



MAPS network

PIACENZA

Integrated Action Plan (IAP)



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Chapter 1 - MAPS Military Assets as Public Spaces for Piacenza

1.1 Introduction: why an URBACT project, what expectations.

Piacenza is partner in a URBACT project to improve its knowledge on collaborative and shared processes for the urban development, thanks also to the exchange of experiences and know-how with European cities featured by similar conditions and challenges. Since the beginning, those who are the current stakeholders, as well as those who will be the future stakeholders, have been involved in the development process, in order to attenuating possible conflicts, enhancing future achievements, activating cohesion as well as positive interest.

Thanks to the MAPS project, Piacenza will be able to draw some important strategic elements for the development of the city, by creating a reference framework (Integrated Action Plan - IAP) useful for the assessment of the proposals that will be sent to the Administration in relation to the properties involved as well as the neighboring areas. The IAP will allow to support coherent actions, to find and activate synergies, to effectively drive regenerative activities, albeit at different times.

Moreover, experimental programs such as URBACT represent the future of the European funding policy and the experimentation itself will give the Secretariat clear guidelines for structuring the new programming beyond 2020. The actors directly involved in the experimentation will be favored in using the available funds for the future public programming.

The strategic idea defined by this path can be used as a guideline and as a reference framework for implementing - albeit at a later stage - a urban regeneration activity referred to other urban areas than those concerned by the MAPS project, by aggregating public funding from various sources (European, national, regional, etc.) as well as private resources, in order to implement coordinated and systematized actions.

The Integrated Action Plan can be also a relevant opportunity of dialogue and collaboration between the different actors of the urban area, those belonging to cultural values as well as those related to economic aspects, in order to develop a more integrated and cohesive city, able to manage the various forces with their capabilities into a single and common idea of future. The project assures also a new way of collaboration between different government levels, at national level involving the State and the Region, at European level between cities with similar critical issues and shows that the comparison is an important growth school.

Especially for citizens, this development path provides the right way to relate with the rules of changing, allowing to understand, accept and modify them, with awareness and respect for everyone, but mainly it can teach the correct and positive way of being active citizens, responsible for the commitments and enthusiastic for participating in the real change of their own city.

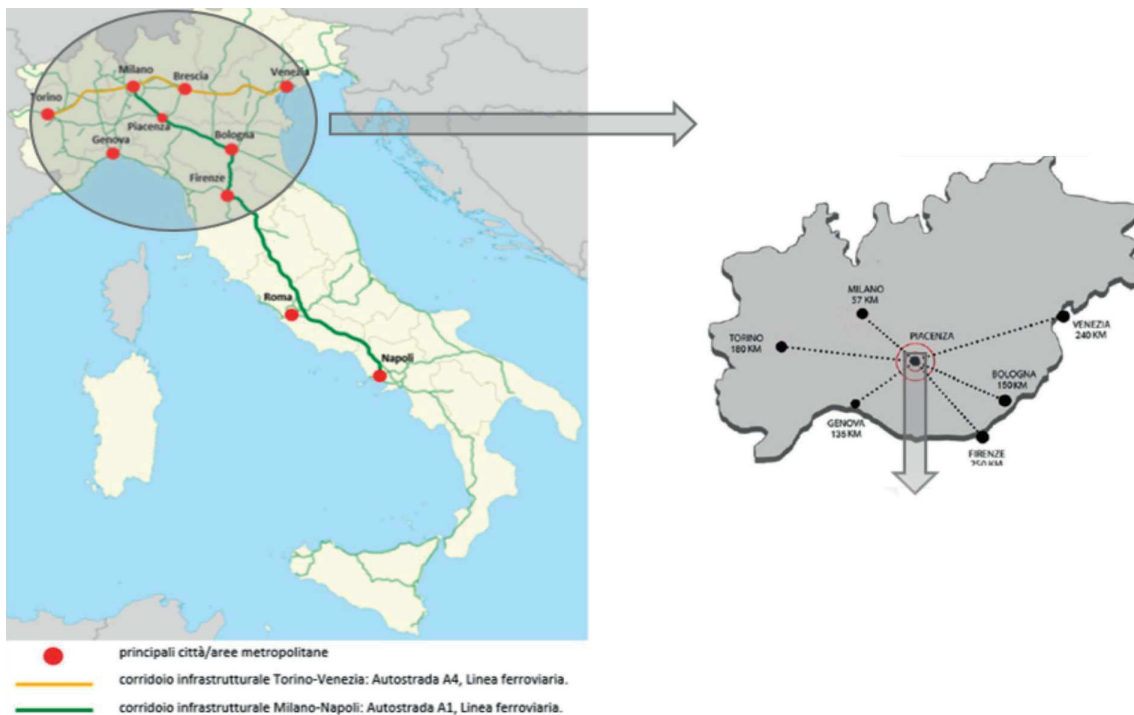
Chapter 2 - The context

2.1 Framework of the infrastructures for mobility of the city of Piacenza

The city of Piacenza is crossed by several traffic flows that use the system of infrastructures with different modes and rhythms. It is served by the following high performance infrastructural networks:

- North-South connection route: motorway A1, former SS 9 Via Emilia, railway line (conventional and High-Speed Line AV/AC)³ – connection axis Milano-Bologna-Firenze-Roma-Napoli;
- East-West connection route: motorway A21 Torino-Brescia, former SS 10 Via Postumia Inferiore, railway line - connection axis Genova/Torino- Piacenza-Cremona-Mantova.

Fig.2.1
Piacenza in the national and Northern Italy infrastructural context.



In the node of Piacenza, these infrastructures form a multimodal corridor (Figure 2.1) that crosses and partially surrounds the Northern side of the city, along the Po river, determining enclaves and “islands” that make the city a functional whole of easily interchangeable parts.

The shape of the territory and spaces, both open and built, in the city of Piacenza and its surrounding are the result of long and evident stratification both from the antropic point of view both natural, coming from countless transformations in which the plans and projects, especially those infrastructural, have assumed a relevant role, which over time have allowed the current urban characterization.

The reading of the phenomena that have led to these transformations makes it possible to enrich the cognitive framework aimed at the preparation of a strategic vision of the urban context, within which more precise transformation projects are placed.

In addition of having a strategic location in the Italian geographical context, as it is located at the centre of the Po Valley and it is a crossroad of infrastructures, the city of Piacenza has until a few decades ago also played an important role in the processes of structuring relationships and in the territory configuration. As highlighted above, the city is in a relevant position along the main Italian north-south connection route, consolidated since Roman times. Romans had identified in the city of Piacenza the beginning of the Via Emilia and a fundamental cornerstone of East-West communications on the ancient Via Postumia (Figure 2.2).

Fig.2.2
Piacenza in the urban context.
Highways
Rayroads



Along the East-West axis, Piacenza is also crossed by a naturalistic route of primary importance in the national geography, with respect to which the geography of the anthropic and settlement relations has always been of secondary importance. Therefore, until a few years ago Piacenza lay on the north-south route in a natural context, even if not defined, of a corridor where it was the main settlement, while on the east-west axis it was in a natural environment of great significance but characterized by an evident corridor of relations of secondary importance.

As anticipated at the beginning of the document, from a railway point of view, Piacenza is affected by the passage of the main Italian railway lines and by the presence of local networks that in the overall link the city to the origin and destination sites of the flows of freight and passengers of international importance.

The node of Piacenza is indeed linked through the station of Bologna, Milano and Alessandria, to the main cities affected from the passage of Trans-European corridors number I, V and of the TEN axis 24.

Included in the high-speed railway system, the railway section Milano-Bologna, is the northern part of the Italian axis that will reach Napoli and the South of Italy (corridor I), while the route Torino-Venezia (corridor V) will represent one of the backbones of the high-speed railway system³ (Figure 2.3).

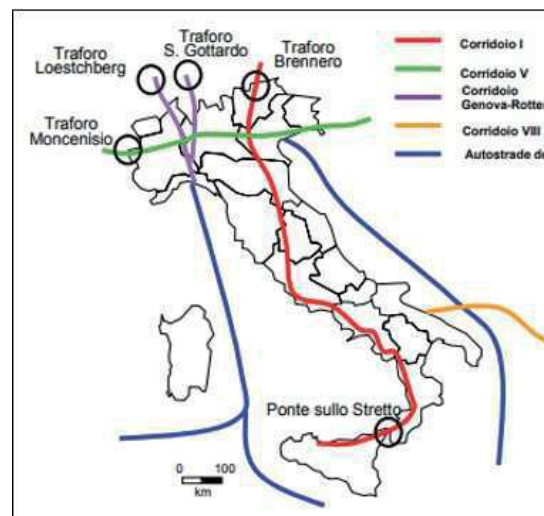


Fig.2.3 Framework of the Trans-European corridors

On an urban level, the city is crossed by the conventional and electrified railway line with double track Milano-Bologna, while remains excluded by the accessibility of the high-speed and capacity line (AV/AC Milano-Bologna) that crosses the territory of Piacenza in the North-East of Le Mose, where is located the logistic park of Piacenza.

With exception of the railway lines on the North-South route, the remaining railway lines serving the node of Piacenza are electrified, but they have the criticality to be partially or fully on a single track. With regard to the urban accessibility, Piacenza is served on a higher level by the motorway system, that laps the city in the North and North-East, and that it is interconnected through the relative toll booths to the tangential system that winds through the territory to the south of the entire urban settlement.

Some sections of the tangential system need a completion aimed to a direct improvement of the accessibility. Enclosed within the circle of the Farnese ancient walls, of which some sections are still existing, the historic city of Piacenza is surrounded by the following system of roads: Via Emilia - Viale Patrioti - Via XXIV Maggio - Via XXI Aprile. On this axis grafted the Via Emilia coming from Milan, determining a relevant node (Milano Gate/Piazzale Milano), that continuing it connects with the other node of urban relevance of the railway station.

From the road system that surround the historic city of Piacenza, the roads that allow accessibility to the main centres of the various Piacenza valleys branch out radially³ (Figure 2.4).

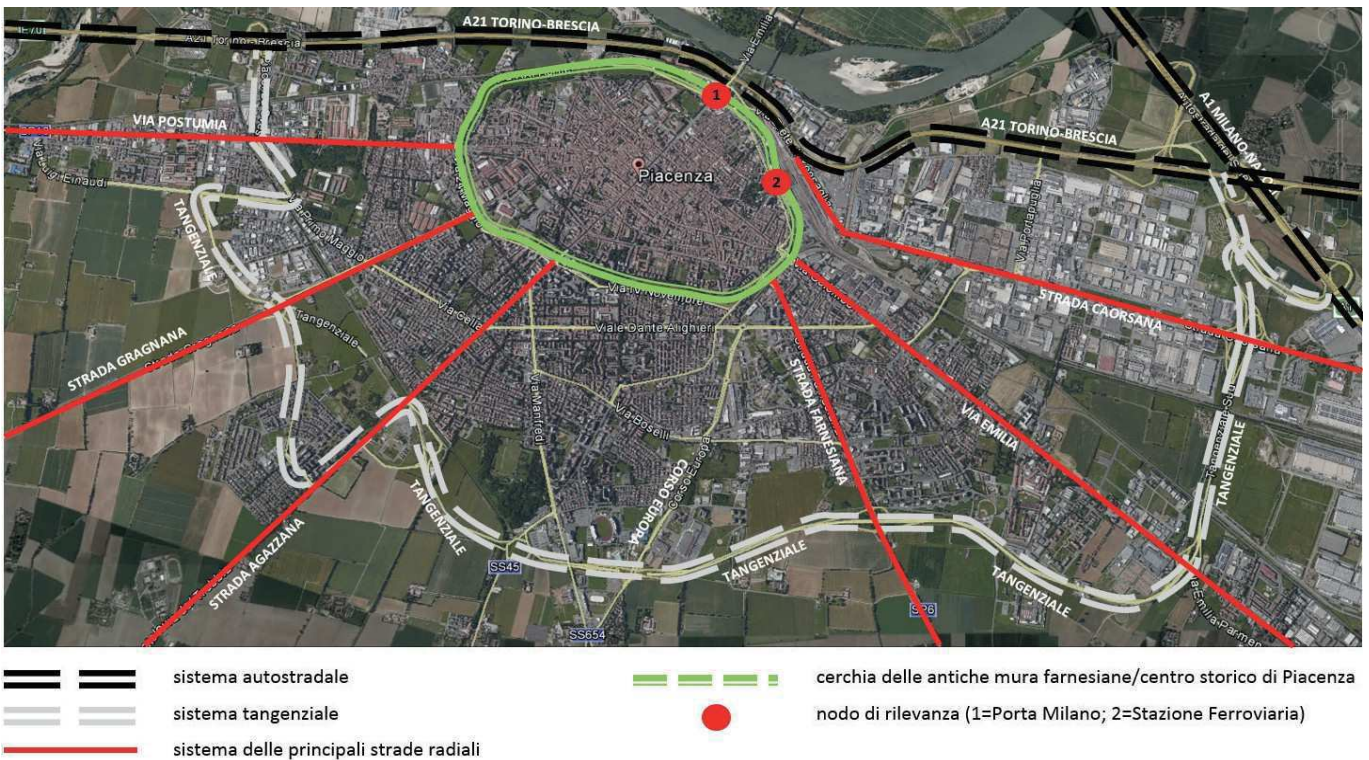


Fig.2.4
Main nodes and road infrastructures for the accessibility of the city of Piacenza.

³ From Est to Ovest: Arda Valley, Nure Valley, Trebbia Valley, Tidone Valley.

Being the centre of the city of Piacenza of small size, by walk it is possible to move from the East to the West borders in around thirty minutes, by car around 5 minutes. While for crossing the whole city from East to West it is needed around one hour and forty-five minutes on foot and approximatively fifteen minutes by car.

From a geographical point of view, the strategic position of Piacenza and the network of different infrastructural systems serving the city and its territory, led to the official recognition of the city by the Ministry of Transport and Infrastructure as a “Hub City Joint”.

