

# NATIONAL LABORATORY FOR URBAN REGENERATION 2018

Handbook of best practices



A BETTER FUTURE FOR OUR CITIES



**CONFCOMMERCIO**  
IMPRESE PER L'ITALIA



# NATIONAL LABORATORY FOR URBAN REGENERATION 2018

Handbook of best practices

**Confcommercio-Imprese per l'Italia**  
President: Carlo Sangalli  
General Secretary: Luigi Taranto

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**CONFCOMMERCIO**  
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# Carlo Sangalli

President of Confcommercio-Imprese per l'Italia



## Preface

In "Triumph of the City" the American scholar Ed Glaeser argues that the urban dimension is the natural environment of human progress and cities are our greatest invention. At the same time, Glaeser repeatedly stresses that "Above all, we must free ourselves from our tendency to see cities as their buildings, and remember that the real city is made of flesh, not concrete".

That's why "flesh", intended as relationships, has been the central focus of Confcommercio-Imprese per l'Italia's work in recent years, at local, confederational and European level, on enhancing cities and urban areas.

Our relationship with ANCI spawned a fully fledged alliance in 2015, which has now been reinvigorated by a network of Confcommercio branches across Italy that has enabled us to become more active players at local level and helped us tap into European funding, establish new professional roles for urban management and launch new projects aimed at promoting our cities, from historic centres to brownfield land.

The National Laboratory for Urban Regeneration has become the channel through which to put this relationship to good use, and the forum for sharing the many experiences presented in this document, which prove that taking care of our cities benefits both society and businesses.

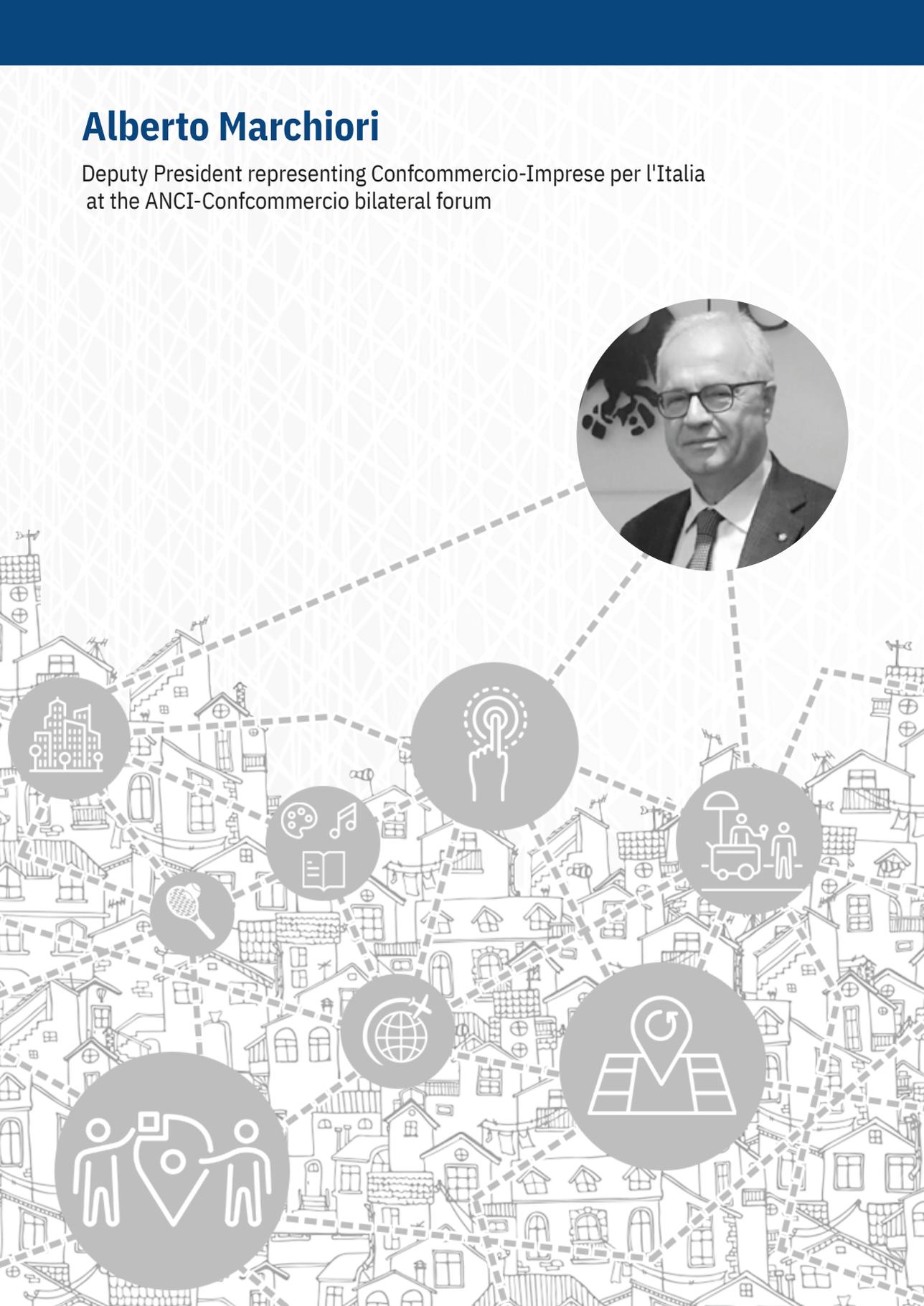
The service sector has more interest than any other in enhancing cities because our businesses are vehicles for positive change, which raise the self-esteem of outer-city areas and maintain the social fabric, by turning history into tourism and digital technology into services, to bring new vibrancy to the urban environment. In fact, trade, services and service-sector businesses stitch towns and their surrounding areas back together again, celebrate diversity between and within cities and underpin the urban capital that is built on individual and collective endeavour.

