to achieve the objectives' set.

ULG Meeting 10+ thematic meetings\_ October 2017:

*The actors of the IAP*

Objective: This meeting focused specifically on the stakeholder analysis, that aims at building the network of actors of the Integrated Action Plan. It was proposed to identify the actors within the ULG, already available to achieve the objectives and actions proposed within the implementation phase. Furthermore, the external actors were suggested, whose involvement was deemed necessary and / or desirable to achieve the objectives and actions proposed. For the latter, the methods of involvement were also indicated.

ULG Meeting 11\_ November 2017:

*Integrated Action Plan review sessions*

Objective: This meeting lasted the whole day, from the morning to the evening, and had the objective of making a "revision" of the work done so far, with the aim of making the embryo of the IAP even more shared and rich. In particular, a "cross-fertilization" between the various groups was operated, which until now had worked mostly separately. During the 5 working sessions, one for each of the shared objectives, we proceeded in evaluating, integrating and enriching the spectrum of actions (short, medium and long term) already proposed to achieve the 5 specific objectives. At the end of the day, a clear and shared picture was obtained of the objectives and actions to be undertaken from here to the next ten years, as well as of the network of actors already engaged and yet to be activated for the recovery of the complex.

ULG Meeting 12+ thematic meetings\_ December 2017:

*Resources and funding of the IAP*



Objective: the focus was on identifying the resources necessary to carry out the actions envisaged by the Integrated Action Plan, as elaborated during the previous meetings. The goal is to make the IAP more and more concrete and action-oriented. They were considered both the resources (human, material and immaterial) already available and those still to be found and, in this case, it was identified the possible funding instruments, necessary to implement the Integrated Action Plan. Finally, the thematic tables of December were organized in which, with the expert support of Giampiero Bruno (SOGES s.p.a.), specific insights were offered on the funding possibilities of the individual actions of the IAP.

ULG Meeting 13+ thematic meetings\_ January 2018:

#### *The Management model*

Objective: Defining the management model for the complex to be proposed to the municipality: who will be responsible to coordinate the implementation of the reactivation strategy? How will the stakeholders be involved? How is the management of the building is intended? Who will be in charge of rehabilitation and maintenance works? Who does the programming? Will other stakeholders be involved? Christian Iaione, professor of public law at the University *Guglielmo Marconi* in Rome and director of *LabGov - LABORATORY for the GOVERNANCE of the common goods* of the LUISS Guido Carli, offered an introductory intervention on "Cities between self-management and co-management of collective assets. Models and perspectives".

ULG Meeting 14\_ February 2018:

#### *Monitoring and evaluation*

Objective: Defining the monitoring and evaluation system for the implementation of the IAP: How to measure and evaluate the impacts that the IAP will have on the complex, on the surrounding territory (and more generally on the city) and on its inhabitants? Furthermore, presentation and final sharing of the actions of the Integrated Action Plan.

### **Stakeholders involved**

To the URBACT Local Group belong the citizens, associations, professionals, public bodies and private investors who answered to the Expression of Interest launched by the Municipality of Naples in autumn 2016. Other subjects joined this first nucleus during the participatory process in a completely free and spontaneous way. At the beginning of each meeting, the participants were able to register and stay constantly updated on the evolution of the project and on the next meetings and happenings. In July 2017, the ULG decided to invite those who participated to the "visioning" step to join formally the group. At the end of the participatory process, 55 expressions of interests were collected, involving 82 different subjects. Moreover, the ULG meetings were crossed by 359 people in total.

Following, the list of the ULG members who presented the manifestation of interest and took part to the participatory process:

1	Studiorotella	professionals
2	Punta Corsara	no-profit association
3	Project Ahead	private society
4	loredana Localzo	private citizen
5	associazione Quartieri Spagnoli	no-profit association
6	vittorio ciorcalo	private citizen
7	DIARC- dipartimento di architettura, università "Federico II" di Napoli	university department
8	FIAB Napoli CICLOVERDI	no-profit association
9	Efraim	no-profit association
10	ID EST	no-profit association
11	centro turistico giovanile TURMED	no-profit association
12	URBanLABility	informal group of young professionals
13	anna assumma	private citizen
14	MUD_studio + DORMIRE+ K. Lohrmann+ E.Bove	professionals
15	Aracne + Lazzarelle cooperativa a.r.l.	no-profit association
16	Articolo 45	no-profit association
17	Quarto Stato	no-profit association
18	manuela barbato	private citizen
19	maggio della musica	no-profit association
20	E. GERADO + Scuola di Yoga Integrale+ Centri di Alimentazione consapevole	no-profit association
21	Teatro Stabile della città di Napoli	no-profit association
22	N:EA (Napoli:Europa Africa)	no-profit association
23	ARTGARAGE sas di Emma Cianchi + NEO Dance Network+ Luna Nova+ Korper+ Interno 5.	private society
24	ScalzaBanda	no-profit association
25	Jolie Rouge Aps	no-profit association
26	Teresa Tolentino	private citizen
27	Aldebaran Park	no-profit association
28	Alisei coop. +Restart+ Cidis onlus	cooperative society
29	Consorzio arte'm net + ACEN- Associazione Costruttori Edili di Napoli	private companies
30	Maria Laura Petrone	private citizen
31	Tourbillon	no-profit association
32	IFEN - Istituto Federico Navarro	no-profit association

33	Gente Green (Green Italia + Coordinamento scale di Napoli + Legambiente + WWF Napoli+ LoSguardo che trasforma + Quartiere Intelligente/associazione Montesanto 3)	informal group of no-profit associations
34	Legambiente Campania	no-profit association
35	GGG (Terra Prena + Art Migrants + Archipicchia + Mariagrazia Catenacci + Esmeralda Addabbo + Ilaria Abbiento + Cyop&Kaf, artisti writers+ URBANJUNGLENAPOLI + ONGUM).	informal group of no-profit associations
36	Alfonso De Vito	social and political movement for the right to the city "Magnammece 'o pesone"
37	Cinzia Florio	private citizen
38	giuseppe viscardi	private citizen
39	We Rise	informal group
40	Knowledge for Business + Medaarch	private company
41	graziana brigida	private citizen
42	sara parlato	private citizen
43	Associazione per il teatro Jules Renard	no-profit association
44	ProgettiAmo	professionals
45	Gianni De Gregorio	private citizen
46	Archintorno	no-profit association
47	Accademia delle belle arti	university department
48	lucia bello	private citizen
49	Legambiente Parco Letterario Vesuvio ONLUS	no-profit association
50	Archipicchia	no-profit association
51	Gregorio Tomasillo	private citizen
52	paolo palermo	private citizen
53	nicola guida	private citizen
54	Agritettura2.o	no-profit association
55	Antonello Amaddeo	private citizen

## Key activities

Most successful features and activities:

- Public call to join the ULG: 55 subjects expressed their interest to join the ULG, and this gave the idea that an inclusive “open process” was taking place.
- Linking the “visioning” phase to a well-known city event. The “visioning” phase took place within the “Maggio dei monumenti 2017”, a manifestation organized by the local administration that takes place every year and is centered on “rediscovering” the monuments of the city that are generally closed to the public. The participatory process of the visioning was accompanied by the experimentation of “temporary uses” in the SS Trinità delle Monache complex. The framework of the “Maggio dei monumenti 2017” allowed a broader advertisement and participation to the “visioning” phase.
- Identifying different groups within the ULG, each one working on one of the objectives of the IAP and on the relative actions, and proposing constantly the cross-fertilization among the objectives. This cross-fertilization was very important not only to share constantly ideas, objectives and actions among all the participants, but also to guarantee the internal consistency of the actions.

Key elements of the strategy:

- Step-by-step strategy. First step: enhancing the parts of the complex that are already available. Further steps: making available and in use the other parts of the complex according to the timeline of the IAP and to the opportunities (also fundings) that could arise along the years;
- Cross-sectoral approach. The objectives of the IAP cover all the sectors (ecology, governance, economy and socio-cultural) of the “sustainability” paradigm within an integrated approach.

## Lessons learnt & Recommendations

Community building: one of the results is that now, starting from the participatory process of the ULG, a local “community” exists, which is interested in the reactivation of the complex and wants to be engaged in the implementation of the IAP.

- At the same time, beyond the subjects involved in the ULG, it was necessary to identify a broader network of relevant actors that should be involved in the implementation of the IAP, as well as the different methods to involve the different actors.
- Involving the “Round table” with the counselors, technical departments and services of the municipality (intra-institutional coordination) in the ULG participatory process is a difficult but necessary task, in order to make the process more effective.
- It is necessary that the administration organizes roundtables and calls addressed specifically to private investors, whose involvement was not obtained through the expression of interest (that attracted mostly citizens, associations, professionals and public entities).