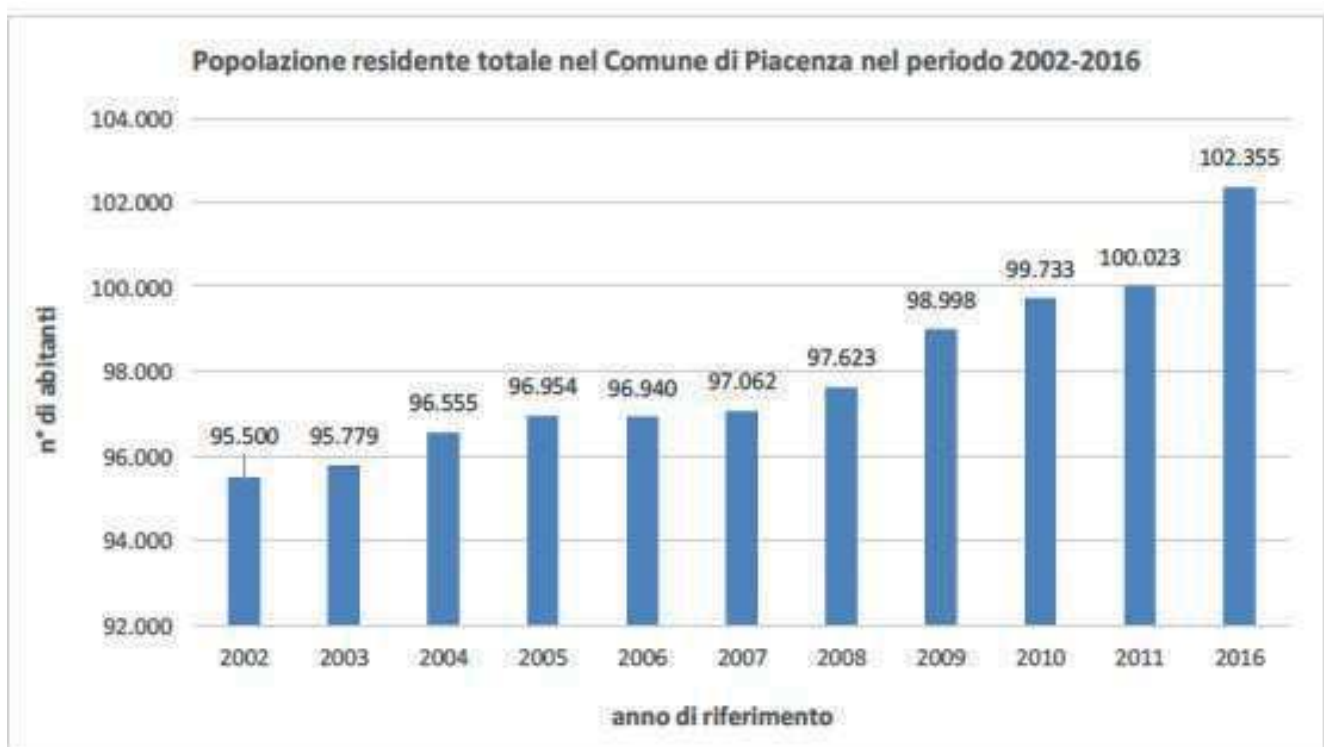
In the past, for the same reasons, the city of Piacenza drew the attention also of the Ministry of Défense, which decided to install numerous military barracks and to build a military airport (Piacenza-San Damiano airport), now being dismantled. Even most of the military real estate assets constituted by the barracks have been decommissioned as the need of military defence has ceased to exist.

2.2 Social composition and demography

The Municipality of Piacenza has 102.355 inhabitants (update to December 2016) with a forecast of the Municipal Strategic Plan of reaching 120.000 inhabitants in 2030.

In last fourteen years the demographic trend was positive: the resident population went from 95,500 inhabitants in 2002 to 102,355 inhabitants in 2016 with an increase of 7% (Figure 2.5).

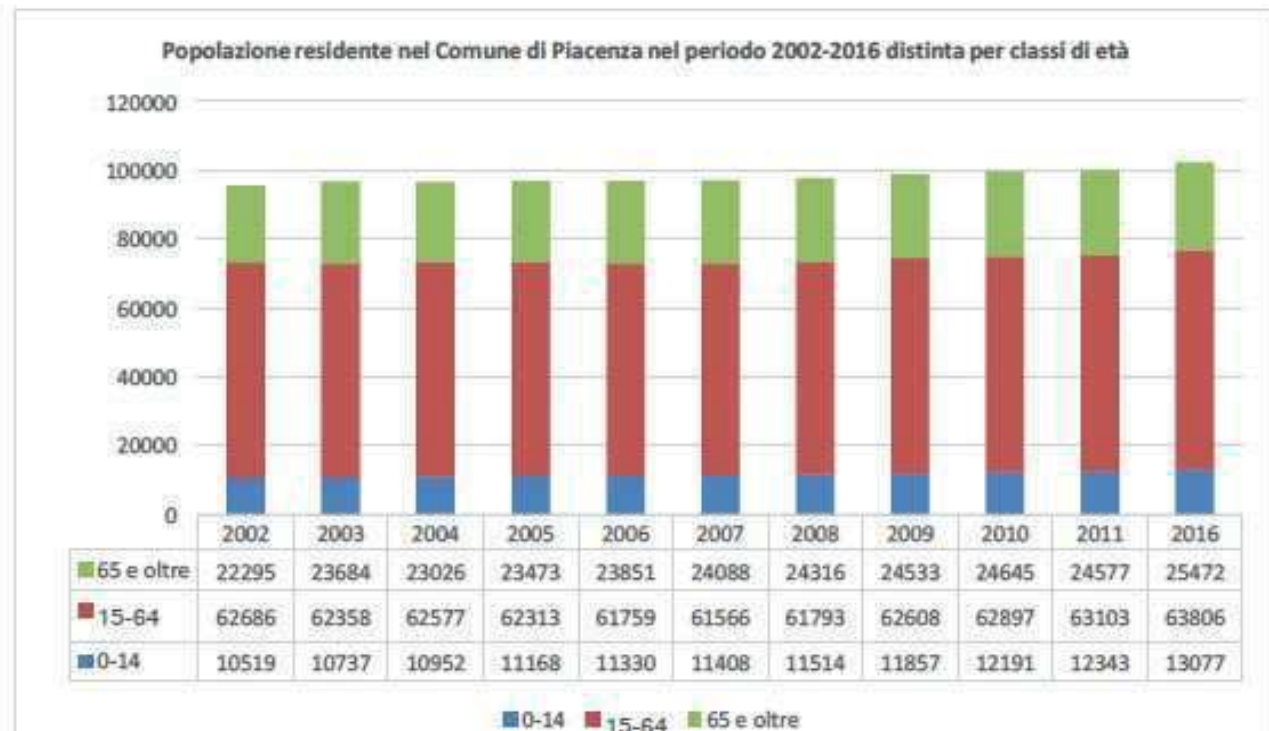
Fig.2.5
Demographic trend of the Municipality of Piacenza in the period 2002-2016.



The analysis of the population divided into age groups has considered three age groups: for young people the age range is 0-14 years, for adults the age range is 15-64 and for the elderly the age is of 65 and over. According to the different proportions between these age groups, the structure of a population is defined as progressive, stationary or regressive according to whether the young population is greater, equivalent or less than the elderly population. This analysis is also relevant to evaluate some impacts on the social system, such as on the working system or on the health system. With reference to Piacenza, the structure of the population can be identified as progressive (Figure 2.6).

Fig.2.6

Demographic trend in the period 2002- 2016 according to different age groups.



This phenomenon also emerges from the decrease in the old age index, which went from the value of 211.9 in 2002 to a value of 194.8 in 2016. The old age index represents the degree of aging of a population and is given by the percentage ratio between the number of inhabitants with 65 years and over and the number of young people up to 14 years. Therefore, the aging index for 2016 for the Municipality of Piacenza says that there are 194.8 elderly every 100 young people, while in 2002 there were 211.9.



Fig.2.7

Trend of the old age index for the Municipality of Piacenza in the period 2002-2016

The positive trend of the analysed indicators is to be related to the increase in births due to the greater presence of immigrants, which are in number of 18.267 at 31 December 2016, i.e. approximately the 18% of the resident population (data of the Municipality of Piacenza). The largest foreign community is the one coming from Albania with a share of the 13.2% on all the foreigners living in the territory of Piacenza, followed by Romania (12.0%) and the Republic of Macedonia (10.0%).

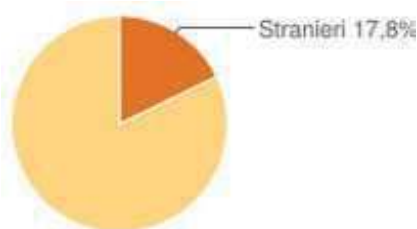


Fig.2.8

Countries of origin of foreign communities residing in the Municipality of Piacenza.

The foreign population is mainly young and it's strongly impacting on the demographic indicators.

2.3 Economical situation: sectors description and state of health and growth

In 2015, the active companies registered by the Chamber of Commerce of Piacenza were 9.364 with nearly 39.000 employees. More than the 50% of the Piacenza's companies is divided into three sectors: trade, agriculture and construction. The whole tertiary sector represents over the 68%, while the manufacturing industry is about the 22% and it is specialized in the mechanical field. The building sector is about the 9% and, as at national and European level, it has suffered a strong crisis in the last 15 years. Transport and Logistics sector is about the 13% and it's emerging as one of the key sectors of the local economy. The largest groups of companies are in the Manufacturing, in the accommodation and catering services, as well as in the Real Estate activities and Transport. Exports are growing thanks to local industry rather than to the logistics industry.

In Piacenza the employment rate is about 65%, higher than the Italian average, but a few percentage points lower than the average employment value at regional level. The employment rate is 72.9% for the male component and 56.9% for females (compared with an average of 73.7% and 59.2% respectively in the regional context).

The unemployment rate in Piacenza for 2015 is about 9%, in Italy is about 12%. In Piacenza the unemployment rate has always been lower than the Italian average.

In Piacenza, there are over 1.800 no profit associations. The 67% of active associations falls into the category culture, sport and recreation. The other important no profit sector in Piacenza are social services (about 7%) and business/ professional unions (about 6%). Culture, sport and recreation associations employ about 21.000 volunteers, about the 65% of the total no profit sector volunteers.

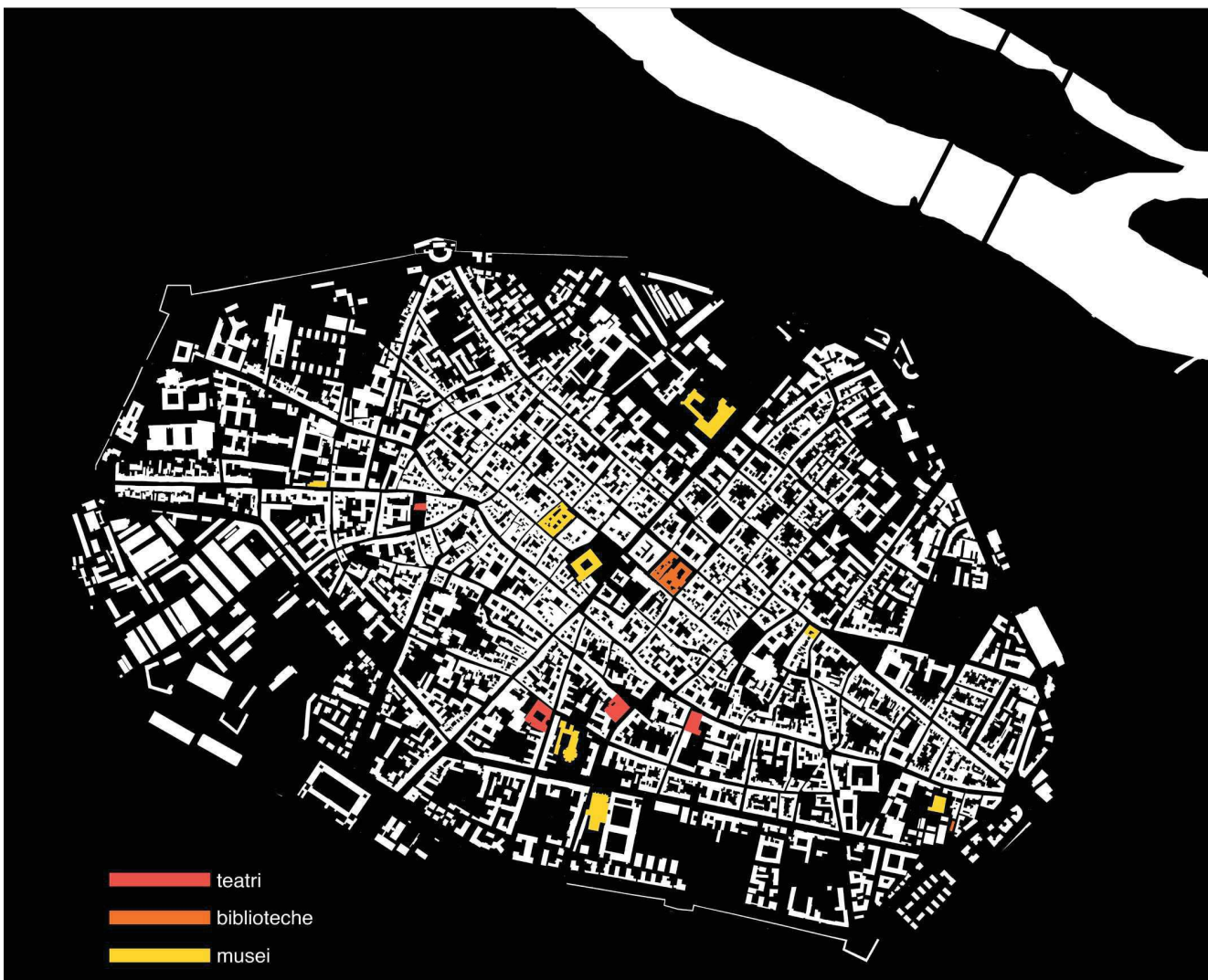
2.4 Cultural aspects and activities

The city center is surrounded by historic walls. In the center of Piacenza there are several exhibition spaces (Figure 2.9), such as the Palazzo Farnese built by the Duchess of Parma and Piacenza, Margherita d'Austria (daughter of Charles V). It contains numerous collections (Archeology, Carriages, Picture Gallery ...). The Galleria Ricci Oddi preserves an important collection of modern art. Other important exhibitions spaces are the Alberoni College, the Museum of Natural History, Antiquarium Santa Margherita and the Pinacoteca of Gazzola Institute. In Piacenza there are two important university institutions, Politecnico di Milano and Università Cattolica del Sacro Cuore. In the Politecnico site there is the Order of Architects, Planners, and Landscapists headquarter.

Piacenza has other spaces dedicated to artistic and cultural manifestations, the main is the Municipal Theater together with other theatres (Teatro Filodrammatici, Teatro Gioia, Teatro San Matteo) for concert seasons, prose and dance.

During the year, at the urban level, there are a lot of cultural and social events, such as in July the Patronal Fiera of Sant'Antonino, in September the Festival del Diritto, the Piacenza Jazz Fest, the Gutturio Festival, focused on a type of wine of the local area. During the summer there are initiatives involving all the local commercial realities, such as the "Venerdì Piacentini", shops and bars are open in the evening, until late.

