

* Editorial by
2ndChance Lead Partner

* Introduction by
2ndChance Lead Partner

*** Focus on the CITIES:
NAPLES

> Interview to the
City of Naples
2ndChance Lead Partner

> WHO WE ARE
City of Naples
Lead Partner
2ndChance Team

URBACT III

Who are the
Sleeping Giants?
City of Naples
Lead Partner

2nd Chance Insider

special
issue!

NAPLES





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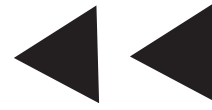
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4 Introduction

Carmine Piscopo

Councilor and responsible for the coordination of the project within the City Council of Naples

The theme of reusing large abandoned buildings, chosen by the Municipality of Naples for the 3rd European call URBACT, ran the risk of looking like a topic by now obsolete in its potential, that has been discussed in architectural terms since 2010, starting from the famous installation of Ole Bouman for the Dutch pavilion at the Venice Biennale. But the economic reasons, in terms of cuts in transfers from the Government to local authorities, and environmental causes related to land consumption and waste of natural resources, required that the subject should continue to be tackled, trying to introduce even more opportunities of reflection. With this spirit the project "2nd Chance - Wake up The sleeping giants" was born with focus on the Complex of SS Trinità delle Monache (former Military Hospital), in which it was tried to empower the work of social valorization of public heritage that this Administration has started a long time ago.

An enhancement that does not end in its economic dimension, quantifiable in monetary terms, but takes into account other indicators, such as the benefit of use and the value of services that the reactivation of a good has on the territory and on a specific community.

The promotion of practices of reuse of public buildings as a "common good", in order to promote the civic use of space, as well as the cultural, social and economic development of the city, falls within the objectives of the project of which Naples is the leading city .

In this sense, the reactivation experience of the

Complex of SS. Trinità delle Monache has allowed to work on the possibility of recover the existing city, promoting and strengthening the contribution of the communities in the administrative choices, in particular those related to the urban regeneration and use of public heritage.

On these topics, the resolutions approved by the City Council on the theme of common goods and the design, care and management of municipal spaces, facilitated initiatives enhancing the "ability to do" of the actors involved and to exploit initiatives with strong social impact.

Each innovative action and experience aimed at the recovery and enhancement of assets in a perspective strongly characterized by the active participation of citizens is in fact promoted by the local administration that sees in the collective use value of the good the most important form of valorization and transformation of the same.

The shared management according to self-regulation forms of one of the buildings of the complex for social uses (the so-called Palazzina A, which will be mentioned in the text) falls within this framework of actions, as well as the regulation of a temporary use of spaces, which allowed to stimulate projects to respond to different forms of youth aggregation and protagonism, activation of creative districts, events, as well as expositions or entertainment.

The long and important work carried out thanks to the URBACT programme allowed to spotlight a forgotten space, actively involving in the co-design of

the Local Action Plan more than 40 subjects, between associations, Universities and private citizens (identified for the establishment of the URBACT Local Group with a public expression of interest) and more than 200 people who participated in training events related to participatory planning and activities aimed at defining and promoting temporary uses.

I therefore thank for the work done the responsible of the project for the URBACT Unit, and the staff responsible for the councillorship, Daniela Buonanno and Renata Ciannella, who continuously followed the whole process with great commitment. This work marks a fundamental point of planning for the regeneration of the Complex of SS. Trinità delle Monache and we are sure that it will be able to find further forms of development.

<<The promotion of practices of reuse of public buildings as a “common good”, in order to promote the civic use of space, as well as the cultural, social and economic development of the city, falls within the objectives of the project of which Naples is the leading city .>>



Editorial

Maria Luna Nobile

2nd Chance Network Communication officer



The reactivation and re-functionalization of a huge “void” building or area in the city centre, public or private estate, is to be considered as an act of enormous value if we think to the even more less availability of greenfield areas and the global emergency that is connected with the climate change. In addition to the customary way of looking at the “decommission” as the end of a cycle, we want to reflect on the positive meaning of this term, that it could be mainly considered as an occasion, more than as a disvalue. This positive meaning is connected with the moment that is “in between” the end of a life cycle, that is related with the birth, growing up of the architectural object and a second life cycle that is projected to the adaptation of the building to new different uses.

The availability of empty areas has been an occasion for the cities to set up their Integrated action plans taking into account the contexts and needs at local level in the framework of the existing rules, implementation plans and strategies. One of the aim of this tool is to become a link between public administration, public servants, experts, planners, technicians, and citizens. This tool was essential to keep together the local and the European dimension as suggested by the URBACT Programme.

Considering this, the special issue of this 2nd Chance Insider want to focus on the city of Napoli, that three years ago proposed as Lead Partner an application on the topic of the Reactivation of the huge “sleeping giants”.

As an architect i had the occasion to reflect about the meaning of the term “architecture” and on the role of the architects working on this particular topic.

Architecture becomes not only the design of a new space, more or less “respectful” of the original building character, but is intended as a device, the process that drives the action in the different phases. Thinking about the architectural project as a broader process first requires a different way of think the role of architecture in the urban transformation. Main actors of the current debate are theoreticians and architects demonstrating that it is possible to direct our gaze as to go beyond a new way of conceiving architecture as a device.

Today alarming data regards the conversion of these assets and, despite recent laws on the reconversion of neglected buildings, the re-use practices and the growing interest in the topic of commons and the re-appropriation of these spaces is not yet defined a common strategy at European and national level. Since the debate on the total preservation or reconversion of buildings and urban areas, through projects that redefine new rules and dictate new forms, an idea could be to focus on the following issues: the Adaptive Reuse mainly in relation to the architectural scale and its possible redevelopment in terms of forms, dimensions, materials; the Reactivation mainly considered as a broader regeneration integrated to the context not only physical but also economic and social, and the Commons mostly focused on the connection between architecture and community.