## 7 General prospect dealing with vacant properties in Naples

Large vacant buildings are present in the entire city, being an indicator of urban degradation, which is increasing. The regeneration of these sleeping giants is considered a relevant topic for the whole city, but it represents a specific challenge in the historical centre of Naples in terms of property, dimension and architectural quality of the building complexes.

First of all, these buildings are seated in the historic centre of Naples, which has been included by UNESCO in the list of world heritage sites. Most of them are part of the architectural heritage of the city and have an important artistic value and, therefore, any project of reuse, restoration and valorisation is subject to specific regulations and constrains.

Moreover, many of the large vacant buildings in the historic centre are public owned. Nowadays in Italy there is an ongoing process of transferring the property of large building complexes owned by the State to the municipalities that explicitly request it through the proposal of a specific project for the regeneration of the site. This is an important act in terms of administrative decentralization and transfer of resources to the local communities; at the same time it is a huge financial challenge for Naples that is suffering financial instability. The difficult economic situation, in fact, is leading to relevant cuttings in public expenditure, which produces a sort of impasse in public investments, not only for the valorisation of the built heritage but also for its physical maintenance. Most of these buildings are in urgent need of repair and maintenance to avoid further degradation and the worsening of the often already severe conditions and to avoid risks for the public safety. At the moment the municipality lacks the financial resources needed. Furthermore, also because of the economic crisis, a stagnation of private investments in urban regeneration projects can be detected.

On the other hand, a growing number of bottom-up initiatives has squatted large abandoned buildings in the last years, using them for social-cultural purposes and transforming them into relevant community centers. But their financial capacities for renovating these large buildings are very limited and professional know-how dealing with the artistic value of the buildings is partly missing. The bottom-up activities would need a strong support in order to achieve the desirable social tasks, as well as the promises of a long-term benefit for the neighbourhoods also in financial and occupational terms.

In the specific context of the City of Naples, the challenges to overcome the vacancies are to guarantee the physical maintenance of these large building complexes and to keep the complex of social uses and cultural values that let them being recognized as "common goods" by the local community. Finding appropriate economic strategies to make this process self-sustainable along the time is a further challenge.

The theme of revitalizing derelict large buildings and building complexes is a central issue for Naples' City Council. In the last decades, in fact, several urban planning initiatives and policies have been addressed to limit urban sprawl and invest in the reuse of the cultural heritage in the historic centre (UNESCO site from 1995), which are mostly large monumental building complexes. Since 2012, the city of Naples has built a "governance ad hoc" regarding the possibility to "adopt" large vacant buildings by citizens gathered in civic committees, in which to experiment complex uses and new management strategies. For this, the category of "common goods" has been introduced within the City's statute, since their protection and valorization is seen as "functional to exert the fundamental rights of the people in their ecological context" (art.3).

**Another political act was the institution - for the first time in Italy - of a City Councilor with a specific mandate on Common Goods and further administrative acts followed, defining the “Principles for the government and management of the Common Goods in the city of Naples” (Resolution of the City Council - d.G.C. n. 17 of the 21/01/2013).**

Some administrative bodies have also been introduced: a “Permanent Observatory on Common Goods” (Mayor's ordinance n. 314 of the 24/06/2013), a “Laboratory” and a “Constituent Assembly of the Common Goods” (Resolution of the City Council - d.C.C. n.8 of the 18/04/2012), with the relative regulations.

Moreover, in the last five years different movements of citizens have been reclaiming space for socio-cultural activities and, at this purpose, they started occupying and using large abandoned buildings for social, political and cultural activities. This spontaneous phenomenon has not been stigmatized as “illegal” by the local administration but, on the contrary, the city Council took these initiatives as starting point for the “renaissance” of the vacant buildings and launched different initiatives to provide a legal framework for the reuse of the abandoned public buildings, considered as “common goods”, through bottom up initiatives.

The first asset recognized as a common good was the Ex-Asilo Filangeri: a building that in 1572 was already an arts and crafts factory, belonging to the convent of San Gregorio Armeno, later transformed into a boarding school for young orphans and poor children and definitively abandoned in 1980. In 2010, protesting against the under-utilization of its spaces, the premise was occupied by a group of art and culture professionals who immediately started to run cultural activities for the valorization of the place and for the benefit of the whole community. Recognizing the purposeful spirit of the occupiers and acknowledging the importance of culture as a common good, with the resolution no. 400/2012 the City Council of Naples decided to institutionalize this spontaneous initiative and to identify this space as a “place with a complex use in the cultural field and whose spaces are used to experiment processes of participatory democracy”. The place, in fact, was already managed through a collective governance mechanism.