That's why the task of Confcommercio - as the voice of service-sector businesses - is to use its networks and relationships to transform urban regeneration into human regeneration, in order to improve quality of life, environmental sustainability, the appeal of the urban landscape and the future of the generations to come.

A handwritten signature in black ink, appearing to be 'Confcommercio', written in a cursive style.

# Alberto Marchiori

Deputy President representing Confcommercio-Imprese per l'Italia at the ANCI-Confcommercio bilateral forum



## Trade and urban renewal with a European approach

The importance of cooperation between the different levels of government to implement policies that integrate the multiple factors affecting city life is a founding principle of the European Union's Urban Agenda. In line with this approach, Confcommercio-Imprese per l'Italia is committed to supporting the balanced development of urban areas and the regeneration of cities, by focusing on the wide range of issues identified in the Agenda.

To this end, as part of the agreement with ANCI, and through the activities of its National Laboratory for Urban Regeneration, coordinated by the Urban Sector, the Confederation has sought to promote a dialogue between the local Confcommercio offices and the municipal authorities, involving large local partnerships. During this process, which took place in four venues throughout Italy and concluded in Milan during Urbanpromo 2018, the annual review of the National Institute of Urbanism, some of the potential drivers of urban regeneration were explored further, i.e. innovation, culture, sports, tourism and the regeneration of brownfield areas, but also interconnected issues such as the environment, legislation and taxation. These are just a few of the many factors that affect the quality of city life and require special attention, interdisciplinary research and the technical and political skills to implement effective development plans.

The many best practices that have emerged highlight the central role of the service sector in urban development and prove the importance of new approaches and ways of "building the city together", through a new awareness of the importance of a joint public and private commitment to the social, cultural and economic rebirth of Italian cities. The exchange of experiences between the parties involved, which started with the Laboratory, has generated an effective and spontaneous collaboration between the associations and the authorities of various cities, united by common challenges, and encouraged the consolidation of networks involving major local stakeholders to establish the partnerships necessary to acquire local and national resources with European funding. For this reason, the Confederation decided to combine the meetings of the 2018 Laboratory with the in-depth sessions on European policy and resources, promoted by the Confcommercio Delegation at the EU with its Roadshow - "Giving Form to Funding" - which involved the European representatives of Italian constituencies.

This publication bears witness to the proactive strength of Confcommercio and gives me an opportunity to express my sincerest thanks to its President, Carlo Sangalli, who has been a loyal supporter of this programme of urban renewal, and to the local associations and offices, for their contribution to this key issue for the future of our cities, our regions and our businesses.