This topics are at different level the starting point of three URBACT Networks led by Naples: USEAct, 2nd Chance and the new Transfer Network approved Civic Estate.



View of the the historical centre from the “Scugnizzo Liberato”, ex Convento delle Cappuccinelle

I am very glad to introduce this last number and “special issue” that complete the series of the INSIDERS and that presents the complex of the former Military Hospital that as the others target buildings was interested during the last two years by a participative process that has actively involved more than 100 people. I would like to thank all the partners for being part of our Network and for the strong collaboration, it was a great pleasure to work with 11 cities, to know about their contexts and to develop together the processes for the reactivation of the sleeping giants!

There’s still a lot to do and I am sure that we will continue keeping in touch exchanging ideas and tips for the ongoing activities on our target buildings. A special thanks to the City of Naples and to the whole Lead Partner Team, to the Lead Expert Nils Scheffler for his contribution and for the excellent work! And a great thank to the URBACT Secretariat for the chance of develop this project and the continuous follow up.

Enjoy your reading!

City of Naples



Name: Santissima Trinità delle Monache complex

Location: Historic Centre - UNESCO Site

Dimension: 25.000 m²

Built between the 1608 and the 1621

Void since 1992



The Sleeping Giants' Identity Card

Santissima Trinità delle Monache complex, also known as ex-Military Hospital, is an historical architecture with a high artistic value, a large building complex that covers a surface of almost 25.000 m², of which 9.000 m² are built areas with 2-5 story buildings and the other 16.000 m² are green areas and internal courtyards. Nowadays it is nearly completely abandoned and the majority of the buildings are in severe physical conditions.



This large building complex dominates Montesanto, Olivella and Quartieri Spagnoli, considered as some of the most degraded neighbourhoods of the city in spite of being situated in the historic centre of Naples - UNESCO site, just next to the Greek-Roman foundation town. The refunctionalization of this abandoned building complex could contribute both to the regeneration of the surrounding areas by increasing the quality of life of its inhabitants, and to the reduction of the socio-spatial segregation of the neighbourhood by giving the opportunity to the citizens of Naples and to other visitors to discover an almost unknown part of the UNESCO site, providing them with a different and unexpected point of view on the city.



Therefore, main objectives of the Integrated Action Plan are: improving the accessibility to the site; restoring the building complex; providing space for green areas and socio-cultural activities which lack in the neighbourhood; opening a new tourist axis within the UNESCO area; providing job opportunities through the development of economic activities; increasing the social capital through the active participation of different stakeholders in the elaboration of the LAP and in innovative bottom-up governance mechanisms.

To reactivate the building complex, different activities have already been carried out on site: events, temporary uses, exhibitions, site visits, seminars and international workshops with architecture students.

Through an open call, the municipality has involved the citizens in the reactivation process, by inviting them to express their interest in joining the URBACT Local Group. Almost 200 people are actively participating in developing one shared vision for the reuse of the building complex, in elaborating the Local Action Plan and in experimen-



City of Naples



Five questions to Carmine Piscopo

Councilor and responsible for the coordination of the project within the City Council of Naples



<<From the meetings with the community and with the inhabitants of the district has emerged a point, which I have always thought of as an architect, namely that the entire area, with the building, should once again be a place of aggregation and connection within the ancient weave of the city.>>

How do you think your city can benefit from the reactivation of this building / the sleeping giant? What do you generally think of the impact on the city of the reactivation of buildings and large urban voids?

Degradation and abandonment generate in the cities separation and disaffection, recovering a place with the help and participation of citizens means instead to build a sense of identity, belonging and care for it. The city of Naples is working hard on this side, as shown by the projects that the communities are carrying out for the area of Bagnoli (former industrial area), the Complex Ciano (former NATO base), the former Military Hospital (object of the 2nd Chance project in Urbact III), just to mention some "former places"), to which are accompanied the important actions for the promotion of practices of reuse of the public building heritage as "common good", which are being realized in other abandoned places.

From your personal point of view: what kind of uses should the

building host in the future and to whom should these uses be addressed? What is the idea for the reactivation of the former Military Hospital?

From the meetings with the community and with the inhabitants of the district has emerged a point, which I have always thought of as an architect, namely that the entire area, with the building, should once again be a place of aggregation and connection within the ancient weave of the city.

Beyond the functions that can be foreseen (and on this the hypotheses included in the LAP are different) and that over time may change, the main theme on which we worked to allow a lasting reactivation of this "sleeping giant" is its reconnection with the surrounding area.

Are you regularly informed about the ongoing process, about the strategy of the former Military Hospital? Are you directly involved in building this strategy? What idea do you have on the involvement of policy makers in building such reactivation strategies?

The participation process that we have built for the reactivation of the Military Hospital has been constantly followed both by myself, by my Department staff and of course by all the City Offices involved. We did an important job inside the administrative machine, setting up a technical inter councillor table that was able to constantly reply to citizens and be their point of reference throughout the project.

As far as politics is concerned, I believe that it plays a decisive role in this strategy, to the extent that it manages to move from abstract planning to people's commitment, from design to the lives of citizens.

The URBACT programme believes that the involvement of citizens and stakeholders is a key to tackle successfully urban challenges, imagining solutions in which citizens recognize themselves and respond to the needs of the city. What do you think could be the best way to support these participatory processes and to help the dialogue between citizens and institutions in order to guarantee the right to the city?

