

# Cesena IAP Roadmap

**ULG organization and work dynamics**  
**Articulation with Kairós transnational work plan**  
**IAP main orientation**  
**Small scale actions**  
**Risk assessment**



# Kairós



Kairós is an URBACT network on Cultural Heritage as a driver for sustainable urban development and regeneration. The ambition is to roll out an innovative policy framework maximizing the integrated approach, able to respond to different local needs and circumstances. To meet this challenge, the Kairós model pursues the proper assemblage of five key dimensions - Space, Economy, Social Cohesion, Attractiveness and Governance.

Kairós is working at two levels. Locally, network cities will co-produce an **Integrated Action Plan (IAP)**, activating inter-departmental coordination and stakeholder mobilisation. Internationally, a learning and exchange itinerary has been set up, including baseline study, webinar series, thematic workshops, key study visits and peer-reviews. This work plan is running from May 2020 to August 2022.

# Cesena

Reusing the city's old industrial legacy as a foundation for a multi-functional urban regeneration of the area surrounding the train station

# Introduction



Over the past years, the Municipality of Cesena has been developing impactful policies and projects on heritage-led urban regeneration and heritage valorisation primarily focused on the historic city centre. Today, the priority is to extend the vital energy of a revitalized city centre to the surrounding urban areas. In particular, promoting an integrated and innovative urban regeneration process for the area surrounding the railway station, which is characterized by the footprint of the industrial heritage.

Starting from 1920, the area was entirely occupied by the ARRIGONI fruit and vegetable processing factory which in the 30s saw its maximum development, reaching about 5000 employees. Between 1964 and 1967 the plant was moved to a more peripheral location, freeing up a large area which was subsequently redeveloped in the 1980s. Today, a few buildings and one of the 3 chimneys of the former factory remain.

This area is undergoing urban and social decline, with abandoned spaces, homeless people, groups of adolescents in school abandonment and migrants. Furthermore, there is a lack of quality public spaces in which to stay around while waiting for the train and lack of spaces specifically dedicated to the area's main users who are mainly students.

**The area is therefore like a blank paper in order to promote an innovative multi-functional layout (campus, housing, leisure, the train station as experimental hub on sustainable mobility...) and even experiment with the issue of industrial heritage valorisation and reuse.**

To meet this challenge, the Kairós initiative represents an excellent opportunity to promote an advanced approach on urban regeneration. As several planning interventions are already underway in the area (general urban plan, mobility plan, velostation project, refurbishment project of an industrial building, redevelopment of the station building), the Kairos working group will have the precious role of **making the various projects in progress visible, known and understandable** and to work together on the **collective construction of a new sense of place in the area.**

# Introduction



## How to do this?

In order to make the various projects in progress visible, known and understandable and to work together on the collective construction of a new sense of place in the area, in Kairos project we are called to co-design with all the ULG members an Integrated Action Plan for Cesena's Station Area.

This roadmap is a schematic way to organise this work of collective elaboration.

**The objective** of this roadmap is to:

- Decide how set-up the URBACT Local Group (ULG), differentiating between core and enlarged group.
- Imagine a work dynamic structure all over the project time.
- Build an activity calendar strongly interconnected with the international partners' meetings and topics.
- Identify the IAP main orientation and analysing main potential risks.

**About target groups to involve**, 3 main target groups have been identified:

- Municipal departments.
- Regional actors with local interests.
- Local actors operating in the station area.

# Cesena IAP Roadmap

ULG  
organization  
and work  
dynamics

Articulation  
with Kairós  
transnational  
work plan

Risk  
assessment

Small  
scale  
actions

IAP  
main  
orientation

# ULG organization and work dynamics

## ULG setting and participation

### MEMBERSHIP

Stakeholders already involved in Kairós phase 1 (local and regional ones plus municipal offices) enlarged to other stakeholders more directly involved in the area (schools, commerce, associations, specific municipal projects). There is no obligation: everyone is free to participate whenever they want. In inviting each stakeholder he will be involved emphasizing which interests he can develop and put into play by participating in the ULG.

### RULES AND DUTIES

In order to get real involvement and co-production for ULG members, meetings will be organised taking into account real interests "to be there" of each participant; so there will be no predetermined rules, but motivation to participate will be built starting from the interests of each stakeholder, so that they can take charge of disseminating the contents of kairos in their organization and can take charge of the various activities that will take place. It will also be possible to hold one-to-one meetings with different stakeholders.