Fig.2.9
Cultural buildings in the city center



Chapter 3 - The military areas in Piacenza

3.1 The military areas in Piacenza and the selection of the one to focus on

The Piacenza's territory is populated by numerous military settlements as a result of strategic decisions took in the past at national level. After the reform of the Ministry of the Defense, but before applying for Urbact III, the Municipality of Piacenza started a dialogue with the Ministry of the Defense and the Italian Public Property Agency (manager of State assets) in order to have the chance to reuse the many areas and buildings previously owned by the Italian Army. Despite the Ministry wants to keep active some garrisons of the city, it has the need to streamline the spaces, freeing complexes and integer urban portions (in total 6 areas, see image 3.1). The remaining areas will be reorganized over time.

The discussion with the Ministry of Defense and the Italian Public Property Agency has been mainly activated and developed on three areas: the Pontieri Laboratory, the Lusignani Barrack and the Park of the former Pertite, as they have been assessed as the most relevant for renewing and the future urban transformations of the city.

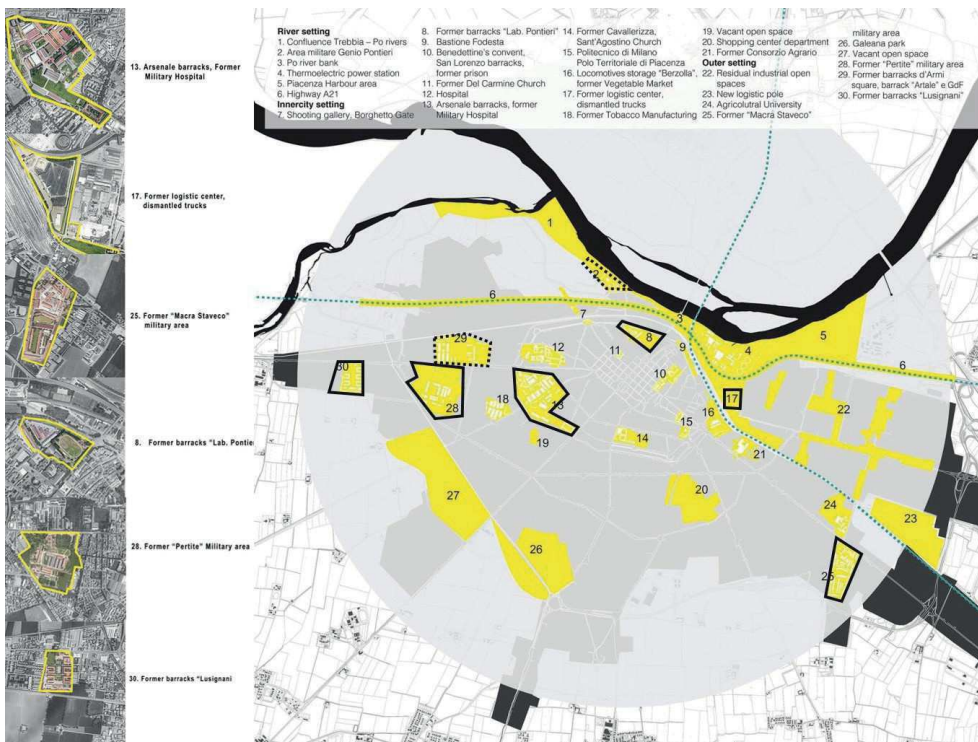


Fig 3.1 Potential areas of Piacenza: summary pattern at local level including Military Compounds. From the interpretive diagram of the critical and/or transformation areas that insist on the urban fabric emerges the importance of the brownfield military areas both in quantitative both in qualitative terms. (graphics processing by OC International Summer School. Coordinator: Prof. Guya Bertelli)

Nevertheless, the project and IAP are focused on the Pontieri Laboratory, for the following reasons:

- today it is the only area owned by the Municipality of Piacenza, therefore the only one in which concrete actions and measures can be taken. The other two areas (Lusignani and Pertite) are still in stage of release by the Ministry and the Agency.
- it is the most relevant area to develop the city according to the “drivers for the future” that will be deepened in the next paragraphs

Other military sites not considered in this project are characterized by difficulties in the times of restitution to the city (rationalization of active military functions).

The following paragraphs provide information about the Pontieri area, including: size and characteristics of the buildings, position in the city, ownership, infrastructures, age. All these aspects have been considered to define the Integrated Action Plan in a vision of sustainability and concreteness.

3.2 The current challenges of the city in relation to the reuse of the former military areas



Fig.3.2 Military areas in Piacenza: the city and its northern border

On a territorial level, the main challenge that Piacenza will have to face with it will be to reverse the general trend of migration of the population from the historic city towards the suburban areas. To gear up in this direction, the city must necessarily provide diversified services and attraction sites, able to match **the changed needs of the contemporary living**, adapting to **the rapid flows of mobility**, catching the instances of the growing number of **temporary residents** (students, tourists, commuters), fighting the aging of the resident population in order to strengthen the trend of aging index and becoming more attractive for young people and families.

As a consequence of such scenario, at a local level, the historical city centre will gain importance and become the vital core of broader surroundings as it is revitalized by an **active network of structures, whose aim is to foster and spread culture and innovation**. Supporting new-generation commercial and sport activities, supporting smart-mobility and ICT infrastructures, supporting an integrated system made of open spaces for public use: all this will be essential and pivotal to a truly attractive historical city centre and a truly attractive city as a whole.

In such process, **reorganizing mobility** will play a fundamental role, starting from infrastructures in north Piacenza. Pursuing such objective, Piacenza will face a wider challenge that is the urban regeneration happened in the past decade related to the controversial and denied relationship with river Po.

In such broad horizon of regeneration, **IAP military areas** can play a fundamental and crucial role in the urban re-thinking process of the territory between the river-infrastructure and the dense urbanized area. In fact, they can be one end of urban links between river banks and the city.

Systemic synergies: from the river to the city and vice versa

Piacenza history and its socio-economic development are strongly related with river Po. Regardless of this deep relationship, city's edges do not reach river Po's banks, underestimating its **touristic, cultural and fruition potential**.

Inverting such underestimation can be pursued by looking at north Piacenza from a different standpoint. The river represents an opportunity to **valorize disregarded places** and to **improve environmental quality** in Piacenza.

North Piacenza is the back alley of the city where highly impacting activities have been located over the years (industrial areas, powerplants, incineration plant).

As a consequence, such area was characterized by growing abandon along the river and surrounding areas, transforming north Piacenza in a degraded area, from an environmental and landscape-related point of view. Therefore, there is a **strong need to rebuild a relationship based on new infrastructures and identity between river Po floodplain and the historical city centre**, though the historical area where sixteenth century walls are.

Also, rebuild a relationship between river banks and Piacenza means to establish or re-establish ecological links, **to increase anthropic-activity environmental compensation, to supply highly demanded recreational public spaces.**

Fig. 3.3 Infrastructures, Po river and city of Piacenza. Processing from a bird's eye view of Google Earth.



The general programme stems from the **principle of cooperation among three inter-related dimensions**: territorial vision, urban development processes, and landscape transformation strategy. Such three dimensions converge in the objective of restoring the relationship between Piacenza and its river banks.

The current degrading and abandoned condition of north Piacenza, together with its exclusion from living city dynamics lead to sufficient reasons **to establish city regeneration virtuous processes**, both under an urban fabric and environmental standpoints.

The overall strategy is about systemic and coordinated interventions whose aim is to regenerate abandoned urban areas (military areas included), **to incentivize local entrepreneurship initiatives (micro-small enterprises), to the massive use of renewable energy**, especially for public-use devices and infrastructures.

With the intention to foster **a lively social and functional mixture, the urban programme exploits synergies among different city fruitions (culture, information, economy).**

Resulting urban ecosystem is a permeable and feasible environment: a resilient system, made of a coordinated set of actions according to **urban sustainability principles**, capable of incorporate and absorb medium and long-term changes so to allow for a **dynamic, creative and flexible development.**

The project for north Piacenza is a shaping sign of a new urban nature, **linking the transition between local and global scale**, also linking the transition between historical urban city core and abandoned river banks. With this project Piacenza can undertake a deeper and wider thought process, especially with regards to its relevant relationship with the Po river, that contributed to Piacenza's history, and its economic and cultural development.

The set of proposed actions and interventions aims at becoming local landmarks, while working holistically at both landscape and territorial level so to propose best practices that will reshape the area in a **safe and permanent cultural and educational productive space.**

The strategic programme's objective is twofold:

providing Piacenza with a new visibility with respect to territorial flows, foster and strengthen a new city brand, create a 'water approaching point' that could connect the local territory to others along Po river;
providing the community with new urban spaces, bring the community closer to river Po landscape and environment, that have always been part of Piacenza and its identity.

The overall strategy comprises a set of specific actions that delineates **scenarios along urban river-to-city links** (and vice versa).

Design strategies

At macro-level the strategy is about creating the northern edge of Piacenza with an inter-linked set of public and collective spaces, to completely or partially build in discarded areas. The objective is to improve urban and architectural quality in a space that is currently perceived as a motorized

traffic corridor. To such extent, on one hand these spaces become flow concentrators, on the other, they allow for overcoming barriers establishing connections among the city, agricultural areas and fluvial areas. **At medium level**, the strategy is about the definition of local projects, able to echo their impacts to the broadest surroundings, involving in this virtuous process open-spaces and transport-related spaces.

At local level, interventions are directly related to the three dismissed military areas Caserma Lusignani, Parco Pertite, Laboratorio Pontieri, intending them also as occasions to redesign Piazzale Torino as a “gate” of the city, to become Piacenza western transit hub and to reuse Bastione Borghetto, by establishing an experimental cultural community centre for art expositions and temporary labs for artists.

1 - To renovate **Caserma Lusignani**, gateway towards the city of the system related to the mouth of river Trebbia, also connecting Piacenza suburban neighbourhood. Such area can be suitable for new forms of accommodation such as social housing and temporary residences.

2 - To regenerate the vast **Pertite** area by reconfiguration of open-spaces and abandoned buildings in an integrated network. The proposal is about the construction of a multi-purpose platform dedicated to innovation in production processes, local artisans works, teaching methods, agricultural and farming processes, renewable energy, local producers' markets. The main challenge for the area is to become appealing for city dwellers and users and become a reference point within the parks and recreation Piacenza network.

3 - To regenerate **Laboratorio Pontieri** as a dedicated space to training and promotion of new economies related to cultural start-ups, co-working spaces, other public spaces and for the integration and support of the active transport culture.

3.3 The Pontieri area

The total area is about 44.000 square meters, of which 14.000 square meters covered by buildings. The 40% of buildings is subjected to architectural constraints because it has historical value. The area is positioned in the north of the city center, directly bordering to the historic walls, and it is property of the Municipality of Piacenza since the 24th October 2016.

The Pontieri Laboratory is a part of a larger area currently used as barracks, called Nino Bixio and Nicolai Barracks, made by historic buildings, a cloister of the adjacent San Sisto Church and the conventual structures. Actually, the Ministry of Defence uses Nicolai barracks, but there is a general programme of reallocation to abandon also this structure in 5-10 years. This element is very important to define the new uses of Laboratorio Pontieri, in relation to Nicolai Barracks and the other buildings. The need for new

functions in the urban development of Piacenza is connected not only to the priority, but also to the adaptability of the buildings.

The relevance of the area for the MAPS project is mainly related to its urban position, indeed it is in between two important sections of the city: the historic city centre and the system of the historical walls. Moreover, the area is also closer to the river Po.

The presence of a natural slope that divide the area in two sectors is the main characteristic of the Pontieri area: in the first zone, starting from the main entrance, there are buildings, dedicated in the past to the administrative functions of the barracks; the second one, situated at a lower level compared to the first, is the real “heart” of the area, with former workshops dedicated to the realization of the amphibious vehicles, boats, engines for boats, etc.

The level of this second sector is also characterized by the presence of the Daturi Area, a big sportive open space, that contains sport facilities, used by the schools located around the area and by the inhabitant. The property of Daturi Area is of the Municipality of Piacenza.

The Pontieri site is also characterized by the presence, around the area, of outstanding historical buildings, in particular the Palazzo Farnese, ancient fortress of the city, the San Sisto complex (church, convent, cloisters) and the Carmine Church, a complex that will be redevelop in the next 3 years.

The important physical elements of the Pontieri area that cannot be ignored and that makes it very relevant for the city are:

- the urban position, near the **city center**, the **historical city walls** and the **river Po**;
- the closeness to the Nicolai Barracks;
- the closeness to San Sisto Church and the Carmine Complex;
- the closeness to some important and historical **secondary schools**
- the layout, with a **wide-open space**, but also **indoor spaces**;
- the various typologies of the buildings.



Fig.3.4
Aerial view of the Pontieri area

3.4 Coherency with the existing territorial plans or strategic projects

The Municipal Structural Plan (PSC), adopted in April 2014, and its implementations plans will be the main instruments to guide the regeneration

of obsolete areas of the city and the re-use of the military assets in the medium and long-term.

The urban redevelopment of the Pontieri area has to keep in consideration all the physical elements of the area and the relationship with the near historic buildings and with the urban context.

The idea defined by the territorial government instrument (PSC) provides that part of this area offers **sports and cultural spaces and services**. The functional mix will also consider spaces for **research** and dedicated social housing, will define new open spaces to link the current structure through a **cycle- pedestrian traffic system of squares** and public spaces. The Municipal Structural Plan refers to the Strategic Plan for Piacenza “Vision 2020”, where the Pontieri area is considered a part of the northern quadrant of the city, identified as “**The bay on the Po**”. In addition to the reuse of the military assets, this project defines a continuous system of squares, a new organization of the road system and new social housing. In the Strategic Plan, the new activities for the military area are cultural, educational, exhibition and sports facilities integrated with commercial and handicraft functions.



Fig. 3.5 PSC - Strategic design for military areas

3.5 Risk factors and success factors for the Pontieri Area

In a view of re-vitalization of the Pontieri Area, among the potential success factors it has to be considered its position, close to many of the **Key Sections of the city**, such as the historic centre and the city walls, the river Po, the **traditional shops** and the **schools**. The location of the area is the element that allow to facilitate and convey a wide range of synergies with the context.

The same physical characteristics of the area are a potential success factor. The large availability of open spaces and buildings of different nature and size indicate suggest the establishment in the sector of a series of diversified functions and solutions.

Last but not least, the participatory process supported by MAPS has constituted a substantial value for the rethinking of the Pontieri area, bringing closer the instances of active citizenship and stakeholders to the planning of the Public Administration and thus favoring a significant 'rooting' of the project on the territory.