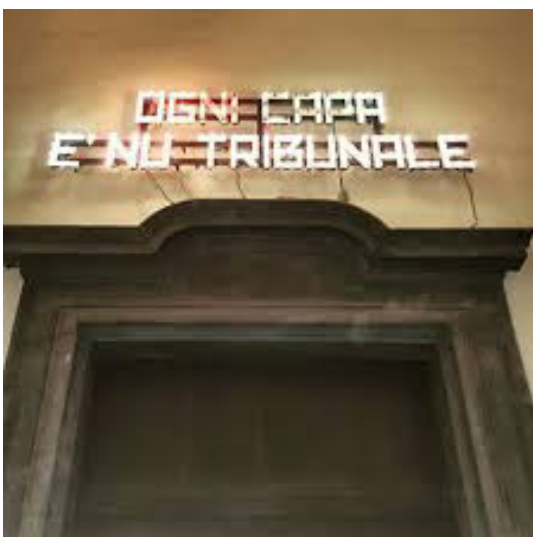
With the deliberations on the common goods that the Municipality of Naples has approved in recent years, it has been tried to strengthen the public role, working together with the communities. The rediscovery of civic and collective uses in the ma-

agement of places is profoundly changing the institutions by concretely linking the concept of the right to the city to the very existence of people, their needs and their desires. I believe that today it is necessary not only to involve but to work together with citizens on the level of rights, modifying the political agenda to carry forward programmes that really involve the community.

Inter-institutional cooperation is the basis of integrated urban regeneration processes, in particular concerning the future development of the site, funding opportunities and management processes. What methods, policies and tools have been proposed and developed in your city to support the reactivation of large abandoned buildings and urban gaps?

Fundamental, in all the examples mentioned above, was the cooperation between the various institutions. This was the case of Bagnoli, for the reactivation of the premises of the colonnade of Piazza Plebiscito and also for the Complex of the SS. Trinità delle Monache, owned by the State, in which the Suor Orsola Benincasa University is also present. In all cases, the institutional dialogue and the consensus of the community have allowed us to work together to build a vision of the city in which everyone feels they are authors.

Civic and collective uses in the management of places, Ex Asilo Filangieri (left side), Ex-OPG (right side)



City of Naples



Five questions to Nicola Masella

Project Coordinator, Municipality of Naples



<<In our case, we decided to work for the reactivation of the SS. Trinità delle Monache complex (former military hospital). The challenge was clear since the very beginning: turn these premises into an opportunity to support neighborhood development strategies by putting together the interest of the different owners and the communities' needs.>>

Why have you decided to launch the 2nd Chance Action Planning Network? Why did you choose as Target building the Ex-Ospedale Militare?

As Lead Partner of the USEAct – URBACT II project, the Municipality of Naples explored several ways to support urban development avoiding land consumption issues. In particular, two different tools were identified as essential instruments: the reuse of abandoned buildings/voids in the city and the implementation of new urban planning tools aiming to foster the involvement of public and private investors in the local urban strategy.

But when dealing with the regeneration of large –

giant – buildings or building complexes, such as former convents or military barracks that need huge investments to be reactivated, ad-hoc measures must be designed and implemented in order to support strategic uses of the premises, not only oriented on private exploitation interests, but also on the interests of the whole neighborhood involved.

Starting from this observation, the Municipality of Naples decided to launch the “2nd Chance” Action Planning Network Project and it immediately gained the interest of several European cities sharing this issue and willing to experiment a participatory path for the reactivation of their sleeping giants. More than 90 cities, in fact, applied to join us in this journey and 10 were selected as project partners

considering their commitment and the profile of the proposed target sites.

In our case, we decided to work for the reactivation of the SS. Trinità delle Monache complex (former military hospital) as it represented a perfect case study: a giant complex including 5 interconnected buildings – mainly underused/abandoned- and a public park, located in a highly dense and populated area. The challenge was clear since the very beginning: turn these premises into an opportunity to support neighborhood development strategies by putting together the interest of the different owners and the communities' needs.

Do you think that the URBACT method of participative action planning represents an added value for the reactivation of your 2nd Chance target building and your institution? Would you replicate this approach to other similar cases? What would you do differently?

The URBACT participatory approach resulted essential when dealing with designing the vision and the objectives for the target site's redevelopment and for keeping the integration of this process in the wider neighborhood/city strategy.

The successful URBACT participative approach resulted in a very active and passionate URBACT Local Group, whose commitment to follow –up the implementation phase of the Integrated Action Plan will continue also after the project's end-date. Naples' ULG, in fact, is about to become a Faro-Community: an heritage community, based on the Faro Convention principles and criteria, interested in democratising heritage governance in affiliation with the Council of Europe, bringing the local good practices to European level.

Moreover, our knowledge in terms of managing participated paths has strongly improved during the last three years and the Municipality is highly committed to foster horizontal and vertical integration when dealing with future urban regeneration strategies

The tools, examples, method and approaches you got to know through the 2nd Chance network, have they been helpful for

you and your institutions? Which are in particular helpful for the reactivation of your target building?

URBACT has supported us with trainings, tools and day-by-day assistance. The tools provided during the whole project lifetime, and in particular during the URBACT Summer University held in Rotterdam, were really useful to design and review our process both at local and at network level: for instance, at the very beginning of the process we have put in practice the stakeholders eco-system map to better identify the importance and influence of stakeholder; then, we have used the OPERA method to co-create the IAP roadmap and switch from objectives to actions.

Also at network level, the work done by Nils Schefler as Lead Expert was absolutely useful to create a common ground between partners and maximize the transnational meetings' results. One of the most useful tool was the peer-review methodology that several partners have put in practice also at local level.