### THIRD PARTY INVOLVEMENT

The Regional offices that deal with temporary uses of the spaces and ArtER, regional innovation agency, will be involved, with the aim of inserting the Cesena regeneration process in a broader innovative and experimental context of the Region and having further stimuli from stakeholders with a broader vision. The National Railways company will also be involved, given the importance of the station as a "gateway" to the city and its ongoing exterior redevelopment project.

### CONNECTION WITH OTHER ONGOING PROCESSES

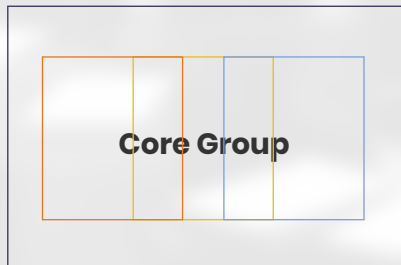
Many participatory processes are underway in the municipality of Cesena: relating to the new urban plan, to that of mobility, common goods, the historic center and the Union of the Municipalities of Savio. Kairos therefore works with the specific stakeholders of the station area on the theme of heritage-driven regeneration in coordination with the other processes. The municipality of Cesena has appointed a guarantor of participation, as required by a regional law governing the government and use of the territory.

ULG member's motivation should be kept alive precisely by the close connection with other urban planning processes in progress that will help to make collective reasoning perceived as concrete in the frame of the ULG meetings.

### ULG SETTING

A new element and our challenge is that the CORE of the ULG is made up of municipal offices and stakeholders at the same level. They will work together in order to achieve a common vision about the railway station area. So the Municipality is not a simple "external ULG manager" but is at the center of the dynamics of co-design in an equal relationship with the local actors.

# ULG organization and work dynamics



## MUNICIPAL DEPARTMENTS

- Urban planning + Building
- Youth (Schools and Universities)
- Social Services (Social mediation)
- Police (Urban decay)
- Sustainable mobility (Velostation project)
- Culture (Festival - Events)
- Economic development

## Regional STAKEHOLDERS

- ArtER - Regional Innovation Agency
- University of Bologna - Architecture
- University of Bologna - Psychology
- Emilia Romagna Region (Working group on temporary uses of public spaces and urban planning)
- START Romagna (Public transport company)

## STAKEHOLDERS linked to the pilot area

- 4 High Schools
- Ass. Il Pellicano (Aggregation center for students)
- En.A.I.P (Laboratory for disabled people)
- Cesena Lab (Municipal Start-up incubator)
- Economy activities organisations
- Neighbourhood councils
- CEAS - education center to support sustainability

## National STAKEHOLDERS

Railways - Ministry of Transport



# ULG organization and work dynamics

## Core Group

MUNICIPAL DEPARTMENTS		
NAME DEPT.	INTERESTS' FIELD	N. of PEOPLE
Urban planning	space	3
Building - urban furniture	space	1
Youth	high schools and university	1
Social services	social mediation, foreign and homeless people	3
Police	urban decay	1
Sustainable mobility	velostation project	1
		10
REGIONAL STAKEHOLDERS		
ArtER	regional agency for innovation and economic development	1
University of Bologna - architecture	faculty of Cesena	1
University of Bologna - psychology	faculty of Cesena	1
		3
LOCAL STAKEHOLDERS (in the area)		
High schools - head	5 schools in the station area	5
En.A.I.P foundation	training body working with disability, job placement	1
Il Pellicano association	education and training for children and young people with the aim of promoting social and cultural integration and combating early school leaving	1
Consult University students	coordination of students	1
		7
<b>Total invited ULG participants</b>		<b>21</b>

## Wider Group

MUNICIPAL DEPARTMENTS		
NAME DEPT.	INTERESTS' FIELD	N. of PEOPLE
Culture	festival, events	2
Economic development	contacts with local economic operators	1
		3
REGIONAL STAKEHOLDERS		
Emilia-Romagna Region, office for temporary uses	office working on temporary uses in urban regeneration	1
START Romagna	regional transport company	1
		2
LOCAL STAKEHOLDERS		
CEAS - education center to support sustainability	Sustainability Education Center, a municipally managed facility	1
CNA / Confartigianato / Confesercenti	local organizations of businesses and traders	2
Neighborhood councils	local councils working in the area	2
Cesena Lab	incubator and accelerator of innovative companies	1
		6
<b>Total</b>		<b>11</b>