The risk factors can be summarized in the status of the buildings as well as to the **architectural constraints** to which such buildings are bonded to. The latter might be a limitation to the creation of appropriate spaces to the new requirements to which the area will have to respond.



Chapter 4 / How will Piacenza be in the future?

4.1 Drivers for the future

Many drivers will be relevant in the Piacenza's future growth: culture, innovation, health and environment. Connections will be a key element for the reorganization and use of the Pontieri Laboratory. It will be dedicated to culture and art, but also to sport, as a driver for fruition and integration. The Environment will be a qualifying element of the whole city, with the tendency to create a continuity between the current parks and green excerpts present on the territory.

Strategic Drivers for the City

The future of Piacenza is anchored to:

the re-qualification of militaries as a factor for re-thinking them towards new functions in terms of **innovation** and **culture**, making them sites of **attraction** and reorganization of the way of life, activating multi-level integration (classes, ways and moments of life, multiethnic and multi-religion, age, functions), to open and contaminate the city;

the **reuse of river Po**, no longer seen as a barrier or as a defensive element but as a connecting infrastructure, occasions to re-embrace a part of the city that have not been valued yet, both in terms of natural valorization both in terms of infrastructures supporting the urban life;

a **city green plan** that connect all the green areas spread in the urban texture, so increasing the urban greenery and creating the possibility of using it through pedestrian and cycles paths. Educational, training and specificity trails can become the subject of attraction and focus, as well as improving the quality of life;

a **new mobility plan** offering innovative and sustainable models and services, providing the most effective and suitable solution for each social and economic category: citizens with different needs and ages, urban deliveries, events, etc.

some important issues have to be taken in consideration for every action related to the city, as they are fundamental for improving the quality of life: no longer consuming soil for new buildings / waterproofing, renewing both public and private disused areas by creating partnerships and participatory paths coordinated with the city's attitudes; valorization of green spaces, innovation as driver for the transformation in a smart city.

The abovementioned strategic assumptions, included in the PSC (Municipal Structural Plan) as well as in the policies of the local administration, are the

basis throughout with the project has been carried out in order to define the Integrated Action Plan of the main concerned area (Pontieri Laboratory). The IAP is a strategic plan that deals with a part of the city, nevertheless it is fully integrated to the idea of development of the whole city and therefore a substantial part of it.

The IAP improved the participation and the discussion of the new vision of the city, thanks to the renewing and reuse of the military areas.

Specific Drivers for the IAP

The IAP will be developed taking into account some main drivers:

to attract **Youth** and **families** towards the city in order to go on in decreasing the average age of the population living in the city center by providing them services and infrastructures, therefore to open the city to the youngest generations, making it active and crowded, contrasting the delocalization towards the countryside.

to attract people in the city center thanks to the availability of spaces, infrastructures and tools, as well as thanks to the organization of **events**, initiatives, classes related to various fields and interests (sport, food, tourism, education, co-working, culture, integration). The aim is to make the city alive, crowded and attractive but at the same time, as mentioned in the following paragraph, to **strengthen the Piacenza's identity**

to promote the **local tradition and culture**, the natural heritage and resources, therefore promoting the Agriculture, the culinary tradition, the Apennine, the city museums. Such driver is mainly focused on the enhancement of the most positive aspects of living in the city, and in general, in the territory of Piacenza. Therefore a lifestyle more linked to the environment and natural heritage, based on healthy as well as tasty food, with a slower rhythm and the opportunity to live on a human scale.

to keep developing the process started years ago and aiming at realizing a city for **students**, for Education and Training, for Research and Higher Education. The city can count on two relevant universities at national level (Politecnico of Milano, Cattolica del Sacro Cuore), on several institute or research (Laboratory for Energy and Environment - LEAP, Institute for Transport and Logistics – ITL, Machine Tools and Production systems – MUSP, Regional Techno-pole), School and Training Centers such as the Higher Technical Institute on Sustainable Mobility (ITS of Piacenza). The continuous development of this process aims to attract youth, to attract innovation as well as companies, increasing the quality and quantity of the job offer to support the traditional shops, as well as the historical markets of the city, in order to guarantee their survival, as well as to maintain traditions.

In this general background and in the scope of a discussion on the future of the city of Piacenza, it seems interesting to propose the visions that the Politecnico di Milano has elaborated trying to answer to the question “Where is going Piacenza?”. The discussion has involved some economic and social actors of Piacenza (coordination by Confindustria Piacenza, the local industrial association) and was the basic element of a recent study commissioned in 2016. The study, revised and detailed for some aspects, can be taken as a good starting point for a urban and architectural reflection that finds in the MAPS Project an extraordinary opportunity for implementation. The Politecnico study can be considered a path from which clearly emerge some elements of territorial policies at the city and provincial scale, that are considered effective elements of discussion and comparison within the IAP document.

The target of Confindustria Piacenza, coherent with the problematic picture of this reflection, was “to re-launch the discussion about the future of the city, with a visionary, but also operative approach, and to contribute to reactivate an open dialogue about the city [...] On the background, there is the need to re-launch a strategic and place-based approach to urban development, as suggested by the EU “.

In particular, compared to the European scenarios, within the EU 2014-2020 programming cycle a coherence target is pursued in terms of cohesion policy, which requires the need for a renewed alliance between local actors in building development strategies, based on 3 guidelines:

- Place-based approach
- Integrated sustainable urban development
- Community-led local development

These are scenarios within which the MAPS program extraordinarily fits, becoming an in-depth factor as:

- it develops a **g-local approach**, which defines the local and specific impact of global actions;
- it puts the complex and multifaceted theme of **sustainability** at the base of the planned actions;
- it involves the **citizens** in the formulation of the requests and in the planning phase.

The Politecnico’s study also represents a moment of critical synthesis and of reconstruction of the state of the art with respect to the policy documents elaborated by the Municipality, needful tools for comparison and orientation. In particular, the municipal projects able to configure innovative and alternative city ideas are 4:

- Piacenza Territorio Snodo (Joint Territory) - 2009
- Municipal Structural Plan - 2015
- Piacenza 2020 Strategic Plan - 2006
- Strategic Document - 2015

The background framework is anchored to the new role of the European medium size cities (European Plan 2014-2020 / Amsterdam Pact) as the engine of an overall non-trivial but site-specific regeneration, attentive to the local specificities and identities of the Italian territories. With reference also to chapter 2, it is interesting to briefly mention to some socio-economic indicators able to give a dynamic image of the Piacenza area, both at a municipal and provincial level:

- between 2001 and 2011 the province of Piacenza, after a decade of contraction, has increased its population by 7.9% (about 285 thousand): this growth is in line with that one recorded in the urban areas of medium and small cities that are around Milan and that tells of a renewed attraction of its territories;
- at the city level (102 thousand inhabitants), in the same period, the demographic dynamism index is significantly lower (+ 0.51%);
- at the economic and financial level, there are the same good performances (index of economic dynamism: + 0.80%; index of financial dynamism: + 1.06%).

These are numbers and statistics that can be read and interpreted as symptoms of a territory in good health but not fully able to take advantage (in terms of quality of places and services) from a series of latent and not fully developed potentials.

This is the spirit of the four visions for integrated and sustainable development proposed afterward (Four images for Piacenza 4.0). Even in their integration and possible overlaps, they become promising scenarios to the future:

Piacenza in the network
Piacenza competes
Piacenza welcomes
Piacenza innovates

1.1 Un'accessibilità automobilistica da riorganizzare



Fig.4.1 Piacenza in the network: ideas/proposals. A car accessibility to reorganize.

1.2 Il polo logistico da consolidare e sviluppare



Fig.4.2 Piacenza in the network: ideas/proposals. The logistic hub to consolidate and develop.

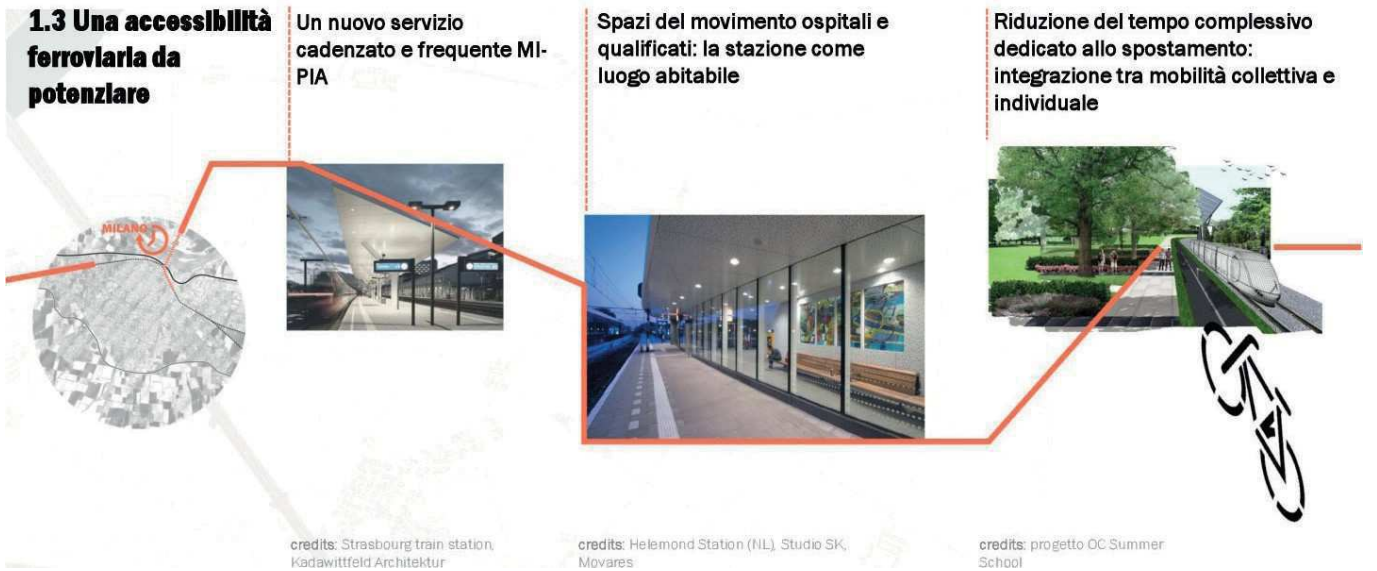


Fig.4.3 Piacenza in the network: ideas/proposals. Railway accessibility to upgrade.

2.1 Un territorio ospitale ad innovazione e impresa

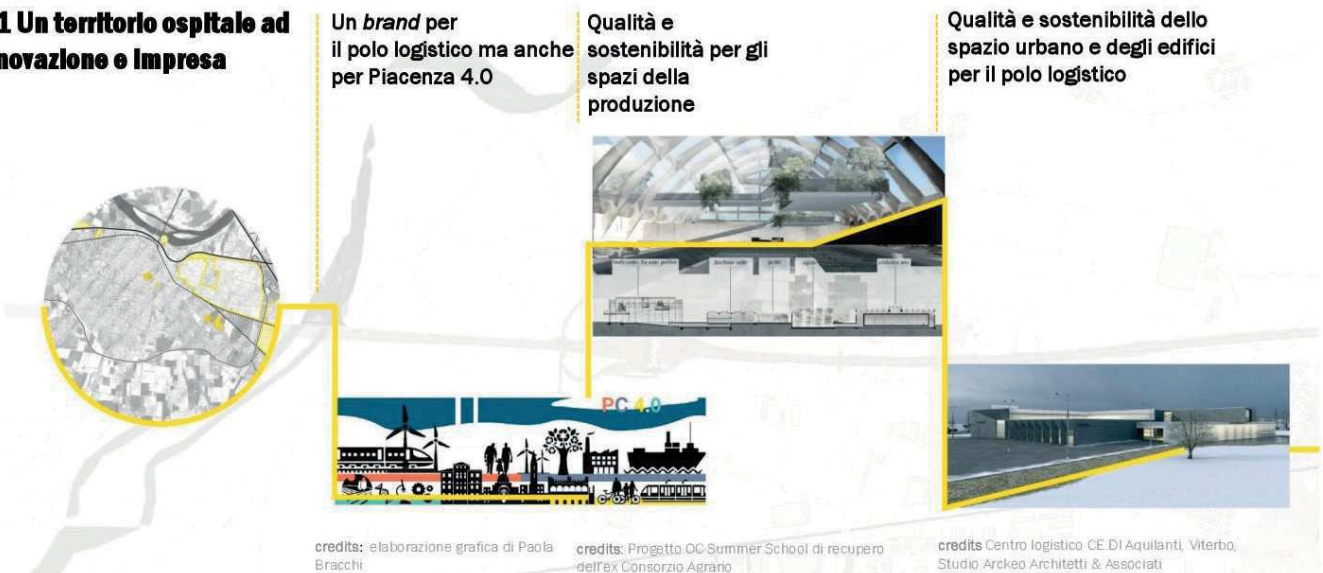
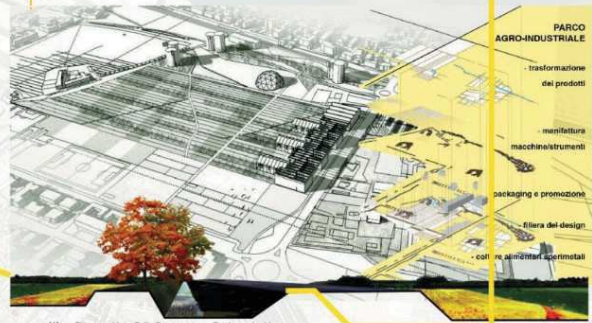
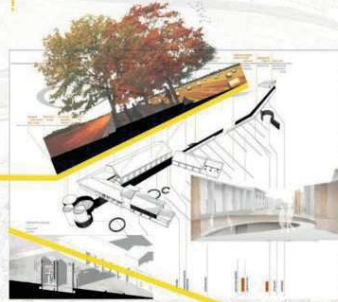
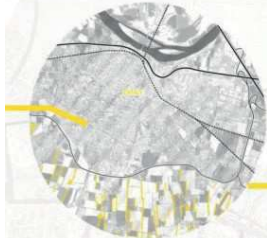


Fig.4.4 Piacenza Competes: ideas/proposals. A territory open to innovation and business.

2.2 Una specializzazione agroindustriale da valorizzare

Le ex-cascine come vetrine della produttività e del commercio, a sostegno delle filiere agroalimentari (es. Cascina Faggiola)

Valorizzazione del rapporto tra spazi urbani e campagna: la ricostruzione della filiera agroalimentare



- PARCO AGRO-INDUSTRIALE
- trasformazione dei prodotti
- manifatture macchine/strumenti
- packaging e promozione
- filiera del design
- colture sementi e sperimentalità

credits: Progetto OC Summer School di riuso di una cascina del territorio agricolo, 2014

credits: Progetto OC Summer School di costruzione di un parco agricolo, 2015

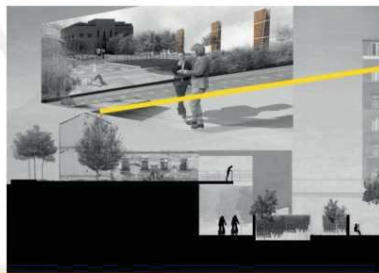
Fig.4.5 Piacenza Competes: ideas/proposals. An agro-industrial specialization to enhance.