Do you try to finance (some) actions related to the reactivation of your Sleeping Giant with ERDF, national or regional funds? Do you try to acquire alternative funding for the reactivation of your target building?

Most of physical regeneration works, that are needed to bring back in use the main abandoned buildings, will be financed through ERDF resources. In order to apply for the funds, during this year the Municipality will sign a long-term use agreement with the national institution that owns the abandoned buildings and the park.

But beside physical works, all the other actions have been designed following the circular economy and self-sustainability principles, with the aim to accomplish sustainable development and to foster environmental quality, economic prosperity and social equity, to the benefit of current and future generations. This also means that these actions require minor investments to be implemented and that start-up funds will be provided by combining alternative funding sources such as ESF, local funds, crowdfunding, local trusts, private investors, etc.

City of Naples



Five questions to Roberta Nicchia

URBACT Local Group Coordinator, Municipality of Naples

Why have you decided to take part to the 2nd Chance Action Planning Network?

The 2nd Chance Action Planning Network has given the opportunity to the city of Naples to elaborate an Integrated Action Plan for the restoration, re-use and management of the SS Trinità delle Monache complex, also known as ex-Military Hospital, focusing on the urban regeneration of the larger territorial context in which it is located and on the active involvement of a broad network of local actors in an open and inclusive decision-making process.

Dedicating more than one year to a participatory process, is definitely a luxury for a local administration that permanently lacks of financial and human resources and is always under the pressure of any kind of emergencies. At the same time, it is a "necessary luxury" when it comes to define one shared vision of transformation for an historical building complex that has a particular importance for the city and its inhabitants as cultural heritage.

This large building complex dominates the neighborhoods of Montesanto, Olivella and Quartieri Spagnoli within the historic centre of Naples - UNESCO site, just next to the Greek-roman foundation town. These are considered some of the most degra-

ded neighborhoods of the city according to major urban, social, environmental and economic indicators.

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

These were the starting considerations that let the city of Naples decide to choose the SS Trinità delle Monache complex as the 2nd Chance target building.

What do you expect from the reactivation of the target site? What is your idea for it?

We believe that this project as a whole will allow 2.

<<I particularly appreciated the great energy produced by the involvement of a large number of local stakeholders and the generous approach that all the participants had in sharing - for over one year - their time, competencies, skills, aspirations and desires to bring back to life an important piece of the cultural heritage of Naples' historical center- UNESCO site.>>



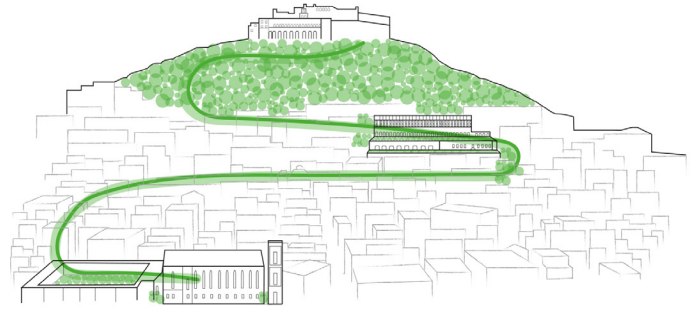
What do you expect from the reactivation of the target building (or site)? What is your idea for it?

According to the vision shared by the URBACT Local Group, the SS Trinità delle Monache complex will be transformed into a "Community Hub- Active Citizenship Incubator". The Community Hub is intended as:

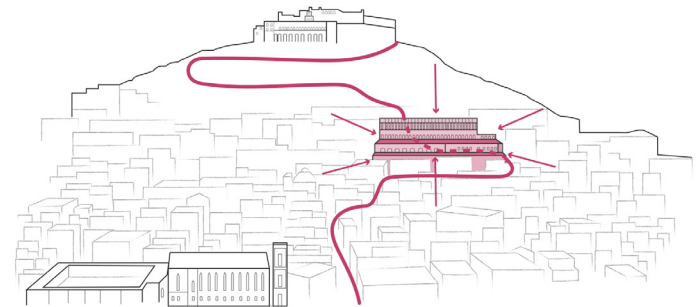
- a place where to experiment an innovative management model, that involves actively the citizens in the transformation, reuse and management of the complex;
- a space open to the permanent experimentation of civic and/or temporary uses proposed by the local communities on the basis of a shared bottom-up regulation of uses;
- an urban center, functional to urban regeneration by testing new forms of deliberative democracy and participatory planning and to the shared construction of urban policies' guidelines;
- a living lab, an equipped and welcoming environment for socialization and sharing, a creative user-centred ecosystem that stimulates research, innovation and production processes strongly characterized on sustainability.

Furthermore, the ULG individuated four specific objectives for the IAP:

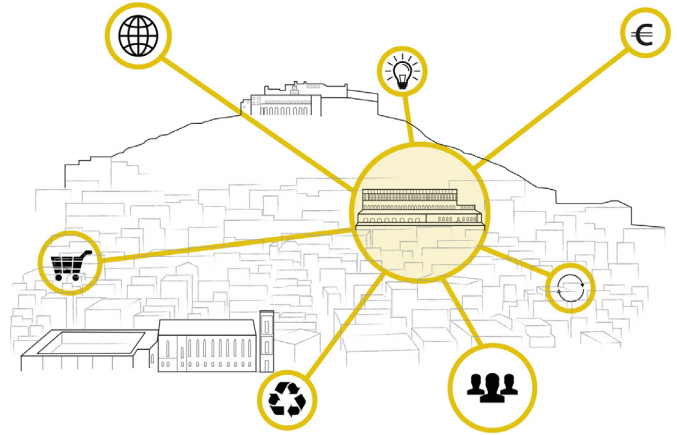
1. Restoring the ecological network of the San Martino Hill. The SS.Trinità delle Monache complex, with its wide and various endowment of green areas, qualifies itself as a fundamental piece of the landscape mosaic of the San Martino Hill. The regeneration of the green areas, inside and surrounding the complex, is a fundamental step for the transition from the strong fragmentation of the existing (even valuable) green spaces of the hill to their re-connection. The green regeneration of the San Martino Hill will have a relevant environmental impact both at neighborhood and metropolitan level. The Quartieri Spagnoli Park will provide a wide endowment of green areas to a neighborhood that completely lacks of open, natural public spaces. Moreover, it wants to host a permanent laboratory for the protection, management and enhancement of metropolitan biodiversity.