# ULG organization and work dynamics

## Meeting format

### TIMING

Purpose of the meetings will be to think about ways of spaces' uses and collaboration among the various stakeholders involved in the station area. As there are different planning and participation processes in place, the calendar is organized to respect both the international Kairos workshops' timing and local participatory workshops. There will be about a meeting every two months, after each international thematic Kairos meeting, following the 5 Kairos pillars (the "governance" one is considered transversal to all the other ones):

**February 2021** - Work set-up

**March 2021** - Space

**May 2021** - Economy

**July 2021** - Attractiveness

**October 2021** - Social cohesion

**December 2021** - Preliminary draft IAP

**February 2022** - IAP draft's review

**May 2022** - final IAP

### LOGISTIC ARRANGEMENTS

According to the pandemic measures, meetings will be held on an online platform, eventually using a cloud space to share documents and discussions, if necessary. When possible, it will be preferred to organize itinerant workshops (outside and inside spaces) in the places where the various stakeholders operate, in order to involve them in a more pro-active and engaging way.

### WORK DYNAMICS

The standard meeting agenda will be divided following the scheme:

- Summary of previous meetings.
- Main goal to achieve.
- Report from one or more stakeholders of the Kairos Thematic Workshops and/or intervention of an external thematic expert (according to specific needs).
- Work in groups and / or sub-groups.
- Synthesis (to-do lists, tasks, results of the day, etc.).

# ULG organization and work dynamics

## Coordination and facilitation

### **FACILITATION AND REPORTING**

An ULG coordinator, specifically appointed for this task, will facilitate meetings, also generating and feeding motivation of the participants by involving them in activities. She will prepare the summary reports of the meetings, with the support of notes taken by one or more participants.

### **WORK AND DIALOGUE IN-BETWEEN ULG MEETINGS**

Considering the various participatory processes in place in the Municipality of Cesena with various stakeholders involved on several work tables, we will evaluate which type of tools to activate starting from the first meeting with the participants: from simple exchanges via email, up to the activation of cloud platforms and digital spaces of discussion, to keep participation alive between one meeting and another. The ULG coordinator has experience in activating and running online communities.

### **ROLE OF ELECTED REPRESENTATIVES**

They are part of the ULG and will participate in specific group meetings, as well as the possibility of participating on demand in the meetings, according to the relevant topics dealt with. Therefore, they will be constantly informed of ideas that emerged during the ULG meetings and will be able to approve and include the results of the work in the planning tools in progress concerning the railway station area.

# Cesena IAP Roadmap

ULG  
organization  
and work  
dynamics

Articulation  
with Kairós  
transnational  
work plan

Risk  
assessment

Small  
scale  
actions

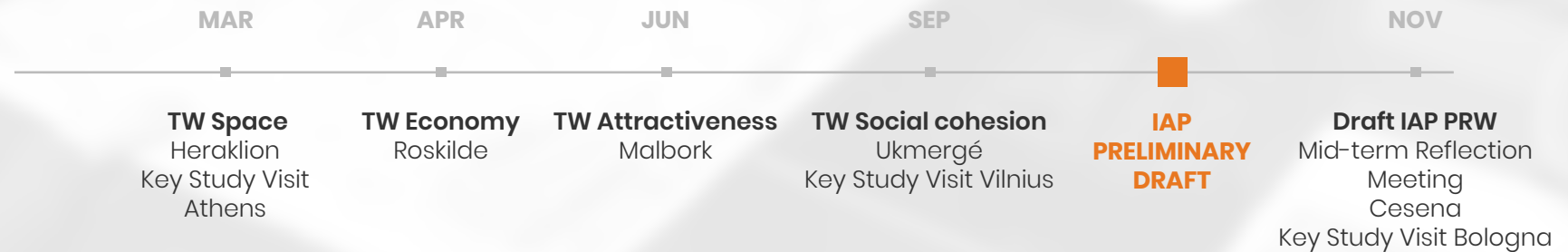
IAP  
main  
orientation

# Articulation with Kairós transnational work plan

## 2020



## 2021



## 2022



# Articulation with Kairós transnational work plan

Cesena ULG meetings are closely synchronized in time and themes with the Kairós work plan at network level.

