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SVILUPPUMBRIA
Società regionale per lo sviluppo economico dell'Umbria

SHARE
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LOCAL ACTION PLAN: Umbria Region

Umbria Region ERDF Regional Operational Programme 2014-2020
Axis VI Sustainable urban development

SVILUPPUMBRIA S.p.A.
PERUGIA - Via Don Bosco, 11
Tel. (075) 56811 - Fax 5722454
Cod. Fisc. n. 0025712 054 1

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Prepared by: Sviluppumbria Spa

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General Information

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Partner organisation: Sviluppumbria Spa
Country: Italy
NUTS2 region: Umbria – Central Italy
Contact person: Chiara Dall'Aglio, c.dallaglio@sviluppumbria.it, +39 075 5681204

Part 1. Introduction

Umbria is a largely rural region, with a relatively low population density. Of 92 municipalities, the five largest - Perugia, Terni, Foligno, Città di Castello and Spoleto - are home to 46% of the Region's total population, and high-ranking services are concentrated in their extended territories. Each has its specific demographic, economic and social features, and they share the characteristics of being poles of attraction and driving the development of a large area, potential "laboratories of the future", hubs and key factors for hubs and key factors for strengthening the innovative capacity of the entire region.

The Region identified four fundamental urgent challenges as it prepared for its 2014-2020 programming: the specialisation and innovation of the regional system; competitiveness of the production system; the protection and enhancement of local resources; and sustainable development. For this last challenge, the Region saw an opportunity to create an axis to confront the economic, environmental, climatic, demographic and social challenges of the urban areas, thereby supporting the implementation of integrated measures for the enhancement of environmental and cultural resources.

The Region's 2014-2020 ERDF ROP concentrates resources on a strategic and limited number of objectives responding to the territorial context and its needs. Its results-oriented approach and the integration of resources (EU, national and regional) aim to maximise its impact for intelligent, sustainable and inclusive regional growth. **Axis 6, Sustainable Urban Development**, is the policy addressed by this LAP.

The actions fall into the following objectives:

6.1 Digitalization of administrative processes and propagation of fully interoperable digital services;

6.1.1. Technological solutions to implement interoperable, joined-up e-Government services, designed for citizens and businesses, and integrated solutions for smart cities and communities;

6.2 Reduction of energy consumption in public offices or public residential and non-residential buildings and facilities and integration of renewable energy sources;

6.2.1. Adoption of technological solutions to reduce the energy consumption of public lighting networks, promoting the installation of automatic control systems (brightness sensors, remote control and energy management systems of the network;

6.3 Increase in sustainable mobility in urban areas;

6.3.1 Implementation of infrastructures and interchange nodes aimed at increasing collective mobility and the environmentally friendly distribution of goods and related transport systems;

6.3.2 Smart transport systems.

6.4 Improvement of conditions and standards of offer and use of cultural assets, in areas of attraction;

6.4.1. Interventions for the protection, valorisation and networking of the cultural, material and intangible heritage, in the areas of strategic importance to consolidate and promote development processes.

The Region has chosen to direct the policy to these five cities through what it calls the Urban Agenda. The approach to give the municipalities autonomy to design and implement interventions for their own future. To that end, the Umbria Region intends to promote these five urban centres as the most innovative, efficient and sustainable places to live and work. In accordance with the Smart Cities paradigm, it will strengthen their attractiveness through more sustainable and intelligent mobility and development of digital services to foster better accessibility and usability of the productive functions and of advanced services, acting also on cultural drivers.

In particular the Urban Agenda is implemented in and by the 5 municipalities through their sustainable urban development programmes, summarised here.

Perugia *Illumination*: The city proposes installing upgraded public lighting with centralised remote control, using sensors and tele-management. The public lighting network to support other smart cities optic services (video surveillance, WiFi, traffic control, air quality). Use power supplies and high efficiency LEDs with low environmental impact for the street lighting network, the lighting of monuments, buildings and historical and architectural value paths, buildings and structures to enhance the urban fabric.

Intermodal exchange: a redesign of the Fontivegge area, site of the main train station, a Minimetro station, the bus terminal and taxi stand, and parking for private cars.
The placement of these elements today is fragmented and exchanges between means are not always intuitive or easy; pedestrians must cross vehicular flows to make connections.
The entire area has been recently redesigned to solve these problems and introduce new technological elements that can contribute to making the exchange area ecological, achieving zero or even negative impact, and with a strong “smart” connotation to improve the experience of public transport users and make this currently rather degraded area more appealing.

The area outside the station will be resurfaced and become a pedestrian-only zone, taxis will be transferred to a covered area, the bus stops will be grouped together in the bus terminal and be integrated with a multi-purpose building with intelligent shelters. Visitors to the bus terminal can purchase tickets from live or automatic ticket sellers and consult touch-screen monitors for information about public transport and journey planning, events, available restaurants and hotels. The roof of the building will be entirely photovoltaic in order to ensure zero energy (and ecological) impact or better.
Vehicular access will be fully revised with the introduction of green islands to abate noise and smog, and new parking areas for commercial and private vehicles. The paving of the square will use a high environmental performance conglomerate, whose rough surface and colouring contribute to absorb the noise and will be photocatalytic, exploiting sunlight to fuel a chemical reaction to eliminate greenhouse gases.

Sustainable mobility Perugia will expand its existing bike sharing program, creating infrastructure at the main poles of attraction / trip origin points, in order to simplify movement in an area that is potentially

cyclable, in a restricted traffic area, with stringent speed limits (30 kph) throughout the upper town.

The expansion will add 10 stations (for parking 100 bikes) and 60 traditional bikes. Existing stations will be upgraded to handle both pedal-assisted and traditional bicycles, automatically recognizing them, and introduce innovative tools (mobile app, web portal) for instant access to the service by credit card, overcoming the barriers currently present for registration.

Mobility information The city's objective is to create an integrated traffic information system able to receive input data from all peripheral systems, process it in order to reconstruct urban mobility in its complexity, highlighting any local or global critical points, and transmit the relevant information through a variety of carriers, including at least variable message signage, mobile apps and online.

Redevelopment of a historic theatre The Turreno theatre, closed since 2010, is one of Perugia's historic cultural spaces and this project intends to restore it as a multifunction cultural attractor in the centre, able to sustain and stimulate processes of urban regeneration.

Terni plans a multi-thematic system of integrated actions that redesigns the city centre in a smart way to improve its accessibility, attractiveness and environmental sustainability. Actions will focus on the city centre, with its concentration of public services, including those related to leisure and cultural heritage, which significantly influence the flow of city users and therefore the intensity of existing traffic.

The city plans to become

- *more efficient and greener* through sustainable urban mobility, with the implementation of a new intermodal system;
- *more functional and safer* by reduction of energy consumption of the network of public lighting;
- *more attractive* by enhancing the lighting system of cultural attractors and downtown routes; and
- *smarter* thanks to the technological upgrade of cultural attractors and an integrated offer of new digital services.

To improve mobility, reduce heavy traffic in the centre and encourage use of sustainable alternatives, Terni proposes establishing four intermodal exchange nodes, placed at the perimeter of the city centre and close to the LTZ and pedestrian areas, which will be served by the creation of a low-impact transport system.