2.3 Un'offerta turistica e culturale da valorizzare

Ricettività qualificata in città e sul territorio, a partire da occasioni del patrimonio delle aree ed edifici di pregio

Una identità turistica da consolidare, a partire dai risultati di Piacenza-EXPO

Una rete ciclabile di fruizione del paesaggio



credits: Progetto OC Summer School di riuso di una cascina del territorio agricolo, 2014

credits: Progetto OC Summer School di costruzione di un parco agricolo, 2015

Fig.4.6 Piacenza Competes: ideas/proposals. A tourist and cultural offer to enhance.

3.1 Un'offerta di spazi e servizi pubblici innovativi e di qualità

Abitare lo spazio delle mura. Un progetto incrementale di spazi pubblici e collettivi

Giardini e spazi verdi. I patii dell'ospedale come porosità restituite alla città

Nuovi usi, anche temporanei, per spazi pubblici da recuperare a partire da sperimentazioni *business-oriented*

Innovare lo spazio dell'istruzione. Il polo scolastico come spazio integrato a servizio della città



Quali idee per gli spazi della città?

credits: modello elaborato nell'ambito del laboratorio OC Summer School, 2012

credits: progetto OC Summer School di riqualificazione degli spazi aperti dell'Ospedale

credits: Collage tra uno schizzo redatto al Laboratorio OC Summer School e una fotografia del Temple bar

credits: scuola elementare a Krk, Croazia, Randić & Turato Architects

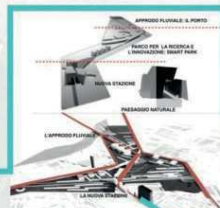
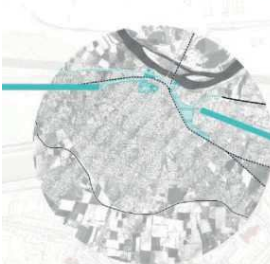
Fig.4.7 Piacenza Welcomes: ideas/proposals. Offer of innovative and quality public spaces and services.

3.2 Waterfront, recuperare il rapporto con il Po

Nuove connessioni e approdi tra città e fiume

Spazi liberati dalla mobilità. Dall'uso temporaneo alla trasformazione permanente: l'ex scalo ferroviario e attività di *leisure*

Il waterfront occidentale come infrastruttura ambientale e ricreativa



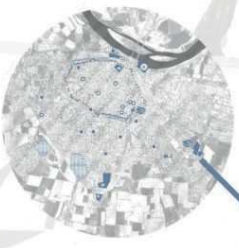
credits: progetti OC Summer School di recupero delle aree oltre i binari ferroviari

credits: progetti OC Summer School di riqualificazione e valorizzazione delle aree fluviali

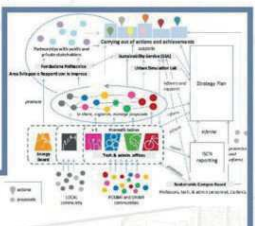
credits: progetti OC Summer School di riqualificazione e valorizzazione delle aree fluviali

Fig.4.8 Piacenza Welcomes: ideas/proposals. Waterfront, to recover the relationship with the Po.


4.1 Valorizzare e consolidare la presenza delle università per l'innovazione





Agevolare la messa in rete delle conoscenze. Rapporto tra università e imprese come strumento di innovazione



Modellare/fabbricare gli spazi del fare impresa. Start up e Urban Hub



Gli studenti e i giovani come risorsa per la città

credits: struttura gestione Campus Sostenibile promosso da Polimi e Unimi

credits: elaborazione grafica di Eleonora Bazzoni – Competition Call Bovisa Polimi

credit: Urban Hub Piacenza

Fig.4.9 Piacenza Innovates: ideas/proposals. Innovation processes for the reuse of urban resources.

4.2 Un potenziale da sviluppare come città della cultura



Rigenerare l'obsolescenza. I luoghi dell'abbandono trasformati in centri dell'innovazione e della cultura, anche attraverso usi temporanei. Area Ex-Benedettine e Caserma Genio Pontieri



Modi e attori innovativi della rigenerazione urbana: una rete di spazi culturali e ricreativi





credits: tesi di Laurea di Fabiana Freschi Piacenza città disarmata. Nuovo parco agricolo tematico nell'area Ex Laboratorio Pontieri

credits: progetto OC Summer School di rigenerazione dell'obsolescenza, 2014

credit: SpazioBase, Milano

Fig.4.10 Piacenza Innovates: ideas/proposals. Cuure for the development of regeneration processes.

Capitolo 5 – Vision of the IAP

5.1 The IAP approach

Against the backdrop of major contemporary urban transformations, military areas are certainly an important resource not only physical, but also social, cultural, economic and infrastructural.

Years later from their birth, some conceptual errors and functional inadequacies emerge clearly. The two main reasons for these inadequacies are deeply interconnected: mono-functionality and urban self-referential design (almost always with a fence defining the internal space).

This explains the reason because most of the first-generation barracks are still abandoned or reused with fragile and merely temporary results, still suffering today from an lack of evident of urban life within and of effective relations with the outside world. This phenomenon has been the result both of the planning of the cities during the last century and of clear errors in urban planning, which has always looked to the military fences as 'external' cornerstones to the cohesive urban habitation.

In line with the guidelines of the European Project, the IAP has taken as its guideline three fundamental topics, involving the urban design as the privileged tool to face urban challenges:

- the first refers to the issue of the re-use of military areas today, in the face of an obvious change in physical, social and environmental conditions;
- the second concerns the role that these areas can assume within the transformation processes in the Piacenza urban and territorial system;
- the third consideration is more connected to the specific, morphological, environmental and infrastructural aspects of the sites, which are essential for the preparation of a strategic program of control of the project in the different temporal phases envisaged.

While traditionally, the development of urban projects has been based on a competition of ideas by experts that sometimes has led to the realization of unused sites, with a large consumption of public funds, the integrated and collaborative approach of the Action Plan involves the citizenship since the beginning, as well as all the stakeholders, aiming to identify the best solution in terms of sustainability and usefulness.

The re-designing of urban areas is linked to strategic issues, as well as to drivers for development and challenges for the future, therefore it impacts on several aspects. All these aspects can be considered as whole only through a collaborative, inclusive and shared approach, such as the one

offered by the IAP.

Moreover, a IAP allows to identify a detailed road-map of the interventions, assuring:

- the **coordination** among the different selected measures (in terms of time and size),
- the **allocation of responsibilities** and the governance of the process, the monitoring of the implementation and the assessment of impacts through specific and pre-selected performance indicators
- the **availability of resources** or potential sources for deploying the actions.

The Action Plan is a tool useful not only for designing a process, but also for accompanying its development, making the necessary adjustment in case of changes in some of the basic elements.

The methodology used for defining the Piacenza's Integrated Action Plan is mainly based on the ULG. The ULG are meetings open to citizens, companies, social partners, associations, authorities, schools and universities, basically open to all the stakeholders of the city or a specific urban area. Organized and led by the representatives of the Piacenza's Municipality along the years of the MAPS project, the ULG meeting have been focused on the discussion of the drivers for change as well as on the future challenges and the vision the stakeholders have of the city in the short and mid-term. Requests and clarifications, ideas and proposals have been discussed and collected by the Municipality with the aim of summarize them, finding concrete solutions and action for the concerned area. In order to facilitate and enrich the discussion, different innovative methodologies for dialogue and for sharing ideas were used.

Moreover, also the exchange of experiences with the other European partners, during the transnational meetings as well along the project was a valuable element accompanying the identification and the development of the IAP.

In conclusion, the IAP is an **innovative output** that perfectly fits the strategic plan for the Urban Development on which the Municipality is working since years and addresses the reuse of different military and religious areas (Chiesa del Carmine, Chiesa di S. Agostino) and industrial buildings (Consorzio Agrario).

Governance model and key actors

The property of the areas will be public, headed by the Municipality

The management could be organized by a cultural promotion committee, to be founded, composed by free citizens and other existing associations, such as the MAPS Local Group

Funds

- Public funds from new European Project
- Private contributions from bank institutions and local industrial companies
- Profits by temporary reuses of the military areas

5.2 The background: beyond the “military fences”

The three Piacenza areas considered here were on the edge of non- built spaces located far from urban nucleuses often intended as “introflexed heterotopies”. When they were built, they were almost always placed in the suburbs and with connective layout disconnected from the urban surroundings.

The result of this gathering of ‘mono-functionality’, of misconceptions of planning and of errors in urban planning, led to the **disconnection from the cities**, to the **lack of collective life** and to an often precarious life system. Contemporary architects and urban planners have begun to tune into the new social sensibility opened after the 2008 crisis. For this reason they began to test urban strategies based on self-limitation (rather than construction, occupation, strong alteration) and oriented towards producing soft, moderate and punctual transformations.

The Piacenza military area can be intended as a fantastic occasion to discuss about these topics in a real and emblematic case-study. The location of the three barracks in sequence along the old route of the Via Emilia originates from an internal growth plan. Their position, today in all respects within the city, in an area surrounded by more or less consolidated fabrics and traces of pre-existing or still existing agricultural fields, implies important challenges such as the need for regenerating a fabric that from peripheral could effectively become central.

It also promises countless advantages: first of all, the presence of **connections** such as access to river areas, highways and the railway system, which despite today constituting a barrier between the city and the Po, could become important resources for the redevelopment of the entire band between the river and the northern edge of the city. In this sense, the challenges are so complex (what do we do today with the disused areas) that they are suggestive (due to the presence of the old buildings and the still existing traces of the built heritage).

These are the objectives of our proposal for the military areas of Piacenza: **learning from the mistakes of the past** (the construction of fences

completely introverted) and redirect them to the principles of the contemporary city, in order to open the way for a new generation, a new model of an ecologically sustainable city, socially sensitive and rooted in places.

In the specific case of Piacenza, this concentric growth is still evident today in a radiocentric urban structure, consisting of recognizable historical thresholds: Roman castrum, Spanish growth, Farnesian walls.

This model has cracked / changed in the contemporaneity due to the leaps in scale of infrastructures and territory that have contributed to differently orient the shape of the city.

The places where the 3 barracks are located are at the same time a hinge and an internal door:

Lusignani barracks: new West Gate, in relation to the agricultural context
Former Laboratory of Projectiles / Ex Pertite: transitional space between green areas and cities

Ex Pontieri / Ex Nino Bixio barracks: Internal gate, **connected** to the river and monumental areas of the historical city.

In the definition of the project strategies two working directions are then offered:

Re-naturalization of abandoned areas and integration into renewed landscape designs.

Reconstruction of a renewed and rediscovered piece of the city, with involvement within the multi-scale urban dynamics.

5.3 Setting and approach: a step-by-step process of long duration

The alternation of possible destinies leads us once again to change our gaze on the near future of the area, on its latent potentials and still partly hidden, among the ruins of a landscape that, in times of deep and intense rethinking on the use of resources pre-existent, induces to retrace the places of memory not only as a vestige of productive and infrastructural apparatuses, but also as real resources to trigger future developments.

This is the point where our journey began within the military areas, aimed at reconnecting the threads of a long-standing discourse, to open it to a different future, but certainly attentive to the traces that the place is still able to give us back.

With this in mind, the project assumes as central elements for setting up the system:

- The historical-architectural-environmental pre-existences present in the area;
- The presence of significant open spaces within and immediately around the project area;
- The consistency of infrastructural apparatuses at different design scales.

5.4 Objectives of the project: sustainable spaces, habitable, shared and in relation with the context

Faced with an awareness of the new vision opened by the possible regeneration of the system along the east-west line, the design approach has thus brought attention to the remarkable sites arranged sequentially: Laboratorio Pontieri, Pertite and Lusignani, trying to focus, precisely through an open and dialectical vision, the relationship between critical areas and intervention objectives, according to a program aimed at simultaneously restoring formal quality, symbolic value and functional significance to the complexity of the spaces considered. This program starts from the observation that the configuration of the three areas today arises as a paradox: although surrounded by transport lines and road arteries linked to great mobility, they are in fact paralyzed, isolated and precluded to an active urban role.

The project has the following OBJECTIVES:

At the urban scale:

To promote a **virtuous process of environmental and urban recovery** of a group of areas today characterized by a condition of degradation and abandonment through the definition of new urban centers of excellence;

Define the new unit landscape: **local** and **global**;

Promote the integrity of the area, freeing all the transformative potentials intrinsic to the area itself and activating all the **boundary conditions** to support a process of return to the place in a re-identifying sense;

Abandoning the inactive static vision of the compartmentalization of the area and opening a dynamic conception by acting on the external-internal inter-scalar dialectic, redefining the hierarchy of connection networks;

Strengthen the protection of the conspicuous amount of **open spaces** present as a rare resource of absolute pre-eminence, therefore not segmentable, divisible, fragmentable;

Retrieve the band between the areas and the river, through the re-identification of agricultural tracks reinterpreted and oriented towards a global design of new productive landscape.

At the local scale:

Giving formal quality to all components: identity and differences;

Re-identify the places of memory (ruins) and involve them in a more general process of regeneration able to operate beyond the mere museification of the place;

Return physical, social and environmental **identity** to the military areas, starting from a general attention to the physical assets, functional characterization and social and collective needs of the places;

Interpret the different surfaces not only in two-dimensional terms but as elements with a significant thickness within which the traces and memories of the place are stratified;

Promote an integrated architecture (of buildings, installations, installations, equipment, free areas);

Redefining **transport** and **facilities** architecture as formal elements to be brought back to the overall composition and re-form energy installations.

Starting from these objectives, the project proposes to act for successive steps adopting a procedural methodology that on one hand interprets the contextual conditions (physical, social, economic-productive) as important points to anchor the choices of the intervention, on the other it overcomes the adoption of prefigured or a priori models for an action that prefigures a **close participation of the social actors** present (bottom-up). In this sense, the project prefigures the reconstruction of the whole area, through the unitary design of the different complementary areas and competing to the redesign of the area: built spaces, spaces for relationships, free spaces, underlining the dynamic principle of progressive training, flexibility in response to needs, increase and change over time. Secondly, it focuses on the Pontieri Laboratory Barracks as the backbone of the regeneration process (physical, social and productive) of the entire area taken into consideration.