# Antonio Decaro

President of ANCI - Associazione Nazionale Comuni Italiani (National Association of Italian Municipalities)



## ANCI and Confcommercio together for our cities

The widespread, uncontrolled and undifferentiated growth of cities, which has characterized Italy over the past three to four decades, has caused the loss of that unique cultural, social and functional stratification in our urban areas, favouring instead the spread of mono-functional neighbourhoods and sprawling suburbs, which have responded to the need for new housing and residential space, but have progressively emptied city centres, and in particular, historic centres, of their original function as the beating heart of these communities.

These places, often abandoned or decayed, constitute another problem to be addressed in modern cities, resulting in a loss of identity and poor services for the community, also at the expense of urban appeal and quality of life.

In an attempt to reverse this trend, in view of the key role that cities are set to play in the social and economic development of both Italy and in Europe in the coming decades, ANCI and Confcommercio decided, as early as 2015, to work closely together in various local areas with the aim of revitalizing Italian cities and their economies and responding to the changing needs of communities in an innovative way.

In this respect, the people who live and work in these areas on a daily basis make a valuable contribution to the municipal authorities. The possibility of networking with local stakeholders, including economic operators, has provided significant added value and helped launch urban transformation initiatives that are carefully targeted and take due account of their impact on the local area, thus triggering genuine urban regeneration.

In order to implement an overall economic, social and cultural strategy for the regeneration of urban centres, which safeguards and promotes the health and well-being of citizens, it is essential to start from the co-planning phase, to enhance the experience shared and implemented in the regions. This collaboration must be aimed at facing together the challenges of the modern world, with an eye to recovering a collective urban dimension that makes it possible to address change with determination.

It is therefore time to join forces and find a way to improve urban quality and build more attractive and competitive cities, by re-purposing and regenerating the decayed and underused urban fabric, upgrading existing buildings, promoting a functional mix and avoiding further land consumption.

We therefore welcome a new multi-level governance that is capable of strengthening synergies and collaboration between local authorities and stakeholders, that can rely on the commitment of the national government to its urban policy, and finally, that can call for more streamlined EU regulations.

# Silvia Viviani

President of INU - National Institute of Urban Planning



## Together for innovative urban planning

Following the 19<sup>th</sup> Congress of the National Institute of Urban Planning (Cagliari, April 2016), the INU focused on implementing the Country Project, an initiative aimed at improving the quality of community life, starting from the promotion of forms of aggregation, the introduction of a learning and proposal system and the involvement of many stakeholders able to provide experience, both in method and content, in order to make urban policy environmentally, economically and socially sustainable.

In this respect, we believe that the structure of the approaches, the solutions proposed and the strategies outlined during the National Laboratory for Urban Regeneration of Confcommercio, constitute a wealth of skills and knowledge, which can greatly contribute to a new season of urban and local regeneration. The final event of the 2018 Laboratory, which took place during our annual Urbanpromo review, provided food for thought for the wider urban debate on the vision of the city, highlighting opportunities for social and economic development for the future of our country. The many and widely differing experiences presented have shown the real strength of the Laboratory: creating a complex scenario to be analysed in order to draw useful guidelines for improving the functioning of cities. For this particular reason, the INU must confirm its support for Confcommercio's commitment to cities, further consolidating the relationship of respect and trust between the two organizations.

In fact, the National Institute of Urban Planning intends to support the network of public and private entities operating in the city, encouraging the establishment of a new town planning model. In this context, Confcommercio encourages us to reflect on the strategic role of the service sector for the vitality of cities and on the impact that urban policy and planning tools have on the city environment and, consequently, on the economy, urging us to develop proposals starting from the notion of the central role assumed by the individual, citizen or economic operator, whichever it may be.

To this end, we believe that to boost and support the local economy, which is an integral part of city life, urban planning needs to be oriented toward an economic, but also social and cultural revival of cities. Furthermore, the link with the surrounding areas, including outer-city areas, must be strengthened, local development plans capable of enhancing the unique features of the territory must be implemented, new quality standards must be tested and, last but not least, the regulatory instruments need to be amended.