The four exchange nodes will each perform a specific function, according to its location and the existing infrastructures on site:

- transport node (railway station and bus terminal);
- tourism node (close to the main touristic attractions);
- freight node (close to the industrial district); and
- services node (public offices and commercial area).

Each will be served by the external local public transport and by the internal LTZ electrical transport. The nodes will serve not only as hubs for alternative mobility services but also provide user information services and electronic ticketing. This integration of transportation and information systems will facilitate and improve the conditions of accessibility to the city centre's cultural attractions.

Spoleto intends to focus its actions on the historic centre and describes the desired outcome as "smart heart", more appealing to residents, modern companies and tourists. The overall goal is that people should choose to visit, live, and work in the centre of Spoleto because it provides a high quality of life stemming

from top-level cultural and environmental heritage, and from effective, efficient, technologically advanced services.

Illumination The current public lighting network is very fragmented, expensive, and is managed without an overriding logic; the work planned is aimed at making sizeable savings on energy consumption (from 40 to 70 per cent) and, at while improving the quality of lighting, for safety and to enhance the architectural-historical ensemble. Work will involve the installation of automatic adjustment systems (luminosity sensors, tele-control systems and tele-management of the energy network); the partial restoration of some line sections; and the substitution of lighting fixtures with highly-efficient systems with a low environmental impact. Ancillary services of the "intelligent pole" are planned, with services linked to security (e.g. video-surveillance, emergency calls), to network access (e.g. wi-fi, e-beacon) and sustainable mobility (e.g. recharging electric vehicles).

Work on mobility (divided into two segments: sustainable mobility, infrastructure and interchange points; and intelligent mobility, info mobility) receive the largest share of the financing. The approach chosen by the administration is to intervene in a gradual, rational way, following a plan that will be executed in successive accompanied phases:

- changing the perception of a private car as the only possible means of transport, especially inside historic centres;
- providing information and communication systems and services to mitigate the impact of limitations on traffic and parking in the city centre on "users" (residents, tourists and companies);
- enriching the functions and activities offered by (and in) the historic centre.

Another way to keep the centre accessible will be the creation of a bike sharing service, with pedal-assist bicycles located in two bike stations, with docking and recharging bays, in the Posterna Car Park and in the Piazza Garibaldi area, and racks installed in various areas of the historic centre. The project is designed to serve those who live and work in the centre, and also those who visit it as tourists, to mitigate inconvenience and to speed up movement around the city centre and/or towards areas which are not served by the system of mechanised walkways.

Other mobility projects planned include installation of electric car charging columns, installation of traffic-counting devices and electronic barriers (to gather information and better manage the traffic-free zone), improve signage for both vehicular and pedestrian traffic, and implement a system to provide accurate information about public transit (time of next bus arrival, for example) through signage and apps.

Spoleto also aims to mitigate social exclusion and improve conditions in the historic centre by creating a Family Centre financed by the ESF to serve young and disadvantaged populations

Foligno intends to create electric charging areas by developing existing modal interchange centres for the transport of people and goods. The objective is to encourage the use of collective public transport for medium distance trips and of public and private electric means of transport.

The city will develop cycling routes connecting residential areas and interchange nodes. Controlling traffic flows (Restricted Traffic Zone, and 30km/h limits) will help motorised traffic and bicycles co-exist in close quarters, thus encouraging widespread use of bicycles. Two planned cycling stations will become a meeting point between the community of urban cyclists, with information on urban and extra-urban cycling routes, bicycle hire, solutions for intermodal transport and bicycle parking guarded 24/7.

info-mobility services on the availability of parking spaces in the car parks in the historic centre, providing real time information on vacancies, will allow drivers (through an app) to save time, fuel and polluting emissions, and even pay for the parking fee.

Intelligent poles Foligno, too, plans to install multifunctional intelligent poles, incorporating energy-efficient lighting, noise and air pollution sensors, WIFI beacons, electric vehicle charging stations, systems to monitor public buildings and to manage irrigation of green spaces.

The city proposes several ways of enhancing its cultural heritage. One is to develop itineraries of its heritage sites (palazzi, museums, monuments), especially those of the medieval and baroque periods. Each itinerary will be mapped and geo-localised with illustrated signage that includes QR code links to further information. Also planned is a pilot route that is entirely accessible and free of all architectural and sensorial barriers.

Energy efficient illumination, using light as an important element to improve the urban area, is planned for key buildings and squares. The lighting system of the historic astronomical observatory, currently too bright, will be redesigned compatibly with its night-time function. Installation of screen projection from the telescope will allow those unable to climb the tower to still enjoy the view.

Città di Castello has set these goals:

- energy efficiency and savings;
- create a digital infrastructure of the territory, offering broadband connections to businesses and free WiFi in the city centre
- promote Ecologically Equipped Production Areas (APEA);
- promote an active and healthy aging of the population, which provides the elderly with necessary care and makes them protagonists in the maintenance of the social fabric and the maintenance of urban dignity;
- combat unemployment, especially youth, with a strong focus on training and innovation;
- study and implement a new system of modern sustainable mobility with rational re-use of what currently exists and increase of cycle-pedestrian mobility;
- continue the revival of the historic city centre from a residential, commercial and urban point of view, also for a better reception of tourists.

The exchange of experiences process and lessons learned:

One of the Advisory partner's contributions has been designing activities to guide the partners and their stakeholders through research tasks and exercises, such as the tool to benchmark the policy instruments. This benchmarking exercise was performed by partners using an instrument to provide a metric for each policy's focus and breadth (through counting occurrences of many keywords) and so provide the quantitative basis for an analytical comparison of them. The keywords were derived from a combination of existing frameworks in tourism, sustainable development and smart cities/destinations.

The benchmarking exercise of the Urban Agenda shows that it has an overwhelmingly strong focus on mobility; the other topics with significant results are, in decreasing order, culture and history, smart environment, smart people, smart living and physiography. Keywords with low or no measurement are smart governance, smart economy, tourism superstructure, destination management, activities, special

events, market ties. The Advisory partner counsels that the greatest impact can be attained by acting on the weaker benchmarks in the policy instrument. For Umbria, the lowest-scoring policy keywords are market ties, smart environment, destination management, activities, special events and tourism superstructure.

A comparative analysis of the data from the benchmarking exercise suggests policy areas in which we can learn from the partner policy instruments with a higher benchmarking score for those keywords scoring low in Umbria's policy, and vice versa. In fact, for the areas in which the Urban Agenda benchmark numbers are low, there are partner policy instruments with high benchmark numbers, as shown in this table:

Policy area keyword	High-scoring policy instrument
Smart economy	Tourism Regional Action Plan (RO), General Urban Land Use Plans of 4 municipalities (RO), La Serena Strategic Plan (ES), Pécs Long Term Urban Development Plan and Pécs Management Plan for the Early Christian Necropolis (HU)
Destination management	La Serena Strategic Plan (ES), Šibenik City Tourism Strategy and Šibenik Urban Development Plan (HR)
Activities	Bacău General Urban Land Use Plan (RO)
Special events	Tourism Regional Action Plan (RO)
Tourism superstructure	Tourism Regional Action Plan (RO), General Urban Land Use Plans of 5 municipalities (RO), Šibenik City Tourism Strategy (HR), Pécs Management plan for the Early Christian Necropolis (HU)

Note: The benchmarking exchange of experience did not identify any policy instrument having a high score for the policy keyword "market ties".