5.5 Strategies and Actions: towards an open, dynamic and integrated project / process

Three are the main strategies involved in the process-design able to address and focus the urban design actions oriented to give an answers to the defined challenges:

The strategy of **regeneration**: the re-use of the existing

The strategy of **integration**: an incremental process

The sharing **strategy**: a relational process

Relation local-global

Finally, the inter-scalar relationship is guaranteed by the presence of the system of buildings destined to the service sector, services and research, which on the one hand identify the precise rooting to the place of the project, on the other hand, in the regeneration of existing buildings, a specific correlation between the various strategic areas of the northern urban front, confirming, in sequence, a new front of the interacting urban and territorial forces.

5.6 The Antonino's Piacenza in 2036 vision

The following description is the narration, made by a made by a boy of eighteen about the result of the IAP. Piacenza, a city that has reach the challenges identified within the MAPS project and has focused the development of the city in the right direction . This is the Antonino vision, the summary of the strategy for the integrated sustainable development.

"Hi,

my name is Antonino and I was born in 2018 in Piacenza.

I've just urned 18 and many beautiful things have happened in my city since I was a small child.

The first milestone of change was the URBACT Integrated Action Plan produced in the realms of the European project named MAPS, aimed at the regeneration of three former military sites.

A new vision was set, depicting Piacenza's urban ecosystem as a live body.

Its backbone is the sustainable, green-friendly and liht mobility system that embraces the city centre, protecting its heritage and traditions, connecting it to the fuure and crossing the three vital points linking the brain, the heart and the belly of this organic ecosystem.

The brain is Pontieri workshop, the former Pontoon Lab, orienting urban development towards a new model: it is the first gateway to the city when you cross the river Po, the showroom of innovation, the gathering point for events, exhibitions and leisure activities, and at the same time a place where social cohesion can be enhanced and different generations mix together.

The green heart of Piacenza is the area where the "Pertite" bullet factory once stood: an urban park, but also a site of biological production, with its roots in agricure, tradition and rural landscape. The Lusignani Barracks represent the fruitful belly of the city, developing innovative models for research, production and lifestyle. The combination of environment, liveliness and innovation is a breath of fresh air giving you energy as you walk through this smart and creative European city."

Piacenza 4 July 2036

Chapter 6 / The identified scenario for the Pontieri Laboratory

Starting from the strategies outlined, the local project on the Pontieri Laboratory area proceeds to the identification of a project-path articulated around the sequence of vision-scenarios-actions paying great attention to the requests emerged from the study on participatory planning in the activities of the ULG. In this perspective it identifies some specific themes (in relation also to the proposed functions), which constitute the main references for the identification of the actions themselves. In fact, this flexibility / transformability is considered one of the potential elements of success within such significantThe activities carried out through ULG were merged with policy issues and the strategic vision (at local, regional and national level) to identify the most appropriate functions for the concerned area and therefore to define a possible scenario of development. The identified functions are obviously strictly linked to the “drivers for changing”

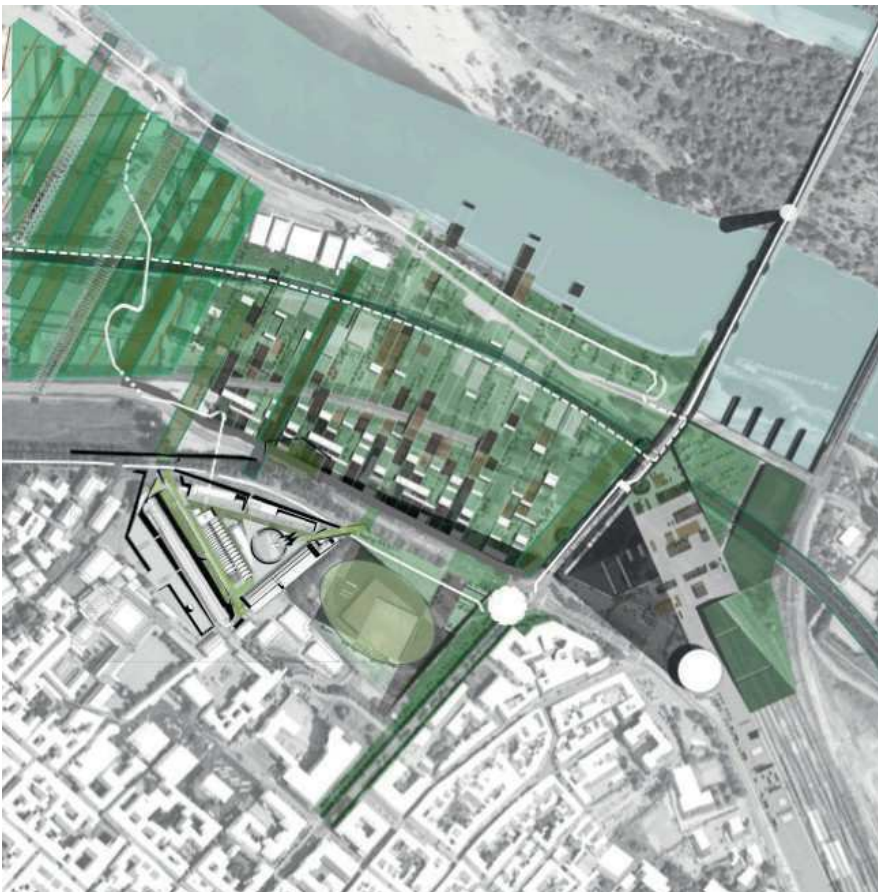


Fig.6.1
Masterplan of the former Laboratorio Pontieri . Details at local level, integration and relationships with urban environment.

of the city, to which the area have to refer to. Being in the city centre but at the same time in a location that is hinge and junction with the great territorial assets of the river and its park, the Pontieri Laboratory offer the chance to catch and strengthen some of the main drivers, focusing on a wide renewing of the relation between the city and the citizenship, offering therefore a mix of educational and training services asurban and territorial plans-programs: a strong shared image as a strategic horizon and at the same time a capacity for transformability between elements and operators, even at to read the complex and fluid socio-economic reality we are experiencing in our contemporaneity.

Pontieri Area as a regenerated urban gate between city and river

The occasion, in recent years, to **rethink the model of development and transformation of cities**, dictated by a greater sensitivity in terms of environmental resources and the economic crisis with consequent abandonment phenomena, today determines a new opportunity to redeem areas that, like the Pontieri, can be rethought not so much in terms of urban surfaces to be recovered, but as potential recognizable centralities within urban transformation systems. In this sense, and overcoming a radiocentric urban vision, the sequence of the 3 barracks can in fact be recognized as an important generative section along the real/virtual axis of the Via Emilia Pavese, determining in fact the premises for the construction of a new morphological order of a multipolar nature capable of integrating strictly urban themes with landscape and eco-systemic ones and claiming its new destiny of centrality within a wider and wider system, capable of reinterpreting the development model of the whole city of Piacenza towards objectives of a new spread meaning.

6.1 Education, Culture, Sport: a new vision of the Pontieri Laboratory

The scenario identified for the Pontieri Laboratory is mainly focused on the aim to set the area as reference point for cultural integration and promotion of the local products, for education and training, for sport and natural paths.

Target functions

On a territorial level, the function of the area is mainly to promote the strength points of the city of Piacenza in comparison to other bigger cities, such as Milan. Piacenza is a small city on the largest Italian river, with a non-trivial quality of life, strictly anchored to the its tradition, to the local products and to the Apennine, of which it is a key reference in the Padana Plain.

Such aspects that characterize Piacenza, must be valorized also through the local architectural transformation of Laboratorio Pontieri. The main function identified for the area is aimed to **implement and strengthen the process started in the previous years**, therefore to steady Piacenza as a **city for students**, schools, universities and research centers. The goal is to attract young people as well as **families** to live in Piacenza, offering them services and infrastructures for education, sport, research, as well as **job opportunities**, even in innovative sectors.

In particular, on a district level, two main relevant elements of the current urban planning need to be taken into consideration, becoming factors in the construction of the Masterplan:

The **two secondary schools** near the Pontieri area need to find new spaces for integrative and complementary activities, as the needs for training are significantly changed in the last decades.

the **local market**, located in the square in front of the Farnese Palace, could be repositioned, ensuring a new life for historic shops, but also opening up to more contemporary forms of commerce.

On a social level, the city needs to find solutions and space for youth. As mentioned before, the aim is to attract young people and families providing them with the necessary services and infrastructures for living the city and for thinking to a future in the city.

The Pontieri area can essentially be a place of aggregation, cohesion and generational integration, a **meeting point** for different cultures and ages, for enjoying traditions and innovation, for the organization of events addressing the needs of the city but also able to be a “green land” and a path that link the city and the river, for a new vision of the same contemporary living.

Resources

The Stakeholders selected for the renewing and temporary use of the internal sections and buildings of the Pontieri areas will use their own resources to carry out the interventions that will be agreed with the Municipality.

The Province of Piacenza thanks to public funds will take in charge the renewing of two buildings.

The Municipality will investigate and assess all the possible sources of public financing, at regional, national and European level, but it will also dialogue with potential private investors

Scenario's Summary

The scenario perfectly fits with the strategic ideas included in the Municipal Structural Plan (PSC). It is coherent in the way it aims to improve the quality of life, to increase the green areas, to create specific services for Youth, as well as to support small and traditional shops and promote the local activities, products and culture.

The temporary use will guarantee the renewing and use of the areas in the short and mid-term but at the same time it will assure to possibility to make changes if the monitoring of the activities will make them necessary.

Project description

This project aims at overcoming the traditional concept of 'first generation' barracks by reinterpreting them as a new public space. The etymology of the Italian word for "barrack", that is "caserma", derives from latin word "quaterna", meaning "fenced yard for 4 soldiers". As a consequence, the term implies a closed and well-protected space. "Caserma" is reinterpreted from an antithetical standpoint, in this project. As a consequence, barracks must be open and well-accessible spaces, gathering and joining the interrelated numerous landscape parts and identities (productive areas, educational spaces, working spaces, cultural spaces, sports spaces and retail spaces).

Such general and abstract vision is concretized by picturing 3 interrelated and complementary spaces:

The landscape of **knowledge and innovation**

The landscape of **creativity and production**

The landscape of **technology and complex interconnection**

Timeplan

Following the paradigm of 'design as a process', the Caserma-Laboratorio Pontieri is built step by step, according to the principle that space transformation is progressively accomplished so that there is space for flexibility and changes as the project is implemented. As a consequence, the classical design process is overcome by the a-priori absence of the definitive design, as the design is modified step by step.

Spaces' functions and vocations

The main 3 buildings of the caserma are renovated and repurposed following the functional vocation that determines architectural actions on existing buildings:

A space for exchange and retail Commercial spaces on the market are

A space for creativity

One of the caserma's buildings is regenerated and reused as a "**hub of creativity**" by attracting and hosting innovative functions. Also, it will host mostly young talented people committed in leading edge sectors. The main objective is to build an open-access urban space, an "**activity incubator**" related to creativity and innovative businesses. In this context the project will define a new institutional strategy for innovation and creativity, related to Piacenza's territorial excellences and related markets.

Proposed activities work synergically to reach common objectives, such as:

- to experiment new ways of social space and **co-working spaces** supply, so to attain a diffusion level of such initiatives, similarly to other European cities.
- to create a highly attractive place for top-notch talented people, creating new jobs, especially you the youngest
- to recover lands, spaces, buildings, and underused strips, by activating and fostering a regenerative process so to improve Piacenza's attractiveness for businesses and for current and future dwellers.

A space for culture and training

In this space it is foreseen the construction of spaces dedicated to teaching, culture and scientific research, such as **laboratories**, study space, **conference rooms**, and other spaces functional for students' life (libraries, silent/ collaborative study areas). As a consequence, a both collective and individual space is realized so to satisfy different needs (cultural spaces, spaces for gatherings and discussions, spaces for students) as such space can be modified and in the space-time.

Fig.6.3
Internal view of one of the existing buildings.



Public spaces system

Public spaces system is the concrete linkage tool of the project and it is articulated at different intervention levels, according to specific patterns that relate to public spaces' relationships with the surroundings. As a consequence, spaces truly acquire a public, social and collective meaning that positively affects the quality of life. To do so, a twofold strategy is presented:

Firstly, the strategy must look at regulations and regeneration of nature, so to re-establish fluvial flora that is capable of penetrating within the urban fabric's edges

Secondly, the strategy is oriented to transformation process of spaces and their linkage with some relevant central areas (Farnese, San Sisto).

An accessibility model (mobility, access system)

The project envisages a highly sustainable and innovative accessibility model, also based on **alternative mobility**: the site takes full advantage of the high spatial accessibility afforded by the rail transport from the nearby station Fs and it relates to the rest of the city with low impact transport vehicles, which are also highly integrated and equipped with smart technologies.

The cycle and pedestrian paths interfere with the area, which thus becomes a **strategic node for light mobility**, even on a regional scale, compared to the routes along the Po and between river and internal valleys. Within the rediscovered collective space, a small bike-station will also be designed and built.

A sustainable experience: smart and slow

Placing itself as a service for citizens and not as a "criticality", but as an important resource capable of restoring wider and more complex experiences within the central space, as well as its surroundings, "technology" is an essential mean of the "story" of the new Laboratorio Pontieri.

In this meaning, the adoption of systems interacting with the contexts in a direct way, they will contribute in a meaningful way to the integration of "smarts" aspects (innovation, connection and social aggregation) with "slow" aspects (the return to tradition, the contact with nature, the attention to quality of life and waste reduction), providing a relevant support to data directly provided by the physical environment.

Chapter 7 - Stakeholders environment

7.1 What is an ULG

Participation is a fundamental tool in building urban retraining programs. It's not just a matter of sharing ideas that will lead to change, participation is a way to speed up transformational processes making them more solid and shared.

The ULG (Urbact Local Group) is an element required by the Urbact methodology, it's a habit that is now widespread in urban regeneration processes. The approach to involve interested parties in the transformation process and to build together a shared and negotiated process increases sustainability and accelerates feasibility times.

In Piacenza there is a good experience in participatory works. In the organization of the Municipality there is an office dedicated, called "Participation Office" to co-ordinate and organize initiatives together with stakeholders. These actors are predominantly cultural and social associations.

Initially, the Municipality organized the ULG through calls and invitations, then media and local newspaper have given visibility to the MAPS project. The answer was good and there was a constant and active participation in the project. Some of the stakeholders set a specific committee in July 2017, with the idea of cooperating with the Municipality to better govern the management process.

The main categories represented within the ULG have been:

- Schools
- Universities (Politecnico di Milano, facoltà di Architettura e Università Cattolica)
- Economic Associations (traders, artisans, farmers)
- Social and Cultural Associations
- Professionals Orders (such as Architects)
- Citizens.