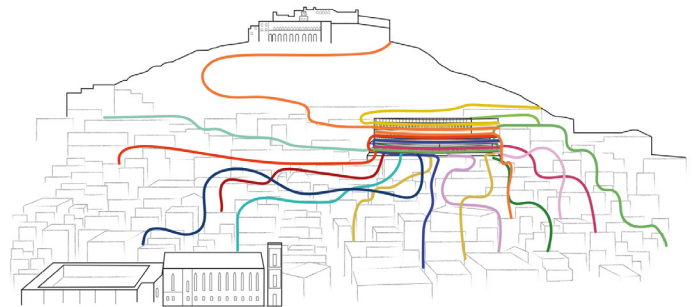
2. Accessibility and Regeneration of the historical-architectonic heritage. The aim is to improve the physical, symbolic and metaphorical access to the complex and the usability of all its buildings and open spaces. First of all it is necessary to physically open it to the neighborhood and to the city much more than today, recovering possible accesses and times of use, now denied. Moreover, there is the need to allow the “crossing” of the complex, also seen as a dense node of an historical, panoramic, green and pedestrian route that potentially connects the “lower” and the “upper” city. Furthermore, it is extremely important to make the whole complex safe, accessible and functional in view of the start-up of new activities. The restoration will consist in “pilot projects” that address both the conservation of the historic-architectural value of the buildings and the experimentation of new technologies that aim at energy efficiency and environmental sustainability. Co-design, self-construction and self-recovery (when possible) will ensure the direct involvement of the users, strengthening social cohesion and the sense of belonging to the place.



3. Generating new forms of sharing and circular economy. The goal is to transform the SS.Trinità delle Monache complex into a micro-model of sustainable economy (and society), a “living lab” strongly characterized on the issues of sustainability. It is therefore supposed that all the activities that will be hosted within the complex will be consistent with sharing/circular models. As “living lab” it is intended a user-centred ecosystem that stimulates research and innovation processes related to sharing/circular economy; a creative, experiential environment in which users (innovative companies, start-ups, researchers, students, professionals, citizens) are immersed “live” in developing social planning, services, tools, products for a fair, sustainable and green future. The living lab is also intended as a highly attractive and inclusive place, an equipped and welcoming environment for socialization and sharing where virtuous and innovative processes of co-operation, sharing and self-organization can create production and job opportunities within the sustainability framework, in neighborhoods where the unemployment rate is much higher than the national average.



4. Experimenting an innovative “public-community” governance model. An innovative “public-community partnership” will be experimented, based on the coordination between the local administration (Municipality of Naples) and the civil society in the management of the complex and in the programming of main investments and strategies, regarding both physical and immaterial activities. The focus is on the social re-use of the heritage through an open “bottom-up” management model, according to the principles of the “Convention on the Value of Cultural Heritage for Society” (Faro Convention, 2005). This objective is cross-cutting to all the others.



What are the toughest challenges re-activating your Target building?

The lack of financial resources is a big problem in particular in this moment, since the city of Naples is suffering financial instability. The difficult economic situation, in fact, is leading to relevant cuttings in public expenditure, which produces a sort of impasse in public investments, not only for the valorisation of the built heritage but also for its physical maintenance. Furthermore, also because of the economic crisis, a stagnation of private investments in urban regeneration projects can be detected.

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

Therefore, in the specific context of the City of Naples, the challenges are mainly related to guarantee the physical restoration and maintenance of this large building complex and to keep the complex of social uses and cultural values that let it being recognized as "cultural heritage". Finding appropriate economic strategies to make this process self-sustainable along the time is a further challenge.

What did you appreciate / enjoyed the most, being involved in the development of the reactivation strategy for the target building (or site)?

I particularly appreciated the great energy produced by the involvement of a large number of local stakeholders and the generous approach that all the participants had in sharing - for over one year - their time, competencies, skills, aspirations and desires to bring back to life an important piece of the cultural heritage of Naples' historical center- UNESCO site.

To the URBACT Local Group, in fact, participated over 82 citizens, associations, professionals, public bodies and private investors who answered to the Expression of Interest launched by the Municipality of Naples in autumn 2016. Moreover, the ULG meetings were crossed by 359 people in total.

These numbers show the great interest raised in the city by the participatory process. Moreover, the quality and complexity of the Integrated action Plan produced through the participatory process, testifies the high potential of the active involvement of the civil society in urban regeneration projects.

The tools, examples, method and approaches you got to know through the 2nd Chance network and the URBACT Programme, have they been helpful for you and your institutions? Which are in particular helpful for the reactivation of your target building?