Another research tool was a case study, prepared by each partner in consultation with its stakeholders. The Advisory partner compiled the six case studies into a report with analytical comment, so that the document serves as a text presenting an exchange of experience. The report also includes the SWOT analysis carried out by stakeholder groups during their first focus group meetings, held in the first semester. Findings of each partner's SWOT analysis make an important contribution to their own Action Plan, by identifying aspects in need of improvement and helping establish priorities. The set of all partner findings provides a valuable springboard for practices to adapt and implement in each LAP.

From the case studies, the goals set by the Urban Agenda (as expressed in the five municipal plans) are aligned in particular with those of five Romanian municipalities:

Municipality of Vasuli (RO): *expanding and modernizing public electric transport; expanding bicycle paths and setting up parking and storage areas for them; reconfiguring the traffic junctions and completing the pedestrian zone system; modernizing the traffic light system and setting up a traffic management* centre*; eliminating heavy traffic from the city; expanding and modernizing the public lighting system*

Municipality of Bacău (RO): *Promoting sustainable mobility, notably by encouraging walking (pedestrian areas, sidewalks), cycling (bicycle paths) and public transport (trails, stations, car fleet, etc.); Modernizing and improving the energy efficiency of the public lighting system; Implement a video surveillance system for public spaces*

Municipality of Suceava (RO): *Implementation of an ecological public transport system; integrated urban management and modelling system to improve traffic flow; expanding the cycle path system; Implementation of a wi-fi network in public spaces; expanding the video monitoring system; developing a web app to track traffic problems*

Municipality of Iasi (RO): *extension and reconfiguration of pedestrian zones; developing the traffic management system; Modernization of the public lighting system*

Municipality of Botosani (RO): *Supporting joint and non-motorized transport; Increasing mobility at the city level*

This research-based approach to the exchange of experience process has proved particularly useful because the study visits to each region are distributed throughout the first two years of the project's lifetime and therefore run in parallel to the drafting of the Action Plans. Having research results provides partners with concrete data from which to draw information, ideas and inspiration to integrate their own document, based on the examples of similar activities carried out in partner areas.

Study visits in Pécs and Extremadura presented situations with similarities to those in Umbria: medieval city centres, Roman-era archaeological sites, and a revitalised industrial complex. The Cella Septachora visitor centre, in which subterranean paleo-Christian tombs have been made accessible, is an inspiring example. The museum is mostly hidden below the sloping lawns of a city park, with a street-level entrance set in the side of the hill. Visitors can walk through some of the chambers, while others are viewed from walkways suspended above, beside or, in one case, passing below a tomb with a frescoed ceiling. The museum suggests how to treat complicated ancient monuments, but the budget and scheduling requirements of undertaking a similar project in Umbria are outside the scope of the Urban agenda policy.

Another site visit in Pécs, to the Zsolnay Cultural Quarter, started with an alternative transportation means which could easily and appropriately be adapted to the context of all five Urban agenda cities. Visitors board a "train" of open cars pulled by a tractor and begin their trip to the cultural quarter with an entertaining ride which also reduces traffic and relieves parking pressure at the destination.

The cultural quarter itself has many characteristics in common with Terni's CAOS: degraded historic industrial site transformed into a multipurpose pedestrian zone with museums, performance spaces, a café and more, attracting many residents as well as tourists. The Hungarian site also includes retail shops, a fine restaurant, a puppet theatre and several factories (making ceramics and gloves). Ideas from the redevelopment might also be applicable to Perugia's Turreno theatre, already explicitly included in the city's Urban agenda plan, to Spoleto's goal of transforming its empty buildings into places with services for families, the disadvantaged and marginalized, and to Città di Castello's objective of reviving its city centre.

The collection of partner case studies shows that, of all the partners, the actions contemplated by the cities in the North East Region (RO) are closest to those set by Umbria's Axis 6: increasing alternative and intermodal transportation options, including cycling, enlarging pedestrian zones, improving traffic management (including through apps and other technological solutions), upgrading public illumination, and expanding WiFi coverage.

A key similarity between the situations in Umbria and the North East Region is that in each case a regional policy is being implemented by number of municipalities, which inspired two of the recommendations proposed in this LAP. The hierarchical relationship between the Umbria Region and its cities has naturally led to well-established bilateral communications between the Region and the administrative staff in each

city. At the same time, working relationships among staff members of different municipalities were quite underdeveloped.

The Region had already noticed the lack of coordination among peers from different cities during the phase of co-planning Urban Agenda actions that it went through with the municipalities. The notion that the implementation of the Urban Agenda could be improved through better coordination among the municipal staff at different levels had already emerged in the first months of the project, in meetings between Sviluppumbria and individual municipalities.

The *esprit de corps* among the stakeholders from the Romanian cities, observed as early as the first project meeting (after the kick-off) in July 2017, provided an example of what the Region hoped to achieve in improving coordination among Umbrian stakeholders, and helped move the Urban Lab move from an idea to a formal plan.

During a brainstorming meeting with stakeholders in 2017 to lay groundwork for drafting the action plan, Sviluppumbria invited attendees to identify areas in which each municipality might benefit from outside support and new ideas. From that conversation, the concept of "topic champions" arose and began to be defined. This idea is not *directly* influenced by the Romanian partner, but is an additional way that their example of stakeholder collegiality opened the door to implementing peer-to-peer cooperation in Umbria, needed for topic champions to operate.

Further exploration of the idea with the Managing Authority has already borne fruit: a Regional decree issued in July 2018 that orders and finances an initiative aimed at institutional capacity-building for the five municipalities. Details about this initiative, known informally as the Urban Lab, are in Section 6 below. Peer learning following the topic champions idea is one of benefits that the Region expects to derive from the establishment of the Urban Lab.

Environment of inspiration created by exchanges of experience

The overall exchange of experience process has been carried out with different means, sometimes by reading a report or hearing a presentation, others through a site visit. Almost without exception these illustrate a very context-specific solution or approach, and the challenge is to distil an idea which can be applied to another situation with its own specific requirements and limitations. It should be possible to extract inspirations to adapt, even indirectly, to the solution of a different problem, and which in any case they contribute to fostering an atmosphere of creative thinking and openness to fresh perspectives.

Another of the suggestions made in this document arises from the atmosphere of creative thinking and occasions of meeting with stakeholders to brainstorm about ways to improve governance. The idea about messaging is not directly attributable to specific good practices or study visits of the project. But it would never have been raised if SHARE had not presented a constellation of imaginative solutions from other partners to the Umbrian stakeholders, during collaborative working meetings and one-on-one conversations with them.

This illustration conveys the concept of the "environment of inspiration" developed through SHARE's exchange of experience activities.