# Urban Planning and Regeneration Department

**Roberta Capuis**, Head of Urban Planning and Regeneration,  
Confcommercio-Imprese per l'Italia

with

**Ilaria Fazio**, architect

**Manuel Torresan**, architect

**Paola Profeta**, editorial secretary



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## Background, purpose and structure

### ***Background***

This Handbook of best practices collects the many ideas and proposals that arose in 2018 during the meetings of the National Laboratory for urban regeneration. With the Laboratory, established in May 2016, following the signing of the Memorandum of Understanding between Confcommercio-Imprese per l'Italia and the Associazione Nazionale Comuni Italiani (ANCI), last year the proposal-making capacity of the local Confcommercio associations, and of the communities and regions in which they operate, was developed into a system aimed at encouraging urban regeneration practices geared towards harnessing the input of businesses in the process of improving the well-being of citizens and strengthening the entrepreneurial fabric.

The first meeting, which took place in Rome, at the Confederation's national headquarters, was followed by three events hosted by three Confcommercio Associations in the cities of Rovereto, Bergamo and Taranto. The final conference was held at Urbanpromo, the annual review of INU, and was coordinated by Iginio Rossi, director of Urbanistica Italiana. Tradition, innovation, sport, culture, tourism, urban regulation and management of market services were some of the issues addressed.

During the conference, coordinated by the Town Planning and Urban Regeneration Sector of Confcommercio Nazionale, and assisted by experts on the issues concerned, representatives of local Confcommercio, Municipal authorities, ANCI, public and private bodies, National Institute of Urban Planning, professionals and scholars explored further opportunities to develop together integrated urban development projects.

### ***Purpose***

In line with Confcommercio's objective to encourage the spread of a culture of partnership that, through a joint public and private commitment, allows for a revival of Italian cities, this publication aims to place at the centre of the national public debate the role of business activities of the service sector in the development of cities.

In this sense, the various experiences gathered testify to the possible contribution that the companies of the service sector can provide in the construction of a more liveable, productive and inclusive urban environment. Moreover, the *Handbook* is addressed to the Associations of the Confcommercio System and to the respective Municipal authorities as a working tool to jointly develop, according to the wishes of the renewed ANCI-Confcommercio Memorandum of Understanding, new solutions for managing the complex phenomena of contemporary cities, also starting from already tested cases.



### ***Structure of this handbook***

During the workshop, the local Associations and the other entities that collaborate with them shared their experiences and projects, collected here in 45 cards, grouped into five topics, which correspond to the chapters of this volume, listed below.

- 1) Tradition and innovation: businesses look to the future.
- 2) Businesses at the service of cities: urban appeal and social inclusion.
- 3) Tourism as a driver of development: culture and networks for local development.
- 4) Integrated strategic approach: urban and economic regeneration in synergy with local authorities.
- 5) Redevelopment of brownfield areas: an opportunity for cities and businesses.

Each of these chapters is introduced by important specific contributions provided by the twelve experts on the topics who have followed the work of the Laboratory.

The sixth chapter, Replicability, provides case studies of a selection of best practices, as an operational basis for their possible application in other local contexts.

### ***Conclusions and acknowledgements***

The projects that emerged during these years of experimenting provide an overview of useful knowledge for harmonising the national urban planning and legislative framework aimed at supporting urban economies. At the same time, the exchange already in place between numerous local Confcommercio organisations and the respective municipal authorities, in line with the renewed ANCI-Confcommercio Memorandum of Understanding, will make it possible to continue the process started for the benefit of communities and business systems.

Finally, we would like to thank all those who took part in the debate, including those who - in order to be brief - could not be mentioned, and all those who, for various reasons, made it possible to hold the meetings in the various cities, the in-depth analysis of the themes, the visits, the organisational phases and the dissemination activities.





# TRADITION AND INNOVATION

*Forward-looking businesses that form  
networks*





Andrea Granelli  
*President of Kanso  
innovation company*

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## Smart Italian Cities

Historically, people tend to move to cities: this creates an increasing urbanisation, which is apparently irreversible, by now. Cities is where innovation starts and imagining their future is a great challenge for all the stakeholders involved in an urban context.

The city's economy is increasingly based on the supply of services, which have been for decades now the most important component of GDP. This is due to the concentration of people and the proliferation of relationships, thanks also to the presence of cultural centres. Today's cities are not just the place where consumer spending takes place; they are also the place where value is created. In fact, whereas in the past the production of wealth was a prerogative solely of factories and farms, it is now the prerogative of cities and economic actors who, in different capacities, represent now the best guarantee of growth.