The work will be organized so that the stakeholders will be able to participate in the Kairós international Thematic Workshops more related to their interests and report to the whole group in the next ULG meeting, as scheduled in the calendar.

To capture and disseminate within the ULG the main outcomes of the Kairós transnational activities, the participants will be assisted in preparing short presentations to be shown in the ULG meetings.

The communication office and the press office of the Municipality will organize the communication materials of Kairós, and the various stakeholders of the ULG will be involved to disseminate these materials through their communication channels, giving resonance to the activities of both Cesena ULG and the Kairós network.

# Cesena IAP Roadmap

ULG  
organization  
and work  
dynamics

Articulation  
with Kairós  
transnational  
work plan

Risk  
assessment

Small  
scale  
actions

IAP  
main  
orientation

# IAP main orientation

## **DECISION ON IAP MAIN ORIENTATION**

The railway station is the target area where Kairos works; in this area some projects are being developed and/or implemented: urban plan and new use of the former industrial building (former Arrigoni factory), mobility plan, external redevelopment of the station, velostation project.

The work of the ULG and the consequent IAP will have the focus of encouraging collective learning work by all those involved, in order to understand the reciprocal roles in the various activities that will occupy the spaces regenerated through the different tools that the municipal administration is developing. As Kairos has the aim to involve many different municipal departments, the IAP will be presented to the municipal council.

The main orientation of the IAP is the work on the contemporary and inclusive identity of the place, generated by a process of re-appropriation of spaces. In this sense, small scale actions will also develop, as catalysts of attention and generation of collective practices of use of spaces. For this reason, priority and support will be given to events already taking place in the area (i.e. storytelling festival or street art festival).

## **BRAND CONCEPT**

ULG will be oriented from the very first steps to co-design the IAP brand, which at this moment we could imagine and define as a "collective learning to live together". The same concept will serve to interpret the 5 Kairos pillars in a local key.

## **IAP PROGRESS CALENDAR**

Following the schedule of ULG meetings, there will be at the first meeting a presentation of objectives, actors and intersections with the various municipal projects; then thematic meetings along the way (where each time a part that is used to formulate IAP is defined together); finally 3 meetings for drafts and final IAP version. Each ULG meeting will therefore serve both to deepen a specific topic and to develop part of the IAP, thanks to the support of the ULG coordinator.



# Cesena IAP Roadmap

ULG  
organization  
and work  
dynamics

Articulation  
with Kairós  
transnational  
work plan

Risk  
assessment

IAP  
main  
orientation

Small  
scale  
actions

# Small scale actions

**Small scale actions** will be established during the ULG meetings, as **operational tools** linked to the KAIROS' collective learning and to the subsequent Cesena's IAP. Precisely because they will arise from the interactions and ideas that emerged during meetings, they cannot be predetermined at this time.

**Priority** will be given to actions aimed at:

- Strengthening or making new synergies among stakeholders.
- Promoting symbolic value with respect to the enhancement and communication of the (new) identity of the station area.

## Timing and budget

- Small scale actions will take place over a period of one year starting from the second half of 2021.
- There is a total amount of about 10k € to develop these actions.

# Cesena IAP Roadmap

ULG  
organization  
and work  
dynamics

Articulation  
with Kairós  
transnational  
work plan

Risk  
assessment

IAP  
main  
orientation

Small  
scale  
actions

# Risk assessment

## Risk factors

A first risk comes from the various participatory processes now in place in Cesena related to different planning tools. When it comes to Kairos, we are coordinating with the “guarantor for participation” to ensure that the stakeholders are not stressed with different meetings for different projects, but there is a real risk that people lose their enthusiasm and the desire to participate if they are called in too many meetings. Other risk is that different municipal offices would not be enough active.

## Mitigation measures

- Coordinating with the municipal offices that deal with other participatory processes.
- Having continuous communication and dialogue with the councillors involved and related offices.
- Outlining a specific path not only for the target area, but also with regard to the type of that path, which will differ from others because of:
  - its international scope – the URBACT method,
  - its learning and exchange of knowledge component,
  - its aim to encourage local networks for the development and strengthening of social relations that will animate the regenerated spaces of the station.

# Cesena IAP Roadmap