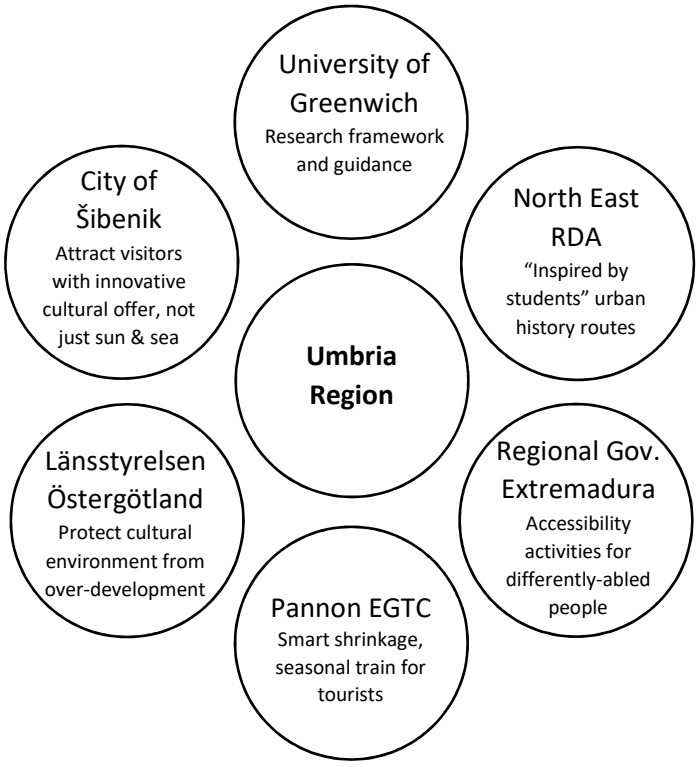

Illustration inspired by a presentation by the city of Šibenik.

Part 2. Region's strategic vision

Axis 6, and the action supporting sustainable cultural heritage in urban centres, represent an innovation in the regional strategic programming of the reference urban areas. Specific outcomes include reduction of air, noise and light pollution; reduction of energy consumption, and consequent cost savings; increased use of sustainable alternative mobility; increased tourism flows.

The priorities of the OP are to:

- increase the competitiveness and attractiveness of the five urban areas, exploiting their cultural attractors in a "smart" way;
- support the dissemination of knowledge about material and immaterial heritage, including through the use of open data, in order to increase the intrinsic value of the assets and resources and, therefore, their specific attractiveness;
- promote the usability and accessibility of cultural attractors and of certain urban areas not only in terms of tourism development, but also with particular regard to residents;
- stimulate and support a systematic planning of public and private operators, in urban areas, focusing on sustainable accessibility of cultural resources and strengthening of ICT technologies;
- develop networked functioning between city areas and cultural attractors.

Axis 6 is characterized by integrated planning that will be carried out through the interaction both with the TOs (Thematic Objectives) present in the other Axes of the ROP, and also with the other key actions present in Axis 6 and whose desired results are the following:

- For specific objective "digitalization of administrative processes and propagation of fully interoperable digital services", the key action is 6.1.1, "Technological solutions to implement interoperable, joined-up e-Government services, designed for citizens and businesses, and integrated solutions for smart cities and communities";
- For specific objective "reduction of energy use in public (and those used by the public) buildings and structures, residential and non, and integration with renewable sources", the key action is 6.2.1, "Adoption of technological solutions to reduce energy consumption of public lighting systems";
- For specific objective "increase of sustainable mobility in urban areas", the key actions are 6.3.1, "creation of infrastructure and interchange hubs intended to increase collective mobility" and 6.3.2 "Intelligent transportation systems";
- For specific objective "improvement of conditions and standards of offer and use of cultural assets, in areas of attraction", the key action is 6.4.1 "Interventions for the protection, valorisation and networking of tangible and intangible cultural heritage in attractive areas of strategic importance, in order to consolidate and promote development processes".

All five urban agenda cities plan actions that should improve the experiences of both residents and visitors, through intermodal transportation nodes (PG, TR, FO), improved cycling infrastructure and bike sharing (PG, TR, FO, SPO), intelligent poles with Wi-Fi or other Wi-Fi provisions (FO, SPO, CdC), and upgraded public illumination (streets and monuments) (PG, FO, SPO). Some cities plan actions explicitly targeting improvement of the tourism experience (CdC, FO, TR).

Part 3. Proposed intervention to solve the problem

The Region's desire to participate in SHARE stems from its awareness that actions to improve Axis 6 can be found through a fruitful exchange of experiences process. At the same time, the activities performed during the first year included the involvement of the stakeholder group into the research process aimed at identifying the problems encountered and the possible solutions.

The feedback gained through these meetings, two of them in the form of Focus groups, was crucial to define a list of items to be worked on in the action plan.

In particular, during a working meeting for institutional stakeholders, a moderator guided the participants in conducting a SWOT analysis of the Region and of the Urban Agenda cities. They identified a number of weaknesses and threats; among those that can potentially be treated by this Action Plan and therefore by the Urban Agenda are

- Fragmentation of actions and policies at local level
- Difficulties in applying a systematic approach to the main urban contexts
- Insufficient institutional capacity in programming, managing and implementing integrated policies.
- Poor propensity to sustainable mobility choices.
- Digital divide
- Reduction of public resources resulting in difficulties in implementing public policies, with particular reference to social inclusion, mobility and culture.

- Increase of people in Active Ages belonging to non-working population.
- Ageing population.

At the same time, strengths and opportunities were also identified:

- Variety of Cities and Situations: multiple targets (city users, tourists, residents, etc.).
- Proximity of cities and good connections that lend themselves to "making a system".
- Integration of Urban agenda interventions with general interventions funded with European funds.
- Qualified human capital.
- Innovative governance experience.
- Degree of social exclusion below the Italian average.
- High presence of environmental, cultural and urban resources.
- Occasion of the earthquake as a mechanism for redesigning integrated territorial policies and for media attention.
- Need to think about integrated policies for cities to implement a comprehensive program.
- Widespread investments in digital infrastructure.
- The cities have specific focuses/specialization and are relatively near each other, facilitating the systematic deployment of the various territorial specializations

Some of these issues have been confirmed by the survey carried out with SMEs, residents and visitors interviewed in the 5 cities.

- SMEs expressed satisfaction about the institutional context, showing that a good relationship exists between economic and political actors, mainly due to well-established participatory governance tools put into place starting from the early 2000s
- Half of the residents interviewed responded that they visited the city centres every day. The historical centres, despite traffic restrictions, higher costs and poor services are still a major attractor for residents.
- Tourists expressed a mix of motivations for their visit, citing both cultural attractions and the natural environment that surrounds all 5 cities. A high level of satisfaction was expressed for the accessibility, ease of walking around (most city centres have traffic restrictions and are pedestrian areas) and safety and security.

Part 4. Stakeholders involved

The core stakeholders are the Umbria Region and the five Urban Agenda municipalities (Perugia, Terni, Foligno, Spoleto, Città di Castello). Additionally, local associations of enterprises and trade have been involved in one of the Focus Group and are routinely invited to the meetings and updated about their results.

The stakeholders have contributed collectively through participation in focus group exercises, which produced the SWOT analysis and the identification of topics for which each felt willing to offer or to seek advice of others, based on their own experiences and challenges. They have individually read draft versions of this Action Plan and provided feedback about the feasibility of different suggestions proposed in the early versions. The final version has benefitted from their criticisms and suggestions, and so its implementation is expected to be more fully achieved.