Particularly helpful were the participatory tools used in the "visioning" phase, that had the specific objective of supporting the ULG in focusing on one shared vision of transformation for the complex, developing an awareness of its role, as an incubator of social innovation, and defining principles and guidelines for the implementation of the Integrated Action Plan. Some of the participatory tools and techniques used were:

- **Brainstorming „Possible futures / Desirable futures“ and co-design workshop „Letters from 2027“.** These techniques were used to focus the project's mission and the first recollection of ideas of reuse for each part of the building complex. The exercise of writing the letters asked to imagine returning to Naples after a long absence and to visit the complex finally restored and to describe the impressions of all this to a distant friend. It was asked to imagine concretely how the real spaces had been redeveloped, what they had been used for, what kind of relationships and social life were hosted, what climate was breathed. All letters were read in a final plenary session. From this exercise of collective creativity emerged a vision of the complex as an organic space, in which each element, each building becomes part of an overall design.

- **Open Space Technology „How do we transform the ex Military Hospital in a place that is special for everybody?“.** This is the starting question which was addressed to all participants in the Open Spa-



ce. From the OST, 18 different proposals emerged by the discussion among all the 114 participants. The OST Instant Book (with the reports of the discussions related to each proposal, the images, the list of participants) was delivered by email the following day to all the workshop participants and to all those who were part of the ULG. The result was a recollection of project ideas, potential functions and uses/users for the target building and, most of all, the “community building” feeling shared by all the participants.

- **Creative Confrontation Round-table.** This workshop marked the transition from the visioning phase to the more operational phase: the elaboration of the Local Action Plan. In the Creative Confrontation Roundtable, the actions proposed during the “visioning” meetings (including the 18 ideas presented during the OST) were clustered into 7 main topics (pieces of the puzzle) of the Local Action Plan. The choice of the term “piece” is not casual: each group, each theme, is in fact the element of a single puzzle, a puzzle that changes with the change of the individual elements and that is defined together with these. Only at the end of the participatory process we had the complete image of the whole puzzle, where all pieces finally found their place (Puzzle thinking).

- **Co-design of the IAP.** The main objective was to

stimulate a collaborative approach, that was obtained basically in three steps:

- 1- defining in a collaborative way the mission of the ULG, one shared vision of transformation of the complex, main objectives and actions (with the tools already explained before);
- 2- Identifying thematic groups, each working in detail on one specific objective and related actions;
- 3- Integrated Action Plan review sessions. This meeting lasted the whole day, from the morning to the evening and had the objective of making a “revision” of the work done so far, with the aim of making the embryo of the IAP even more shared and rich. In particular, a “cross-fertilization” among the various groups was operated, which until now had worked mostly separately. At the end of the day, a clear and shared picture was obtained of the objectives and actions to be undertaken from here to the next ten years, as well as of the network of actors already engaged and yet to be activated for the recovery of the complex.

The result of this co-design process is that the IAP is not a list of actions, but one single plan in which objectives and actions are strongly interconnected with each other and each member of the ULG perceives himself as the author of the whole plan and not of one single action.

How could the involvement of your institution and of others institutions in the reactivation of the target building be improved? What would you recommend for future similar cases?

First of all, there is a urgent need for improving intra-institutional and inter-institutional coordination. Along the whole reactivation process of the ex-Military Hospital, in fact, infra-institutional coordination (both at political and technical level) has been weak and determined many practical difficulties. It would be essential to organize a technical table within the administration that helps in removing the administrative and technical obstacles that are always present when dealing with the reactivation of abandoned spaces, where there is often a lack of responsibilities and a clear governance structure is generally missing. Furthermore, stimulating a more active commitment of other institutions involved in the regeneration of the complex (i.e. Campania Region; Agenzia del Demanio) is also important.

The second point is to allow and facilitate temporary uses within the target building, that demonstrated to be one of the most powerful action to start the regeneration of the complex in a very concrete way. In May 2017, in fact, also a wide range of different temporary uses of the building complex were experimented with the specific objective of re-opening the doors of the complex to the city: different activities for children and teen-agers; Yoga classes, Sat Nam Rasayan courses, capoeira and popular dances from southern Italy; exhibition of projects by the Department of architecture students; happy hours, coffee breaks and lunches; "walkshops" (according to the Jane's walk model) to rediscover the connections with surrounding urban areas. These temporary uses resulted to be strategic to attract the attention of the city to this forgotten sleeping giant. On the other hand, they found many technical and administrative obstacles. Therefore, it would be necessary that the previously mentioned technical table for intra-institutional coordination within the Municipality of Naples, also helps removing the administrative and technical obstacles to the experimentation of temporary uses.

Moreover, since November 2017 an experimentation of civic uses in the "Building A" started, seated at the entrance of the ex Military Hospital, that has





been transformed into the “headquarter” of the participatory process and has hosted in the last year all the meetings and main activities of the ULG. It would be very important in the next months to **establish a physical space**, within the building complex to be reactivated, **as an open laboratory for the permanent inclusion and participation of the local community** within the reactivation process. Making the “Building A” immediately usable and starting to develop within its spaces activities able to attract and generate attention, curiosity, involving other realities and citizens, in fact, is considered a pre-requisite to succeed in carrying out the regeneration strategy.

Furthermore, it has already been mentioned that we live in a permanent social emergency state, worsened by the economic crisis and the following strong cuttings in the public expenditure. This emergency state makes complicated any planning/programming activity. Another big problem in times of crisis is that the needs are many and the resources are limited. When dealing with the reactivation of large vacant buildings, this can only happen if there is a strong political will, that means that this become a priority in the political agenda of the administration. At the moment, the reuse of the complex has not (yet) been included in the main city development strategies. Precondition for the implementation of

the IAP is that the municipality produces administrative acts that: officially adopt the reactivation strategy elaborated by the URBACT Local Group; explicitly include the regeneration of the complex in the local development strategy and its financial instruments; establish one governance model for the whole complex.