In recent decades, the traditional structures within the urban fabric have been altered as a result of changes in the contemporary society's customs, the demographic dimension and the phenomenon of immigration, all of which are actually changing the needs of the population within the cities. At the same time, the city itself is changing, not only with regard to mobility, or in terms of being also a place of tourist attraction, but also because it has become the place where people work.

The re-interpretation of the role of cities also depends on the changes that the world of labour is going through in our contemporary society, which is now much more "hybrid" than in the past. Co-working spaces, business incubators, self-employment, smart work, teleworking are only some of the issues characterising the new employment landscape that the contemporary city must be able to address. The aim of the newly-conceived urbanism in the age of networking must go beyond designing spaces and infrastructures; it must also deal with the phenomena resulting from the application of new technologies, and must be able to govern and guide these immaterial processes, by adding them to and integrating them with the physical ones. The new technologies, therefore, represent both an opportunity and a threat: this is why we have to stop and reflect also on critical issues, such as data protection and privacy, but not only that. Hence we should focus on planning strategies, not on short-lived tactics and favour long-term over short-term results.

Language is critical, too. The tendency to associate the concept of "smart" with the future might cause a deep sense of fear and inadequacy, because it is linked to the idea of radical change. Smart cities are essentially places where people live better. It is therefore important to establish a dialogue between the digital and the physical world, which, to date, are still separate realities. Perhaps, they could be

brought together by labour: trade, tourism, SMEs, services and welfare are the major topics related to the city and the citizens. And they are not technological chapters.

Really important infrastructures characterise “smart cities” today: broadband, which enables people to be connected anywhere; cloud systems, which offer the possibility to use data remotely; smart grids, i.e. technological networks equipped with intelligent sensors that collect information in real time and can help us save money, avoid waste of energy and reduce environmental impact; innovative logistics mobility, for example by means of drones that can be useful in sparsely populated or secluded villages; finally, the major issue about sensors. We are therefore faced with great technological chapters that are governing and changing our cities. But first we need to understand how to use the digital variable in an urban environment, by taking stock of what we really need, and therefore establish in advance what infrastructures we need and plan accordingly.

Italian cities will never be able to embody the model of smart cities offered, for example, by the Arab or Chinese “new towns”, nor will they ever be comparable to cities like Dubai. The most salient aspect of Italian cities is, in fact, their ancient heart, the historic centre and the widespread cultural heritage: more than a limitation to their modernisation, this trait is in fact a great opportunity for a strong identity characterisation and can - indeed, must - become an open-air laboratory where people can experiment with the most advanced technologies and solutions.

The challenge now is to create an "Italian way" that puts together tradition with courageous innovations, and not simply "stuffs" cities with technology. A possible link between innovation and tradition must therefore be identified.

As a matter of fact, a smart city is not necessarily a place packed with technology, but a city that has a smart heart consisting of an innovative service sector, what we may refer to as the service sector 4.0, i.e. the services that innovate the city, that make it alive, rich, attractive and capable of attracting talent, tourists and investors. In fact, one of the tangible objectives of cities is to facilitate the innovative service sector which is, therefore, the beating heart of urban innovation. It will become essential, therefore, to introduce factors of change and digital culture in businesses, put them together in digitally renovated, urban commercial districts and build platforms that help shops trade better by increasing their competitiveness.



Fabio Fulvio

*Head of Marketing, Innovation and Internationalisation  
Confcommercio-Imprese per l'Italia*

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## **Conventional and digital trade, possible synergies**

E-commerce has been hindering the development and activities of many of our members, with consequent repercussions on the cities. The Internet has transformed the world and the exponential growth of e-commerce may become a real threat to traditional commerce.

The rate of penetration of e-commerce in Italy is low compared to other countries: the average national figure is around 6%, considering the supply of services and the sale of products online; however, given the prospect of inevitable growth of this phenomenon within a short time, new solutions that can take advantage of this transformation process and counteract the negative influences already affecting our business world must urgently be found.