With the following decision no. 893/2015, the City of Naples recognized the Urban Civic Use Regulation of the ex-Asilo Filangieri, produced in an autonomous way by the community that collectively uses the resource and that puts the self-management of the structure as one of the main principles of its civic administration.

By acknowledging the civic use through this regulation, the Public Administration assumed the burden of ensuring the usability of the ex-Asilo Filangieri to the inhabitants who benefit from it, for the production and enjoyment of cultural and artistic events. The right to produce and make use of the place is, in fact, free and guaranteed to all, in accordance with the constitutional rights and values, but with a participatory model that is founded on three main pillars: the “Management assembly”, the “Steering assembly” and the “Board of Trustees”.

After the case of the ex-Asilo Filangieri, with the resolution no 446 ratified in 2016, other seven public properties were recognized by the City Council of Naples as “relevant civic spaces to be ascribed to the category of urban commons” (Ex-Convento delle Teresiane - Giardino Liberato, Lido Pola, Villa Medusa, Ex-OPG di Materdei - Je so pazz, Ex-Carcere Minorile - Scugnizzo Liberato, Ex-Conservatorio S. Maria della Fede, Ex-Scuola Schipa) and in the future more assets might be added to the list.

This governance mechanism to entrust abandoned assets to the civic care is increasingly attracting the attention of other European cities. The “participatory paths for the reactivation of abandoned buildings as common goods” promoted by the City of Naples, in fact, have been recently awarded

with the URBACT Good Practice Label (October 2017) for their innovative implant aiming at guaranteeing the collective enjoyment of common goods and the democratic use of public assets. Recently, several European Municipalities have expressed their interest in being part of an "URBACT Transfer Network" with the aim of learning and implementing similar urban policies.

With the 2nd Chance-URBACT III project, the Municipality of Naples has decided to experiment new forms of participated procedures with the aim to involve a wide number of stakeholders (citizens, associations, NGOs, entrepreneurs, etc.) in the co-design of the vision for the reuse of the SS Trinità delle Monache complex (ex Military Hospital). At this purpose, on the 28th of September 2016 an Open Call was published on the municipality's website to collect Expressions of Interest to join the ULG, for developing and elaborating an Integrated Action Plan and experimenting temporary uses of the building complex. As said in the previous chapters, a large number of associations, enterprises, institutions, informal groups expressed their interest in co-designing the reactivation strategy and have actively participated in the decision-making process.

This successful experiment has inspired other administrative proceedings, among the others the latest resolution no.458, approved by the City Council of Naples on August the 8th 2017, that encourages the active citizens to submit Expressions of Interest for the implementation of "pilot projects" that aim at the bottom-up valorization of underused or disused municipal assets through temporary uses. During the projects lifetime, these premises can be redeveloped and transformed to test new uses characterized by prevailing social aims, such as:

- social-care facilities;
- reception centres for migrants and asylum seekers;
- educational gardens, collective and urban gardens;
- playgrounds for children and youngsters;
- artistic installations/exhibitions;
- activities aimed at promoting "urban creativity";
- regeneration of public spaces in genre as "civic flourishing environments".

This policy tool differs from the previous initiatives on "common goods" because, rather than recognizing and institutionalizing spontaneous bottom-up civic uses, the Municipality intends to initiate the re-generation process of its cultural heritage by stimulating and enhancing directly citizens' proposals and their active role in "taking care of the City". These temporary uses have to be characterized by a strong participation of citizens in the definition of the uses and of the management model of the asset. This will lead to the establishment of "Urban Civic Communities" that will be supported by all the involved Municipal services/departments. As a side-goal, the Administration is also aiming to generate a valuable income for the redevelopment/maintenance of the premises and to guarantee the financial sustainability of the social/cultural initiatives proposed by the community, ensuring the autonomy of both parties involved: the citizens and the public administration.

Considering all the up-mentioned administrative resolutions and tools already available, the objective for the next-future is to design new policy instruments to promote "Public-Community Partnership models" that may further attract long term investors and guarantee the overall sustainability of both the rehabilitation works and social-cultural initiatives run by the communities. The recognition of the collective responsibility towards cultural heritage is, in fact, the starting point for a greater synergy of competencies among all the actors concerned: public bodies, communities and private investors.

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