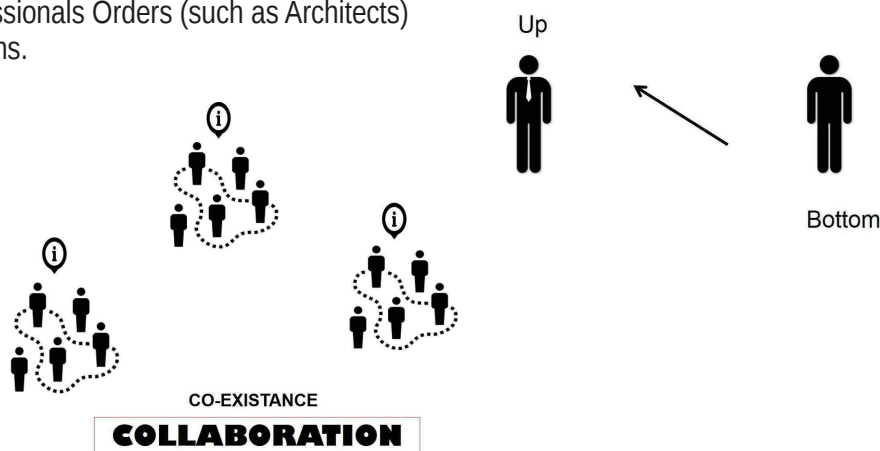


Fig.6.6
Diagrams illustrating the participatory processes that is be the basis for the realization of the project for the former Pontieri Laboratory.

7.2 The stakeholders environment for the implementation of the IAP

Piacenza's ULG originated from an initial call made in 2015 through direct mailing lists made by the "participation office". Then other media, newspaper, local TV and Municipality web site have helped to grow the participation.

The Municipality guided the ULG and the actors involved in the urban regeneration process considering the ideas for the strategic development defined in the Municipal Plans and the policies.

The ULG is an active body and it is always possible to join in. The idea about the reuse of the Pontieri area, described in previous chapter, was developed by actors voluntarily involved in the ULG.

During the ULG meetings, a group of various actors has consolidated and would like to work directly in the reuse Pontieri project, also organizing events with the Municipality.

The ULG worked about different themes, the identity of Piacenza and the relationship between the city and the military site selected in the MAPS project, i.e. the Pontieri area.

The Municipality, with the help of ULG actors, organized in April 2017 two open days in which the citizens could visited the Pontieri area, to increase the participation (Image 7.1). During this event, ULG organized a survey with questionnaires to collect suggestions on reusing the area.

Fig.7.1
Open Days - Pontieri Area.



The main proposals collected during the open days are:

- to organize local products market in the Palmanova pavillon, also with a restaurant or a bar;
- to build a gym, open space for sportive and fun events;
- to organize a cultural recreational space with study rooms, group workshops, reading area;
- to make workshops for artists and craftsmen for the production and the sale of ceramics, jewelry, clothes made from recycled materials;
- to organize outdoor cinema for the summer season, with the possibility of setting up a space for winter performances.
- to make a work space to cinematographic and photographic production, dedicated to casting, photographic services, managed by cultural and artistic associations.

The university Politecnico di Milano and the Order of Architects took part spontaneously in ULG, from the beginning.

In addition to the University, also some secondary schools declared an interest in working on the project. In June 2017 the Municipality worked hard to strengthen collaboration with higher secondary schools and universities. The Municipality organized three didactic workshops with three schools, the Technical Institute Tramello, the Cassinari Art School, the Raineri Agricultural Institute, to bring young people closer to the place and to increase interest and knowledge of the Pontieri area. In detail: the Cassinari Liceum, an artistic school, organized workshops dedicated to the typological study of the building and to the relationship of the site with the city. Another class deepened the suggestions of abandoned places and imagination of their transformation.

The Tramello Institute, school of surveyors, worked on dimensional, material and plant aspects of the Pontieri area, with a study in Autocad. The Raineri School, an agriculture secondary institute made an analysis about the green spaces and defined a green maintenance plan, identifying correct times and costs.

In the ULG environment the University “Politecnico di Milano” supported the Municipality of Piacenza in order to implement the Integrated Action Plan.

Chapter 8 / Actions for the implementation of the IAP

8.1 Introduction to the Actions: visions and context

In the paragraph below, the actions that are expected to be undertaken in the area of the Pontieri Laboratory are listed and for each are identified, a short summary of the intervention, of the stakeholder selected for realizing it, of the resources that will be used, the aim and the temporary use that will be done.

In general, the focus will be on short and mid-term actions as the objective of the IAP is to set concrete and achievable results. Activities will be monitored in order to comply with the expected timeline, but also the satisfaction of the citizens and businesses will be monitored in order to improve some measures during the implementation of the IAP.

Moreover, open spaces for citizens and Youth will be created and in order to make the area the most usable as possible. The Municipality will continue the dialogue with Schools and Universities, as well as the assessment of the studies and the proposals already provided and related to the redesign and use of such spaces.

On the basis of the strategies described in the previous chapters, the local project for the area of the former Laboratorio Pontieri focuses on a process that puts in a sequence vision – context – actions, paying great attention to the requests emerging from the participatory experience of the ULG.

This leads to the selection of specific subjects (related also to the proposed functions), seen as the main points of reference for the same actions. The latter are summarized in the following table and correspond, in the panimetric/ volumetric project, to the functional and morphological definition of the assets, of their programmed uses and of the infrastructural aspects, all of which imply a sequence of interventions that can be updated and revisited in compliance with the requests that may be advanced in time.

Flexibility and transformability are among the potential key elements of success in the realms of such meaningful urban and territorial plans. Whereas the strategic horizon lies on the strength of a shared image, it is essential to count on the ability of assets and operators to evolve, following the complex and fluid social and economical system we are experiencing.

Macro actions:

Theme 1 – buildings

Macro-Action 1.1 – Restoration and regeneration of the existing and restricted buildings, through an organic process of redefinition of the original sections, both in terms of functional innovation and image renovation.

Macro-Action 1.2 – Implant of new, multiple and interactive functions, concerning culture, education, commerce, sports and social representation.

Macro-Action 1.3 – Insertion of commercial spaces, i.e. markets – also in a temporary form – as attractive destinations capable of bringing to life the whole area, linking it with the urban dynamics of the city.

Theme 2 – public space

Macro-Action 2.1 – Creation of wide areas to be used as collective urban spaces, leading also to new squares, wellness itineraries and covered walkways.

Macro-Action 2.2 – Integrated green areas of different kinds, having public destination and environmental impact, in a process of enhancement of natural and ecological settings between the river Po waterfront and the external urban areas.

Macro-Action 2.3 – Visual cones with a prevalence of green, also integrating the existing system.

Theme 3 – barriers, fences and relations

Macro-Action 3.1 – Increase and implementation of the connections with the surroundings, through gateways relating to the neighbouring areas and urban fabrics.

Macro-Action 3.2 – integration of existing walls through a pattern of urban furniture of contemporary design

Theme 4 – mobility and connections

Macro-Action 4.1 – Improvement of the cycling and pedestrian accesses, in order to give the area a central dimension, as the barycenter of light mobility itineraries in the city.

Macro-Action 4.2 – Opening of new directions and paths between the city and its river (North-South) and between the emergent focal points of the urban fabric (East-West).

8.2 Project actions

In the following paragraph, we list the project actions that we expect to realize in the area of the former Laboratorio Pontieri, describing for each one of them the intervention itself, the selected stakeholder to be involved, the resources to be employed, the objective and temporary use that is foreseen.

Generally speaking, attention will be focused both on short and long-term actions, because the aim of the IAP is to obtain tangible and reachable results. All activities will be monitored in order to respect the timetable, but also the level of satisfaction expressed by citizens and companies will be checked, with the intention to enhance some actions during the enactment of the IAP. The size of the whole area and the multiplicity of the functions have determined a self-sufficient aggregation pole, but not closed towards the district. Immediately we felt the idea to get inspiration from a model that is part of our history and our culture: the traditional village or citadel.

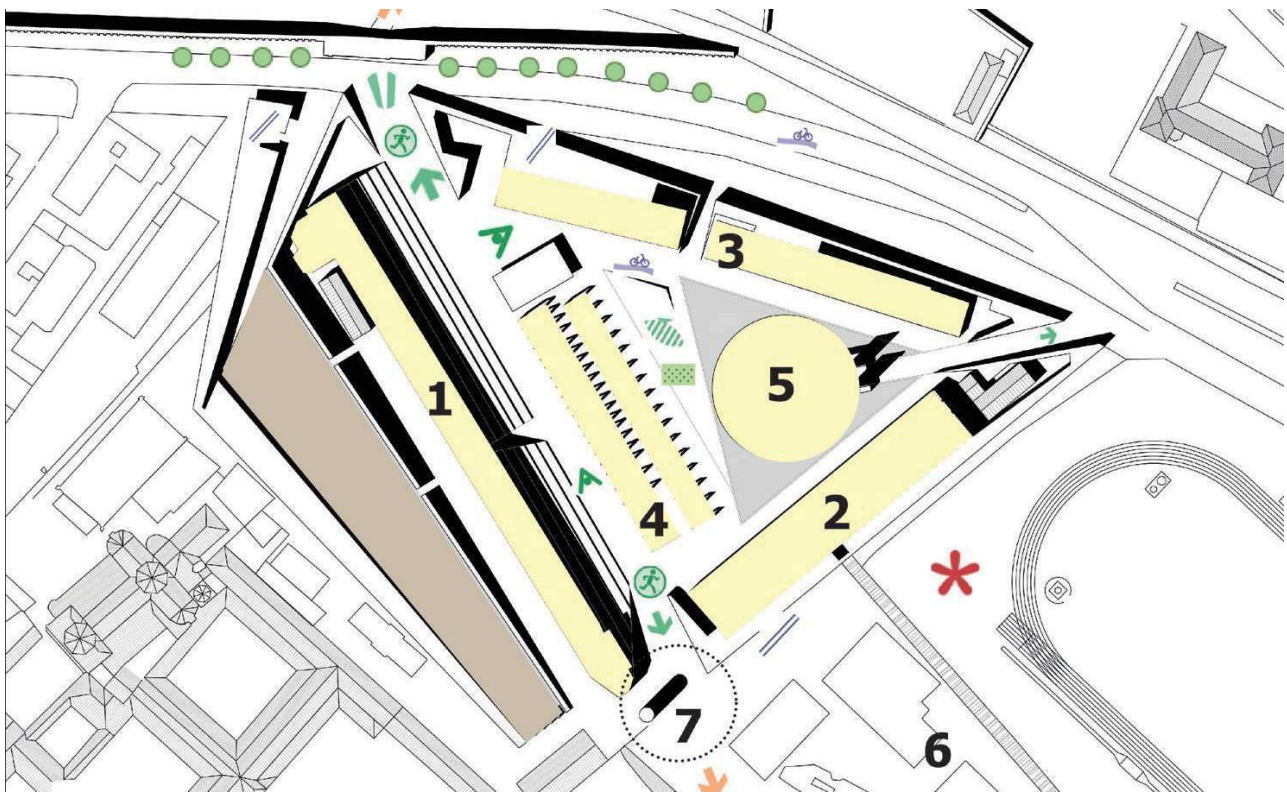
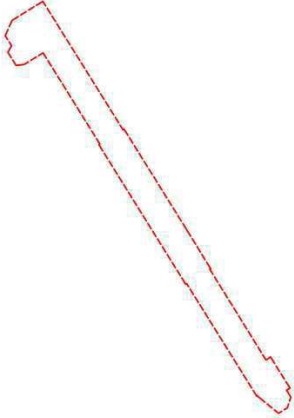
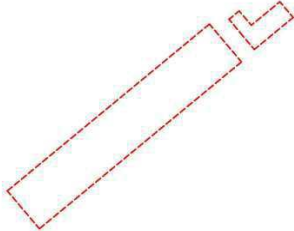

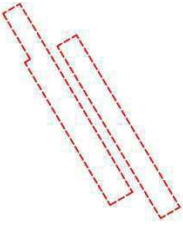
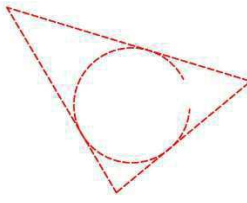
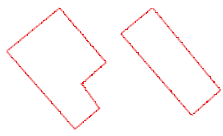












Fig.8.1
Visualizations of the Plan Actions.

Theme 1 – buildings	
PROPOSED THEMES	PROJECT ACTIONS
<p>1. Restoration of the Turnery Pavillion</p> 	<p>Renovation of the Pavillion and the surrounding area as Laboratories (Fab.Lab.), with the following destinations: Showcase Box – spaces to be used in rotation by creative talents and companies, for temporary exhibitions; Skill Wall – analogical and digital notice board displaying the registers of creative talents and companies, in order to favour business contacts; Memory Area – digital and analogical archive, web server and consultation posts, to be implemented by creative talents and companies participating to the Hub; Social Area – for events, presentations and meetings, with a Welcome Point and a Lounge Bar with chill out area, zero-km product self-service restaurant, newspaper and periodical library, Internet area; Fabbing area – provided with highly advanced technologies (i.e. workstations and 3D printers) for creative uses, to be shared in a co-working perspective by the Hub users.</p> <p>The area will be destined to companies and craftsman activities, giving them access to tools for innovation; creative activities will have specific co-working spaces, dedicated to the organization of evens, workshops, exhibitions and other initiatives, in order to permit confrontation and the sharing of projects between creative talents, innovators and institutions; there will be a space for communication activities and a press office, an area where innovative and creative groups can organize activities for the whole community, also promoting the exchange of best practices at a national and international level.</p>
<p>2. Restoration of the Palmanova Pavillion</p> 	<p>Renovation of Palmanova in an Auditorium consisting of a vast internal “scenic stalls area”, accessible through stairs or a ramp, where the natural light entering from the outside will be “filtered” by the small detachment from the volume of the external frame and by the uplifting of the floor. A large “aula magna”, where the terraces are developed over three levels joined by panoramic corridors, ensuring excellent viewing and acoustic conditions. Above and below the stage, the side rooms will be “cut” by structural vaults linked to the rear part of the staircases and lifts, whereas on the top floor there will be a panoramic restaurant. The remaining part of the building will be equipped with multi-functional classrooms supporting the high schools adjacent to the Pontieri area.</p>
<p>3. Restoration of the Workshop Pavillion</p> 	<p>The action is focused on the renovation of one of the biggest buildings in the area, where the aim is to create an innovative school presenting highly equipped spaces and technological devices, combined with open spaces for sports and social integration.</p> <p>The San Benedetto Foundation has been identified as one of the potential stakeholders capable of completing an important project, funded by the Foundation itself and already presented to the Council through a declaration of interest and feasibility plans.</p>