According to this last point, it is to be underlined that the participatory process generated a local community that expressed a clear will to be involved not only in the monitoring of the implementation of the reactivation strategy, but also in the management of the complex and in the direct realization of some of the activities described in the Integrated Action Plan. Therefore, the indication that comes out is to **experiment an innovative “public- community” partnership model**, finding innovative policy tools that **allow the participation of the civil society in the governance of the complex**. This, in line with the innovative governance mechanisms that have been introduced by the municipality of Naples in the last years, aimed at guaranteeing the collective enjoyment of the common goods and the democratic use of public assets. These “civic uses and new policy tools for the community” have been awarded in October 2017 with the “URBACT Good Practice” label.

City of Naples

Five questions to Livia Russo

ULG Member, Naples

<< A regeneration process is based on the establishment of a series of virtuous circles, but its starting point will always be the presence of people, to be fed through the proposal of multiple and transversal activities in a process of continuous implementation. >>



What is your interest in participating in the URBACT Local Group for the reactivation of the vacant target building (or site)?

We believe that the future of cities is in the possibility, by the more or less active citizens, to participate in the decision-making process of defining new and specific scenarios, not through methods that are detached from the territory and its inhabitants, but through methods that sink their own roots in precise analysis of the context and the framework of the needs of each specific urban space.

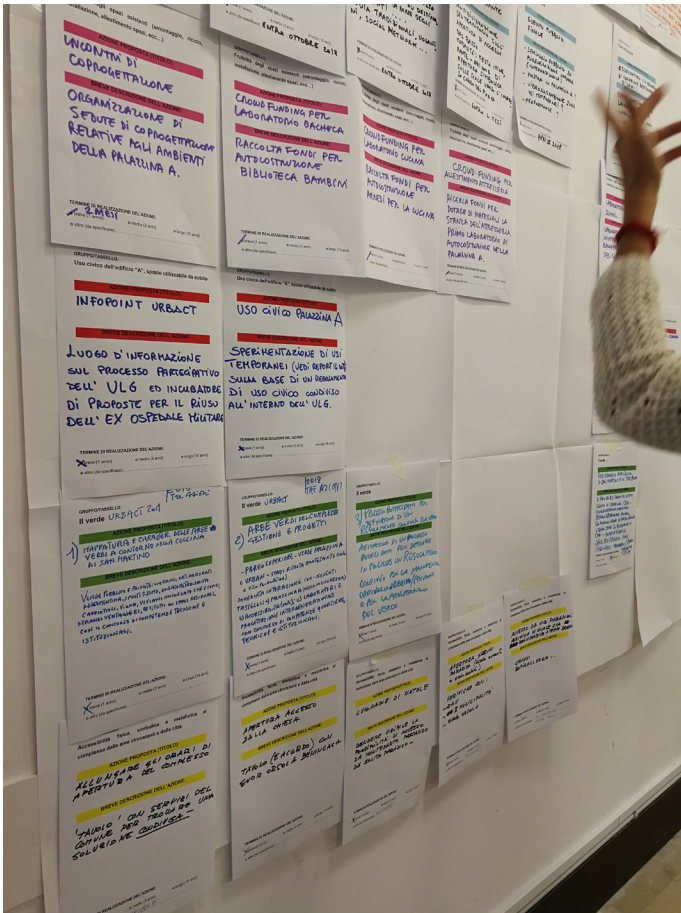
Participating, in particular in this initiative, was essential to try to provide a first solution to the waste of extraordinary resources that the Neapolitan territory has at its disposal.

What do you expect from the reactivation of the target building (or site)? What is your idea for it?

From the reactivation of the complex of the former Military Hospital one generally expects a rebirth that is able to “fill” the “empty containers”, as the whole complex now appears; in a slightly more ambitious way, this experience is expected to be the opening point for the regeneration of the other “non-places” that impoverish the city of Naples, through the development of model-type (involvement, shared planning, of finding the necessary financial resources, of participated management) that are repeatable in their setting, in their concept, AND NOT IN THE SOLUTIONS.

What could be your contribution for the reactivation of the vacant target building (or site)?

The group’s contribution is based on the experience gained in recent years on the issue of urban regeneration, on the knowledge of the city of Naples and its critical issues. The group, formed during the experience at the former Military Hospital, brings together architects and engineers able to observe the



socio-cultural dynamics with a more conscious look and, consequently, be able to deal with them in the search for possible solutions. We believe that the most “technical” eye is functional to the determination of the potential effect that specific actions can have on the territory and its inhabitants. Synthetically, the analysis of past errors committed ON the city, has made us more prepared in the definition of errors not to be committed in the present: work in the city, for the city and not ON the city.

What most, being involved in the development of the reactivation strategy for the target building (or site)?

Confronting us, what we have most appreciated is the real openness to listening to all the requests carried out by the individual participants, from the most concrete, even to the most utopian ones, but still capable of generating wider ideas for reflection and therefore, consequently, a more stimulating and real comparison on the themes of urban regeneration.

How could the involvement of you / your institution and of others in the reactivation of the target building be improved? What would you recommend for future similar cases?

It is difficult to define in this phase an answer to this question, certainly what we have identified as a probable cause of a minor involvement has been the lack of activities and events capable of “bringing in” the citizens. In particular, we believe that in such future cases a strategy must be adopted that, by proposing a multiple series of events, creates a habit in STAYING within the spaces to be regenerated and, therefore, a progressive affection to the places. A regeneration process is based on the establishment of a series of virtuous circles, but its starting point will always be the presence of people, to be fed through the proposal of multiple and transversal activities in a process of continuous implementation.



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Five questions to Guido Liotti

ULG Member, Naples



What is your interest in participating in the URBACT Local Group for the reactivation of the vacant target building?