The Region, as Managing Authority, has provided written feedback on several drafts of the LAP and has expressed its support for the proposals it makes. The Region has also agreed to the monitoring plan, in which it will take an active role.

Further, after a trial action to foster relationship-building among the municipalities, in the form of a walk-and-talk meeting of stakeholders held in September 2018, the Region wrote "The walk, an alternative to the traditional meeting in a closed environment, has proved to be an important opportunity to encourage dialogue and the exchange of ideas among the stakeholders, in particular on the topics related to the implementation of the Action Plan elaborated as project output to integration of the Urban Agenda."

Three of the four proposed improvements depend almost entirely on the Region for implementation, and for two of these the groundwork has already been laid through passage of the Regional Decree establishing the Urban Lab. With the decree, the Region has begun putting legislative and financial support behind the implementation of the LAP's suggested actions. The fourth proposed improvement, using events to impose virtuous behaviour, depends for implementation on the Region (as patron/sponsor) and the municipalities (as the locations, issuers of permits, and often as patrons/sponsors) of events.

Part 5. Goals

The main goals of the Urban Agenda are **achievement of energy savings**, **reduction of noise and atmospheric pollution**, **increase of "soft" mobility**, and **growth in tourism**. Except for tourism growth, the Region's desired outcomes target sustainable mobility, reduced pollution and energy savings. These goals are of such fundamental importance to society generally that "greener" is one of the key indicators of the overall Europe 2020 strategy.

It may appear that the first three "green" goals are in a different category than the fourth goal, but in fact they are interconnected. Umbria is known as much for its unspoilt nature as for its historical and cultural monuments, so achievement of the environmental targets supports tourism growth. Also, to the degree that atmospheric pollution threatens the conservation of exposed monuments, cleaner air will contribute to their preservation.

There are other connections, too. Sustainable mobility can make cultural heritage destinations more accessible, so more visitors pay entry fees and demonstrate the popularity of a site, contributing to its economic sustainability.

But cultural heritage does not exist in a vacuum and its sustainable management is not limited to the contents of a museum or the perimeter of an archaeological site. Applied to the dense historic centres typical in the Umbrian context, where many tangible cultural heritage sites are found, attaining the "greener" goal improves sustainability of town centres, for the people who live and visit them. Furthermore, maintaining traditional practices and knowledge depends in part on the memories and traditions of residents, so even intangible cultural heritage is affected by improved liveability of urban centres.

The work carried out through SHARE shows that it is possible to introduce actions into the current policy, broadly classified as:

- Improvement of governance and management procedures of the Urban Agenda. At this stage in the lifespan of the policy instrument, it is not feasible to propose changes whose implementation would require significant economic resources, such as procurement or infrastructure

improvements. Governance improvements, on the other hand, are made by modifying an approach instead of a budget, and so should be more readily implemented, making it possible to spend committed ERDF funds in more efficiently. To the extent that recommendations proposed in this LAP require funding, such as for the Urban Lab initiative, the decree establishing it specifies that the funding source will be ESF, relative to institutional and administrative capacity building. The Managing Authority has noted that actions related to communications to the public ("messaging") can be implemented as part of the communications measures routinely enacted by the Region and financed outside the Urban Agenda.
In both of these instances, the *source* of the funding is not the ERDF ROP Axis VI (Urban Agenda) but the actions will aim to improve its implementation.

- Indication of possible further investments, both public and private. Because there is little if any chance of influencing funding allocations at this stage in the policy lifespan, this category is included instead as a springboard for possible future actions, further analysis and/or policy programming.
  The Managing Authority has told Sviluppumbria that it appreciates the "possible future investments" for its planning activities, and that the procurement of more ecological buses is being considered in a different ERDF ROP line, which can still support investment. Again, this falls outside the scope of the Urban Agenda, but would work to meet the four stated Urban Agenda policy goals.

The governance improvement proposes actions in these areas:

- communications among the five municipalities;
- topical champions
- messaging (toward residents, visitor and businesses); and

Under possible future investments, the proposed actions are:

- use of sustainable transportation alternatives for the "last mile" problem in city centres
- continued investment in electric bikes and the infrastructure to support them
- nudging toward virtuous behaviour (soft persuasion)
- acquisition of environmentally-friendly buses.

Part 6. Activities for Implementation

The five municipalities were presented with a report suggesting possible actions to drive policy improvements intended to attain the goals noted in Part 5 above. Consulting with them and with the Region led to eliminating some actions as falling outside the scope of the policy instrument and others as being unfeasible given local conditions. The remaining actions can be categorised as primary, with a reasonable likelihood of being implemented in a way to lead toward improvement, and secondary, i.e. worthy but less likely to achieve full implementation in all five municipalities.

Governance improvements:

Goal: improvements in communication among the five urban agenda cities.

Primary Problem: in individual meetings with these stakeholders in February 2017, it quickly emerged that, although working toward complementary and sometimes identical goals in the context of the Urban Agenda policy, each was forging ahead on its own.

Primary Action: improving the communications between the municipalities, both formally with planned meetings and informally with networks of people liaising and sharing information both face to face and virtually. It is important that these sharing opportunities take place in a range of different ways and at different levels, to ensure that every person taking part is able to communicate fully.

All parties agree that ideally the Region should play a coordinating role in this, and even Sviluppumbria could organise informal working groups of technical staff, fostering an environment of sharing and brainstorming. One idea is to seek a way to take such meetings out of a meeting room setting and into one that stimulates relaxed and creative thinking, such as in a walk in the countryside.

Progress/Results attained during Phase 1: following experience gained in the first year of the project, and after discussions involving Sviluppumbria staff, its external expert and the Managing Authority, the Region announced "LUCE Pubblica", a short form of the full title "Luoghi Urbani Crescono Esperienze, finalizzata all'implementazione di un percorso che contribuisca all'obiettivo di innovare in Umbria l'approccio alle politiche per lo sviluppo urbano" (Urban places increase experiences, aimed at implementing a process to support Umbria's goal of innovating urban development policies). The Regional council passed the decree to establish LUCE Pubblica in July 2018.

The LUCE Pubblica decree provides for the **implementation of institutional capacity building** of the staff of 5 cities working on the Urban Agenda. The issues of the Urban Agenda (sustainable mobility, etc.) must be tackled through an operational workshop approach, working concretely toward building a common culture, a shared language, a uniform working method among those who, at different institutional levels, make choices and set priorities to deal with these issues.

The strong operational orientation of these "capacitive" actions are fundamental to avoid having sterile theoretical meetings, and instead will contribute concretely to raising the policy-defining capacity for cities in Umbria. The Region sees this as an Urban Lab, intended to be of long duration (outlasting the 2020 end of the ERDF ROP), and having a physical meeting space.

The Urban Lab will create real and virtual meeting spaces to foster communications among the Urban Agenda municipalities. Its establishment represents a significant impact on regional policy by SHARE, an enormous improvement. It institutes a rapid and permanent way to improve not only the Urban Agenda cities but, moving forward, the others in the region. It may contribute to the development of new projects, improved governance and structural change, by codifying cooperation not foreseen by Axis VI.