<p>4. Restoration of the two Vulcanization Pavillions</p> 	<p>Renovation of the two Vulcanization Pavillions, as a shell structure for temporary exhibitions and new commercial spaces such as markets – also in a temporary form – becoming attractive destinations to enhance the entire area. The buildings will turn into an indoor market displaying zero-km products, with the following departments: fruit-vegetables, beer garden, production and tasting area, creative labs for children and didactic activities, areas for events, presentations and meetings.</p> <p>The Agricultural Association Coldiretti has launched its proposal for the new temporary use of the building, which will become a pavillion for the promotion of local products and traditions, to be enhanced trough specific events such as seminars and training courses.</p>
<p>5. Circular square</p> 	<p>The circular square, 40 meters in diameter, is located in the center of the Pontieri area. The square is slightly elevated from the surrounding green area because this will be a multi-purpose space for musical and social events.</p>
<p>6. Gyms for high schools</p> 	<p>The renovation project concerns 2 buildings located in the former Pontieri Lab and will be carried out by the Province of Piacenza, competent authority for education and school policies. The enhancement Protocol between the Province and the Agency for State Property was signed in July 2016, assigning the property of the 2 mentioned buildings to the Province. Two high schools located in the city center (Romagnosi and Gioia institutes), both adjacent to the Pontieri Lab, suffer from a historical lack of infrastructures due to their origins. This implies that the new gyms will be surely destined to these schools, leaving however the possibility to be used by other schools or sports associations, in order to guarantee full exploitation. The gyms will also be certified as suitable for professional sports activities.</p> <p>The project will be carried out by the Province of Piacenza, for a total budget of 4 million euro. Funds will derive from the sale of the buildings now occupied by the local Government offices and the Carabinieri headquarters in the city center.</p> <p>The area covers more or less 4.700 sq.m., including three old military buildings, two of which will be demolished and rebuilt as gyms, whilst the third will be restored and used for educational and cultural purposes.</p> <p>The tender for the demolition and reconstruction of the two gyms was closed on 9 March 2018, whilst the intervention is expected to be concluded by the end of 2018.</p> <p>The enhancement of the educational offer and of services in the heart of the city center will influence social policies, with benefit for families, youth and adults belonging to Sports Associations, increasing liveliness in the city center.</p>
<p>7. Spaces for non profit associations</p>	<p>The purpose of the renovation of the building is to provide spaces for non profit organisations engaged in innovative social inclusion projects.</p>

Theme 2 – public spaces	
PROPOSED THEMES	PROJECT ACTIONS
Creation of squares and covered walkways 	Creation of new urban spaces, such as squares and covered walkways
Maintenance of existing vegetation 	Existing trees will be preserved and restored; in the former Pontieri Lab area, the entire existing vegetation will be preserved, putting in practice a sustainable economic scheme for the management and maintenance of vegetation.
Increase of usable green areas. 	Creation of a public parc, integrating it with the existing green areas, the pedestrian “Pubblico Passeggio” path and the whole green belt of the ancient city walls.
Green areas for sports 	New structures and equipment in the Daturi campus; indoor sports areas (gyms). These activities will offer integrated use by the adjacent schools and the local community.
Connecting green “bone” 	Creation of environmental connections along the “bone” created by the green belt of the ancient city walls park and the riverside vegetation: parks, tree lines, suspended gardens, green roofs and coverings, in continuity with the urban and territorial green areas.
Visual connection “cones” 	Creation of environmental connection having a cultural and landscaping interest for their relation with monuments (Farnese Palace, San Sisto and Carmine churches), embellished by green areas, tree lines, suspended gardens and green coverings.
Experimental light bonification 	Use of innovative and experimental bonification techniques in the open spaces of the former Laboratorio Pontieri.
Enhanced relationship with the district 	Morphological integration between existing urban fabrics inside and surrounding the city center.

Theme 3 – barriers, fences and relations

PROPOSED THEMES	PROJECT ACTIONS
<p>Increase and implementation of connections</p> 	<p>Increase and implementation of the connections with the surroundings, through multi-functional wedges relating to the neighbouring areas and urban fabrics.</p>
<p>Sequences of walls</p> 	<p>Creation of wall sequences capable of changing their identity: not as separators, but as new diaphragms that can orient people's gaze and itineraries</p>

Theme 4 – mobility and connections

PROPOSED THEMES	PROJECT ACTIONS
<p>Increase of the cycling and pedestrian points of access</p> 	<p>Enhancement and integration of slow mobility and cycling paths. The cycling and pedestrian system will be extended and widened in its external connections with the city and in the internal paths.</p> <p>The cycling and pedestrian belt of the ancient city walls park will be confirmed, using the Pubblico Passeggio avenue, along the ring formed by the Farnese walls. Last but not least, a cycling and pedestrian path will be created in the open spaces of the Pontieri Lab to connect two key areas of the city: the center and the river Po.</p> <p>What must be considered is the will to fill the void between the city and its great river, which flows near the center. The Pontieri Lab is located right between these two key areas (city center and riverside park): the idea is to create a green path connecting the two, which could be used for sports practice, spare time activities and tourism.</p> <p>This action will be carried out by the City Council, indicating strategic partners in the associations for the promotion of cycling and disabled people's rights, plus Bike Sharing companies.</p>
<p>Opening of new roads</p> 	<p>Opening of new directions and paths between the city and its river (North-South) and between the emergent focal points of the urban fabric (East-West).</p>

8.2 Timetable for the fulfillment of the actions

The Gantt diagram below shows the timing of the four main actions that have been identified. Clearly, it represents an initial plan which needs to be constantly monitored and checked, following the flow of events.

ACTION	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
Regeneration of open spaces (Municipality)										
Funds raising										
Renewing paths and squares										
Restoration of buildings for gym (Province of Piacenza)										
Funds raising										
Renovation of buildings										
Restoration of Workshop Pavilion (San Benedetto Foundation)										
Funds raising										
Renovation of the building										
Restoration of vulcanization pavilions (Coldiretti association)										
Funds raising										
Renovation of a part of the building										
Renovation of the hole building										
Restoration of the Palmanova Pavillion										
Funds raising										
Renovation of the building										
Restoration of the Turnery Pavillion										
Funds raising										
Renovation of the building										
Implementation of actions linking the military area with the surround										

Fig.8.2
Gantt Diagram of the Action included in Piacenza's IAP.

Chapter 9 / Funds and resources

9.1 Introduction and general methods for funding

The funding of interventions will be guaranteed using different sources of financing.

The Stakeholders selected for the renewing and temporary use of the internal sections and buildings will use own resources to carry out the interventions that will be agreed with the Municipality.

The Province of Piacenza, as previously mentioned, will use the resources obtained by the sale of two buildings of its property.

The Municipality will investigate and assess all the possible sources of public financing, at regional, national and European level, but it will also dialogue with potential private investors.

9.2 FESR Fund

The FESR, European Fund for Rural Development (ERDF), of which the resources are used through the implementation of the Regional Operative Plan (POR), is one of the possible sources of financing for some activities. Recently, the POR-FESR 2014-2020 financed the realization of the Urban Laboratory, that for Piacenza is related to the renovation of a big and historical building, the “Carmine” Church. The Piacenza Urban Laboratory will be focused on Logistics and Sustainable mobility. The Urban Laboratory has been financed by the Axis n°6: Attractive and participative cities for the implementation of the Urban Agenda (former Art. 7 of the ERDF Regulation).

9.3 INTERREG (EUROPEAN TERRITORIAL CO-OPERATION) PROGRAMMES

The resources of the Interreg programmes can be considered as potential funding sources to promote, share with other territories and capitalize the results of the MAPS APN. In particular:

- The second call for proposal for URBACT Action Planning Network expected to be launched by the end of year 2018
- The Central Europe 2020 Programme which aims at the enhancement of natural and cultural heritage for a sustainable growth of the eligible areas.
- The Interreg MED Programme that promotes the cultural resources and the capacity for innovation to develop sustainable growth.

9.4 Private funds

Resources can be provided, as well as for the actions mentioned in the IAP, by private schools, companies and associations that wish to invest into the area. The logic will be that of the renewing of buildings or spaces with own (private) resources, in order to get a discount on the lease contract for a temporary use.

Fundraising can be made for sponsorship for events and realization of small works to secure the area.

Chapter 10 / Governance of the IAP

10.1 The Governance Model for the Pontieri area

The agreement between the State Property Agency and the Municipality of Piacenza for the transfer of ownership of the military area, set that the Municipality can not sell the assets but can only grant it in use through temporary lease contracts to certain specifically identified stakeholders. The **ownership** of the area will be maintained, then, by the Municipality of Piacenza.

The Municipality of Piacenza, as owner and government authority of the city, is identified as main stakeholder for the implementation of the IAP, it will always keep the direction of the process and will use its competences to access various forms of financing to achieve the objectives through the actions indicated in the IAP.

A year after the start of the project, the actors involved in the ULG expressed their will to form an entity in order to achieve greater internal cohesion, to finalize the principles that are outlined in the project and to be able to take an even more solid and concrete role in the process: the **RiMAPStart committee**.

A specific **commission**, as an implementation group, which includes representatives of various stakeholders:

- Municipality Urban Planning, Public works and Economic Development Departments
- stakeholders with their own financial resources
- ulg

will coordinate and monitor the implementation of the IAP through periodic meetings (half-yearly or, if necessary, closer).

The first action to be implemented is to regenerate the open spaces (square, pedestrian paths, cycle paths) inside the military area in order to open this part of the city to the citizens and to allow the implementation of further actions.

The commission will be focused on the definition of an **general design** for the entire area and the definition of connections with the surrounding area and especially with the riverfront.

This study will be carried out through technical coordination tables in which they will participate:

- the **Municipality of Piacenza** as the owner of the entire area
- **ready-for-action stakeholders** (those with their own financial resources) because they are already able to present projects that can be carried out
- other stakeholders such as the faculty of architecture of the Milan Polytechnic and the local architects association as **stakeholders with specific technical skills**
- ULG, through the **RIMAPS committee**, for the collection of further ideas and suggestions

The municipality will be in charge of finding the various ways of **public funding** to implement the first action of the timeplan as defined by the technical tables.

Dissemination / communication events will be organized on the progress of the actions, inside the military area, to allow:

- citizenship to start attending the area even before the actions contained in the IAP are implemented.
- citizens to know in real time what will be the next steps in the regeneration of the military area

The ULG through the RIMAPStart committee in collaboration with the municipality (Communication Department / Events Department) will be the subject that will have the **main role to keep in touch with citizens** in order to:

- amplify the communication between the commission and the citizenship
- organizing events
- expand the audience of stakeholders
- obtain feedback on citizens' satisfaction.

The following actions will concern some buildings inside the military area that will be given in temporary lease to the stakeholders ready for action and more precisely:

Stakeholder	Action
Province of Piacenza	Renovation of buildings for gyms

San Benedetto Foundation Renovation of the Workshops Pavilion
Coldiretti Association Renovation of the Vulcanization Pavilion

For the management of the common parts of the entire area a set of rules will be shared among all the different actors involved to manage and monitor both the implementation of the IAP and the organization of the events and the further development of the area, as well as its maintenance and administration.

In this case the **financial resources are private** and the projects of renovation of the buildings will be shared and authorized by the municipality also to give a **unitary visual identity** to the whole area.

Also in this case (by the municipality and in collaboration with the RIMAPStart committee) dissemination / communication events on the progress of the actions will be organized directly on site to allow citizens to be informed about the progress of the actions and to start to see the real implementation.

The further actions concern buildings for temporary use for which no detailed planning has yet been identified. The Municipality of Piacenza will be in charge to find the sources of funding and to maintain an **active dialogue with the ulg** (through the Rimapstart committee) to:

- increase the involvement of citizens
- keep on the communication on the implementation status of the IAP
- identify an audience of possible stakeholders users / managers of spaces for temporary use
- collaborate with the Municipality on defining the criteria for spaces managing.

Within the commission, with the involvement of all the subjects, will be defined:

- a **visual identity** of the regenerated area
- appropriate **marketing tools** and a communication plan that will support the **promotion** of the overall area, as well as the individual activities that will be held and the initiatives / events that will be carried out

in order to achieve the **expected and defined results** by following the participatory path that has been created thanks to the MAPS project.

Chapter 11 / Monitoring the implementation of the IAP

An efficient and continuous monitoring of the implementation of the Integrated Action Plan is primarily assured by the same “structure” of the IAP. Indeed, the IAP for the city of Piacenza identify and list, in a clear way, the actions that will be surely performed, the actors involved, the area, the time scheduling of activities, the regulatory aspects. Future opportunities are mentioned in the IAP and will be further investigated by the Municipality, nevertheless are clearly not the focus of the document. Therefore, the IAP, focusing exclusively to real and concrete actions and thanks to the details provided, can be easily monitored by the Administration as well as by the stakeholders.

Moreover, a specific methodology for monitoring the implementation of the IAP will be applied by the Municipality. The methodology is based on different and specific tools.

Key Performance Indicators

The Administration has already identified some specific indicators in order to measure the achievement of results along the IAP implementation as well as to assess the achievement of the strategic objectives referred to the “drivers for the future” of the city.

While indicators related to the Implementation are:

- N° of users of the cycle path
- Length of the cycle path
- N° of participants to events held in the Pontieri area
- N° of seminars organized in the structures
- N° of classes organized in the structures
- N° of students using the sport infrastructures
- N° of citizens using the sport infrastructures

The indicators strictly linked to the Drivers for the future will be measured in the mid-term (5-10), or even long term (50 years), as they involve dynamics of the society that cannot be measured in few years:

- N° of “new” families living in the city
- Average Age of the citizens living in the city center
- N° of events and shops of the city center
- N° of traditional shops in the city center
- N° of companies referred to the Agriculture

N° of Tourists visiting the city

Continuous Dialogue

The inclusive and collaborative process started thanks to the MAPS project will not be abandoned, the discussion and the exchange of ideas between public authorities, associations, citizens, companies will be maintained. ULG meetings will be organized, but the dialogue will be kept also during other initiatives and events.

Statistics Analysis

The satisfaction of the citizenship, as well as of the other stakeholders, will be measured through specific surveys or during public and private events that will be held in the city. Results will be statistically analyzed in order to get suggestions on the possible uses and events that might be held in the area.

Direct Monitoring

The Municipality will be clearly supervising all the activities, nevertheless a Commission will establish, with the aim of managing, planning and controlling the execution of the interventions. The Commission will be composed by the Public Authority (Municipality), by representatives of each stakeholders that will carry-out an intervention, as well as by representatives of the other stakeholders.