A right combination of several factors among which stand out: the interest in participating in a self-development process of community growth and the attention given by myself and the subjects I represent in the group activated for some time for the territory next to the building. In particular regarding some thematic axes that surely would have affected the project (Green, accessibility and sustainable tourism).

What do you expect from the reactivation of the target building (or site)? What is your idea for it?

That manages to overcome the theoretical level of previous participatory experiences (also of quality) followed or directly coordinated in the past in the city of Naples. I am still very confident. And specifically that we can definitely unlock the thirty year

stalemate that touches the area covered by our LAP.

What could be your contribution for the reactivation of the vacant target building (or site)?

Myself and the group (objective 1) that I represent, we are able to make available to the process a great experience in the field of planning and management of urban green (in all aspects) as well as some issues related to the Circular or Sustainable Economy as the soft mobility and responsible and sustainable tourism.

What did you appreciate / enjoyed the most, being involved in the development of the reactivation strategy for the target building (or site)?

The attention given to the self-educational aspect of the participated process, I value the thing well even starting from similar experiences managed directly in the past. The possibility of finding a third



way at this stage for the city of Naples regarding the management of common goods from the bottom ... compared to the experiences of “facilitated” widespread occupations (Asilo Filangeri, Ex OPG, Lido Pola, Giardino Liberato, Scugnizzo, etc. .) or some courageous private recoveries such as “IQ” “Lanificio” “Mad in Closter” and also distinguishing itself from the classic participatory / managerial processes of the Institution / Third sector like the one I follow for PAN (Naples Palace of Arts) PanKids.

How could the involvement of you / your institution and of others in the reactivation of the target building be improved? What would you recommend for future similar cases?



The processes of this type always work with constant checks and continuous adjustments without losing too much the trace of the proposed path. Until now I do not find particular defects, in the operational phase of the realization of some short-term actions that are growing we will be even more aware of some limits. For the rest, there are punctual delays with the surrounding community (to be involved with a greater effort) and also with parts of the same administration that should take on greater responsibility while leaving the field open to the process (this is always difficult). Anyway, as I said, I stay confident on the fact that this time we can make a leap in quality to overcome these limits.

City of Naples

Urban Planning Department

Who we are?

The 2nd Chance Lead Partner Team in Naples



Carmine Piscopo

Councillor for the right to the city,
common and urban assets and re-
sponsible for the coordination of the
2nd Chance project within the City
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City of Naples

Who we are?

The 2nd Chance Lead Partner Team in Naples

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is the Project coordinator of the 2nd Chance Network. Is actually responsible of the URBACT Projects and Networks on Integrated Urban Development Policies Unit of the Central Direction Urban Planning and Management - UNESCO Site at the Municipality of Naples.



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Roberta Nicchia

Architect and PhD in Urban Planning. My main areas of interest are urbanization and spatial planning with a specific focus on urban poor, urban informality and inclusive decision-making processes. On these topics I coordinated Design Build Studios, participated in slum-upgrading programs, collaborated as visiting professor and researcher with the universities of Trento, Mexico City and Cairo. I currently coordinate participatory processes related to integrated urban development policies at the municipality of Naples.



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Maria Luna Nobile

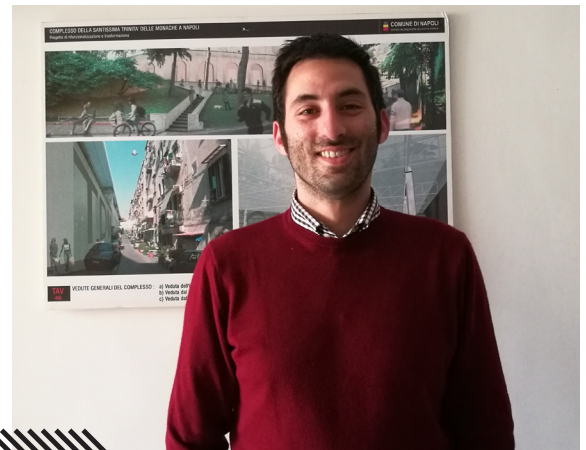
Architect, and PhD in Urban Studies, I was responsible for communication and capitalization activities of the 2nd Chance IAP Network. After an internship at the Secretariat of the URBACT Programme, in Paris, I've been working from 2010 as expert in EU Projects management in the field of urban regeneration and territorial cooperation. I am interested in designing architectural strategies for the contemporary city, with special attention to the urban regeneration local policies, interdisciplinary and innovative process.

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Nicola Barbato

Starting from December 2017, I've joined the Naples Lead Partner Team as Financial Officer with the task to check and monitor all the financial issues foreseen by the project. I also work in an Energy Agency in Naples with the role of coordinator of European projects and funds, mainly related to energy and environment fields.



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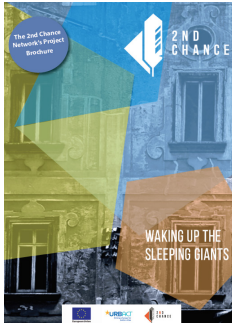


Anna Arena

I've been the Financial Officer of the project from February 2017 to December 2017. Master's Graduate in Contemporary History, and expert in the use of EU Funds and Local Development, currently I am working as Financial officer for the Tuscany Region.

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Online Available Outputs:

2nd Chance Baseline Study
2nd Chance Partners' Brochure
2nd Chance Local Flyers

2nd Chance Papers 1/2/3/4

2nd Chance INSIDER n.1 /n.2 /n.3/n.4/n.5

2nd Chance Good Practices Compilation

Voices from the Sleeping Giants VIDEO

2nd Chance Guidebook

2nd Chance IAP Gallery Booklet

11 2nd Chance Integrated Action Plans



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