Secondary Problem: There is a risk that the Urban Agenda's focus on relatively short-term targets results in missing opportunities that are further away in time. It is important to develop programmes that specifically look at the near and medium future in areas such as technology.

Secondary Action: Using the improved communications mechanisms put into place with the primary action above, the Urban Agenda stakeholders can be involved in exercises for long term planning, focused on identifying trends and "horizon gazing". This might be characterised as a living urban lab. Universities could be asked provide leadership in this, with both students and academics contributing. The Urban Agenda benefits by accessing the next generation of thinkers, the academics by accessing new research areas, and the students by working on real-life challenges.

Goal: Topical champions

Problem: The Urban Agenda sets objectives that are common to all of the five municipalities, yet each is working individually to meet similar objectives.

Primary Action: Rather than each municipality trying to cover all objectives with limited resources, they could all work more efficiently if each selects an area in which it has attained a position of expertise, and then shares lessons learnt with the others. Experience in innovative governance was one of the strong points emerging from the SWOT analysis.

This idea has been agreed by all the municipalities, and here are the topics for which each proposes itself as champion:

> **Perugia**: smart connection hubs between the periphery and the historic centre (its own Fontivegge is an example). With many of the city's cultural heritage sites located in the upper part of town, visitors arriving by rail or motorway (located in the valley) must then climb up to the historic centre. Low-impact transportation links contribute to the sustainability and accessibility of hilltop monuments.
> **Terni**: creating a network of cultural attractors, to better promote them and ways to access them without increasing noise and air pollution.
> **Spoleto**: alternative mobility to keep the historic centre accessible to all without resorting to private vehicles. The town's system of mechanised walkways and escalators link parking structures on the periphery and the train station with the historic centre and its many cultural heritage sites.
> **Foligno**: mobility and accessibility of the city centre as well as the many heritage sites located in its periphery and hinterlands.
> **Città di Castello**: intelligent traffic signals and management of public illumination

The establishment of the Urban Lab (described above) provides informal channels and occasions for the municipalities to meet, work together and share their expertise.

Goal: improvements in messaging (toward residents, visitor and businesses)

Problem: "everyone" agrees that adopting sustainable behaviour is important for the common good but many resist taking part themselves. This observation was also made in the SWOT analysis.

Primary Action: seek occasions to reinforce the Region's message campaigns, including perhaps also by recruiting celebrities – local, regional, national – to model and message sustainable behaviour, using social media and more traditional channels. Winning hearts and minds is as important as practical changes. Media messaging and advertising should be developed to highlight the benefits of moving to electric transport and lighting. The beauty of quieter streets, cleaner air and with LED lighting, less light pollution and therefore darker skies are clear benefits from improving the environment inhabited by both locals and tourists.

Summary of recommendations to improve governance policy

Goal	Action	Resources	Time to implement	Outcome
Improve communication among the five urban agenda cities	Set up a permanent Urban Planning Lab for the 5 Urban Agenda cities, to improve coordination and cooperation among peers working on similar problems.	ESF – capacity building	By Sept-Dec 2020	Greater cooperation and sharing of ideas. Preparation for longer-term challenges, benefits for academic participants

Improve communication among the five urban agenda cities	Set up virtual connections and real-world meetings bringing together those working on similar tasks at similar levels (political, technical)	No additional cost to implement this suggested improvement	By Sept-Dec 2020	Smart branding, improved community ownership and participation, better planning of single local policies
Topical champions	Each champion shares its expertise with others. The champions are: **Perugia**: smart connection hubs between the periphery and the historic centre (its own Fontivegge is an example) **Terni**: creating a network of cultural attractors **Spoleto**: alternative mobility **Foligno**: mobility and accessibility **Città di Castello**: intelligent traffic signals and management of public illumination	No additional cost to implement this suggested improvement	Champions nominated informally May 2018. Municipal MOU or other procedure in 2019. Sharing of expertise by Sept-Dec 2020	Create efficiencies
Messaging (toward residents, visitor and businesses)	Medium term communication plan that identifies targets and tools, including the engagement of local and national celebrities to promote the 5 cities.	No additional cost to implement this suggested improvement	By Sept-Dec 2020	Raised awareness of public, both at local, national and, where possible, international level

Considerations for future investment

These suggestions are included here because they have emerged from the work of the project and would carry forward improvements in resource efficiency and reducing environmental impacts of motor traffic in city centres. As noted above, it is impossible to commit ERDF ROP Axis VI funds in the current situation, but these actions can be addressed in the event that additional financing becomes available, or for the programming period.

Goal: increasing environmentally-friendly distribution of goods.

Problem: "last mile" delivery of goods in city centres.

Action: Development of electric cargo bike schemes for moving goods around the cities. Electric cargo bikes offer a sustainable method of moving goods around towns and cities, even in hilly ones found in Umbria. They are a proven technology and there are successfully demonstrated business models in areas such as

delivery of packages, mail and merchandise, or collection of recycling. Consideration should be given to grants and other incentives to encourage businesses to develop in this area.

In fact, a private enterprise in Perugia has recently instituted a delivery service using cargo bikes. No public financing was involved, but the company received a waiver from the municipal government of its strict policy prohibiting any wheeled traffic in a pedestrian zone in the very centre of the city.

Goal: continued investment in electric bikes and the infrastructure to support them.

Problem: towns with hilly terrain.

Action: Whilst there has been some good investment in electric bikes, the opportunity that this technology offers, particularly the cities with steep terrain, cannot be underestimated. This technology enables people of all ages and abilities to use eco-friendly and quiet transport and also gain exercise as well. There should be increased investment in the charging infrastructure around towns and in housing, tax breaks for firms who invest in this technology for their staff, and an 'electric bike-to-work' scheme. The UK has run a standard bike to work scheme such as this for many years with considerable success, the opportunity lies in creating a similar one to encourage the uptake of electric bikes.

Goal: Nudging residents and visitors toward more virtuous behaviour

Problem: Persuading people to change behaviours is notoriously difficult, particularly ones which have been embedded in a society for many years. To counter this resistance to change, events can be great places to trial new campaigns; their temporary nature and celebratory atmosphere mean people are more likely to be willing to try something different, to behave differently. Once a more sustainable behaviour has been tried at an event, it is easier to encourage people to carry on that behaviour in their everyday lives, particularly if there are incentives offered to the event-goers to do this.

An added advantage is demonstrating public acceptance of such changes to authorities, hesitant to impose prohibitions on behaviours and limits to use of private vehicles in their towns.

Primary Action: depending upon the specific municipal context, options might include, for example,

Transport – providing no parking at an event and ensuring only bikes or public transport are available for people attending

Waste – banning certain materials e.g. plastic bottles, charging extra for visitors who use disposable cups or charging a deposit on containers which can be refunded once the container is returned for re-use.

Goal: acquisition of environmentally-friendly buses.

Problem: air pollution from standard public transit.

Action: transition the fleet of buses used throughout the region to ones that are environmentally friendly.

Part 7. Risk assessment

As noted in Part 5. Goals above, the actions proposed in this Action Plan fall into the area of improvements to governance. Their implementation is not subject to allocation of funding or other conditions that are inherently risky. This approach is intended as insurance against the likelihood of impediments to the implementing the actions, since enacting them requires only the willingness of participating stakeholders. They have already declared their agreement and acceptance of the actions.

The remaining risks have been identified as follows.

Identified Risk	Action needed	Likelihood	Impact of risk on implementation	Responsibility for action	Target date for action	Date action completed
Political change	Active communication with new political contacts	medium	medium	Sviluppumbria & Umbria Region	Dec 2020	
Aged policies: situation overtakes policy	Revise action plan to accommodate new situation	high	low	Sviluppumbria & Umbria Region	Dec 2020	
Personnel change – Sviluppumbria staff	Training new staff, plan for transition	low	medium	Sviluppumbria	Dec 2020	
Personnel change – Stakeholder staff	Inform and involve new staff	Low	Medium	Sviluppumbria, Umbria Region, 5 urban agenda municipalities	Dec 2020	

Part 8. Monitoring and evaluation (*process-related monitoring indicators and indicators related to outcomes.*) described in two annexes

In Phase 2 the monitoring and evaluation of the impact of this LAP on local policies as well as society and key stakeholder groups will be supported by the SHARE project's Advisory Partner – the University of Greenwich (UK). In line with the *modus operandi* of the SHARE partnership in Phase 1 of the project, an evidence-based approach will be adopted here. Evidence will be collected by partners in line with instructions and templates delivered by the University of Greenwich (see SHARE project brief no. 10 document and presentation in Vadstena (Sweden) on 22nd October 2018), which follow best practice for project impact evaluation in the UK (see Research & Excellence Framework 2020 guidelines for universities across the UK). The project's Advisory Partner will then curate this evidence using a specialist software – VV Impact Tracker (https://gre.vvimpacttracker.com). This software will allow the SHARE partnership to classify evidence and weave it together to deliver a coherent project impact story that connects the activities delivered in Phase 1 to the impact outputs to be delivered in Phase 2 of the project starting in January 2019 and ending in December 2020.

Part 9. Sources (*info used as evidence in developing LAP with Internet address if possible*.)

Regional policy document: http://www.regione.umbria.it/documents/18/2600208/POR-FESR+14-20.pdf/c55cdcdd-347e-4a31-9582-2a7740d8463a

Regional decree establishing LUCE Pubblica: DELIBERAZIONE DELLA GIUNTA REGIONALE N. 804 del 18/7/2018

Perugia, Spoleto, Foligno policy documents (English translations) stored on Sviluppumbria server

Città di Castello short overview document (prepared in response to questions from Andy)

Terni short overview document (provided already in English by the commune)

Umbria Local Action Plan Monitoring – SHARE 2019-2020

Attachment 1 to Umbria Local Action Plan

Sviluppumbria – Umbria Region

Local Action Plan (LAP)	Umbria Region Local Action Plan - Sviluppumbria
Policy to be changed	Umbria Region's 2014-2020 ERDF ROP, Axis 6, Sustainable Urban Development (also known as the Urban Agenda) http://www.regione.umbria.it/documents/18/1261878/POR+FESR+aggiornamento+agosto+2018/ca0b652f-115c-48c8-93b9-7e5ba2851dd2

LAP objective 1. Improvements in communication among the five urban agenda cities		**Executive Planning (proposal)**	**Indicators**	**Monitoring tools/sources of verification**	**Outputs/deliverables of monitoring**
Description of expected change to policy	**Action**: improving the communications among the municipalities, both formally with planned meetings and informally with networks of people liaising and sharing information both face to face and virtually. It is important that these sharing opportunities take place in a range of different ways and at different levels, to ensure that every person taking part is able to communicate fully. The Region should play a coordinating role in this, and Sviluppumbria will provide support as needed, for informal working groups of technical staff,	1) Implementation of 1 meeting per semester with the 5 Municipalities belonging to Urban Agenda aimed at define and assess the operative indicators per semester 2) Establishment and animation of a network of people, through the selection and	**Quantitative indicators** a) Number of people involved and their role; b) The list of relevant indicators agreed. **Qualitative indicators** Degree of improvement of the communication between the Managing Authority and the Municipalities, in terms of efficacy, efficiency and results gained. **Quantitative indicators** a) Number of people involved and their role;	a) Signature lists, agenda of meetings. b) Minutes of the meetings and (possibly) questionnaires filled by the participants. a) List of people/stakeholders b) Signature lists, agenda of meetings	1 report per meeting drafted on a common template. 1 half-yearly intermediate report on the level of achievement of results and (eventual)

	fostering an environment of sharing and brainstorming. **Secondary action**: Using the improved communications mechanisms put into place with the primary action above, the Urban Agenda stakeholders can be involved in exercises for long term planning, focused on identifying trends and "horizon gazing". This might be characterised as a living urban lab. Universities could be asked provide leadership in this, with both students and academics contributing. The Urban Agenda benefits by accessing the next generation of thinkers, the academics by accessing new research areas, and the students by working on real-life challenges.	recruitment of key persons. Periodical working groups meetings (2 per semester). 1 meeting of return of results per semester between SHARE project operators and Region of Umbria	b) Topics addressed by the action linked with the specific aspects of the policy instrument going to be improved. **Qualitative indicators** Ideas and proposals emerging from the network of people. **Quantitative indicators** a) Number of people involved and their role; **Qualitative indicators** Level of improvement of the communication, type of official acts developed in compliance with the results of the concertation process.	c) Internal reports about each action (or group of actions), including stakeholders involved, topics addressed and a) Signature lists, agenda of meetings; b) Minutes of the meetings and official acts and decisions.	necessary corrective actions (3 progress and 1 final along Phase 2) 3 progress Reports and 1 Final report on the results, more documents and other relevant evidences.
Description of the situation BEFORE the intervention of the SHARE project	In individual meetings with the five municipalities of the Urban Agenda in February 2017, it quickly emerged that, although working toward complementary and sometimes identical goals in the context of the Urban Agenda policy, each was forging ahead on its own.				
Description of the situation AFTER the intervention of the SHARE project	L.U.C.E. Pubblica "urban lab" has been established by Regional decision in July 2018, intended to be a concrete, pragmatic capacity-building tool. It is expected to promote greater cooperation and sharing of ideas. Preparation for longer-term challenges, benefits for academic participants. In September 2018, still in Phase 1, Sviluppumbria and the Region convened a walk-and-talk meeting, testing a method of taking participants out of the stale conference room setting and instead engaging in an informal and stimulating way of interacting, during a walk around cultural heritage sites in the town of Foligno.				

	The written report prepared by the Umbria Region (MA) of the trial states "The walk, an alternative to the traditional meeting in a closed environment, has proved to be an important opportunity to encourage dialogue and the exchange of ideas among the stakeholders, in particular on the topics related to the implementation of the Action Plan elaborated as project output to integration of the Urban Agenda."

LAP objective 2. Topical champions		**Executive Planning (proposal)**	**Indicators**	**Monitoring tools/sources of verification**	**Outputs/deliverables of monitoring**
Description of expected change to policy	Rather than each municipality trying to cover all objectives with limited resources, they could all work more efficiently if each selects an area in which it has attained a position of expertise, and then shares lessons learnt with the others. Experience in innovative governance was one of the strong points emerging from the SWOT analysis. This idea has been agreed by all the municipalities, and here are the topics for which each proposes itself as champion: **Perugia**: smart connection hubs between the periphery and the historic centre (its own Fontivegge is an example) **Terni**: creating a network of cultural attractors **Spoleto**: alternative mobility **Foligno**: mobility and accessibility	Implementation of 1 meeting per semester with the 5 Urban Agenda Municipalities to define and assess the operative indicators per semester based on the topics proposed by the Municipalities. Then, definition of operative plans in each Municipality on how collect and analyse the data gathered. Finally, implementation of the monitoring action in each Municipality. Agree on quantitative indicators and success threshold with municipalities and the Region. For the qualitative indicators, interviews	**a) Quantitative indicators** to be agreed with each municipality **b) Qualitative indicators**. Improvement of the quality of life of citizens; improvement of the use of public funds, further development of the approach in the future.	Grids of quantitative indicators agreed with each Municipality in relation with the topic chosen. Where possible, official reports by public institutions (i.e. CO2 percentage in the air).	1 quantitative overall report per semester per each Municipality which will include the qualitative and quantitative indicators, the method of analysis.

	Città di Castello: intelligent traffic signals and management of public illumination	with key people (i.e. Municipality traffic officers, mayors and collaborators – council etc.). Definition of the criteria on which to award an honorary recognition "prize" and how it will be delivered to the champion (Final Conference in 2020?)			
Description of the situation BEFORE the intervention of the SHARE project	The Urban Agenda sets objectives that are common to all of the five municipalities, yet each is working individually to meet similar objectives. This fragmentation is inefficient.				
Description of the situation AFTER the intervention of the SHARE project	Improved cooperation and sharing of ideas. Improved planning of individual local policies. Openness to new ways of working.				

LAP objective 3. Improvements in messaging (toward residents, visitor and businesses)		Executive Planning (proposal)	Indicators	Monitoring tools/sources of verification	Outputs/deliverables of monitoring
Description of expected change to policy	Winning hearts and minds is as important as practical changes. Media messaging and advertising should be developed to highlight the benefits of moving to electric transport and lighting. The beauty of quieter streets, cleaner air and with LED lighting, less light pollution and therefore darker skies are clear benefits from improving the environment inhabited by both locals and tourists.	Implementation of 2 meetings per year with managing authority in order to discuss scouting of testimonials, planning of communication, public procurement for publicity agency and campaign. Then, recruit celebrities – local, regional, national – to model and message sustainable behaviour, using social media and more traditional channels.	**Quantitative indicators:** a) Number of people involved in the meetings and their role; b) Number of people reached by the advertising campaign **Qualitative indicators:** a) The list of testimonials recruited b) media exploited in the operation (i.e. newspaper, web communication, TV/radio broadcasting etc.) c) Content of the campaigns (text, images, videos, etc.)	a) Signature lists, agenda of meetings. b) Elaboration of official data available (i.e. number of readers of newspapers, public of a certain event etc.) a) contracts or agreements with testimonials b) Collection of media exploited; c) Collection of all the material produced	1 report per meeting. 1 report per year on the ongoing and final impact of the campaign.
Description of the situation BEFORE the intervention of the SHARE project	"Everyone" agrees that adopting sustainable behaviour is important for the common good but many people (residents and visitors alike) resist taking part themselves. This observation was also made in the SWOT analysis.				
Description of the situation AFTER the intervention of the SHARE project	Raised awareness of public, both at local, national and, where possible, international level. Greener choices being made by the public more often and in a more widespread way.				

Umbria Local Action Plan Strategic Monitoring – SHARE 2019-2020

Attachment 2 to Umbria Local Action Plan

Sviluppumbria – Umbria Region

Local Action Plan (LAP)	Umbria Region Local Action Plan - Sviluppumbria
Policy to be changed	Umbria Region's 2014-2020 ERDF ROP, Axis 6, Sustainable Urban Development (also known as the Urban Agenda) http://www.regione.umbria.it/documents/18/1261878/POR+FESR+aggiornamento+agosto+2018/ca0b652f-115c-48c8-93b9-7e5ba2851dd2

Monitoring Objective 1. Assessment of the improvement of the Urban Agenda by its Managing Authority

Indicators	Threshold of success	Sources of verification	Actions	Tools	Output
1. Level of the communication and exchange of information between the MA of the policy instrument (Region of Umbria) and its recipients (the 5 Municipalities of Urban Agenda); 2. Coherence of the exploitation of the	1, 2, and 3. To be extracted from the Policy Instrument itself and further agreed with the Managing Authority.	People in charge of the implementation of the Urban Agenda on behalf of the Region of Umbria.	One interview with the person in charge of implementing the Urban Agenda c/o Region of Umbria (possibly involving also the main collaborators). One mid-term interview (at the end of the 1st year of the Phase 2) and one final interview at the end of the project.	List of primary questions directly connected with the topic. Then organisation of a group of secondary questions (probing) connected with each primary question with the purpose to collect all the key information.	One mid-term and one final report.

funds of Urban Agenda with its purposes, actions and modalities of accounting. 3. Short (or mid) term results achieved by the policy instrument as influenced by the LAP, on the basis of each singular plan of each Municipality.			The topics dealt with both interviews must be the same to compare the results.		

Monitoring Objective 2. Assessment of the improvement of the Urban Agenda by the recipients (5 Municipalities of Urban Agenda)

Indicators	Threshold of success	Sources of verification	Actions	Tools	Output
1. Level of the communication and exchange of information between the MA of the policy instrument (Region of Umbria) and its recipients (the 5 Municipalities of Urban Agenda); 2. SWOT analysis on the exploitation of the facilities of the Urban Agenda for the 5 involved Municipalities.	1, 2, and 3. To be extracted from the Policy Instrument itself and further agreed with the 5 Municipalities belonging to Urban Agenda.	People in charge of the implementation of the Urban Agenda on behalf of the each involved Municipality	1. One interview with the person in charge of implementing the Urban Agenda c/o each Municipality (possibly also involving the main collaborators). One mid-term interview (at the end of the 1st year of the Phase 2) and one final, at the end of the project. The topics dealt with both interviews must	1. List of primary questions directly connected with the topic. Then preparation of a list of secondary questions (probing) connected with each primary question with the purpose to collect all the key information.	One mid-term and one final report.

3. Short (or mid) term results achieved by the policy instrument as influenced by the LAP, on the basis of each individual municipal plan.			be the same to compare the results. 2. One Focus Group with one representative per each involved Municipality. One mid-term Focus Group (at the end of the 1st year of the Phase 2) and one final, at the end of the project. The topics dealt with both Focus Groups must be the same to compare the results. 3. Preparation and analysis of quantitative and qualitative questionnaires addressing the 5 Municipalities.	2. List of primary questions directly connected with the topic. Then preparation of a list of secondary questions (probing) connected with each primary question with the purpose to collect all the key information. Hiring of an expert moderator to lead and manage the Focus Group. 3. (Possibly) Prepare questionnaires to be sent to specific positions among the 5 Municipalities.	