An analysis of the experiences of other countries shows that the role of the physical shop, however, has not entirely completed its course: it turns out, in fact, that even where e-commerce is widely established, 85% of sales still takes place in a physical shop. On the other hand, authoritative figures in the field of innovation, such as Marc Andreessen, co-founder of Netscape, literally claim that "software eats traditional businesses" and that, very soon, retail shops will no longer be able to resist because the way in which goods are distributed in traditional trade, with many small shops scattered throughout the country, is not very efficient compared to the possibility of using a few large facilities that can widely deliver at global scale. Moreover, shops as traditionally designed cannot, by their very nature, sustain a 20-30% reduction in sales. It is for this reason that in America there is already widespread talk of retail apocalypse, a sort of de-industrialisation of the services sector and trade, where there are even cases in which malls sue shops that close within their premises, because this is the main cause for the loss of value of the mall itself.

This is evidently a complex issue. The role of the physical shop is destined to change and, as far as our Association is concerned, there is a need for an increasingly closer collaboration between municipal authorities and local Confcommercio organisations, because, as someone within our System recently stated, "if a shop closes down in a given neighbourhood, it affects the entrepreneur; if five shops close down, this affects Confcommercio; if twenty shops close, this affects the community". It is no longer a question of saving individual entrepreneurs from going out of business, but of avoiding the dying of the city as a whole. However, if we look at the experience and success of digital giants such as Apple and other companies in Silicon Valley, we realize that instead, they recognise the value of the physical place as a point of contact with the customer and they have chosen to use shops to sell and promote their products. A major digital player, Amazon, is now investing in the physical shop: they have already opened a bookstore in Seattle and several AmazonGo stores, across the United States. If we look at the Chinese experience,

Jack Ma, the founder of the Chinese e-commerce giant Alibaba, speaks openly about the advent of new retail, that is, the reality where the physical shop and the digital shop are not in opposition to each other, but rather, complement each other within the same activity. It is a sort of positive coexistence between on-line and off-line, as in the case of the Hema supermarket chain, created by the same Alibaba: apparently traditional shops, where clients come into contact with the place and the goods, but where they can only purchase products through their smartphone.

If that is where we are heading, therefore, we need to train our entrepreneurs, by first teaching them that the change in progress involves the ability to know how to relate with two different catchment areas: on the one hand, the physical shop, to be enriched with a suitable environment and proposals for an "in-store" experience and, on the other, the online catchment area, which some of our members have already learned to manage thanks to the courses organized by local Confcommercio organisations.

It is also important to distinguish between the concept of "grocery and household shopping", linked to a need for efficiency, savings and speed, from that of "window shopping", in which the consumer expresses the need for emotional involvement and, hence, the desire to live an experience. One possible indication could come from the tests conducted through a number of temporary stores in Italy: here entrepreneurs were invited to discover and become familiar with the technologies for the digital store, which help to measure performances (i.e. intelligent cash register, people counting, etc.) and benefit from the experts' advice to explore further, for example, about rethinking shop windows. All these elements play a key role in attracting economic activity, but they should also form an essential part of the reasoning on the regeneration of city centres, on a par with other elements such as public lighting, green areas and street furniture.

Precisely in this sense, Local Authorities and local Confcommercio organisations could work together to implement, even on an experimental basis, the renovation of a small shopping street, where there is often room for improvement, especially as regards shop windows. Through minor, cost-efficient measures and a "modular" approach, the effects of which could be regularly monitored, we would be able to face the significant changes that the trade and services sectors are experiencing in a positive manner, for the benefit not only of our businesses, but of the city itself.

# TRADITION AND INNOVATION

*Businesses  
look to the future*

## Experiences

Confcommercio-Imprese per l'Italia Bologna

*Pietro Francesconi, Official*

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## Digital shop 4.0

The aim of the project is to exploit the opportunities provided by digital technology to innovate the point of sale, with an eye to increasing sales and raising the level of competitiveness of business activities in the neighbourhood.

Indeed, we believe that the commercial activity of the future can be a hybrid entity, in which the physical place and the digital tools coexist, and where it will therefore be possible to access both traditional shopping and shopping experiences integrated with the Internet. The project, easily replicable in other contexts, is based on four cornerstones: experimenting on new products and services, efficient and competitive use of digital technology, urban regeneration and on-the-field training.

We began by renovating an empty shop in the centre of Bologna, whose interiors were refurbished (from the finishing works to the lighting system), and we transformed it into a temporary store featuring in-store technology; its activity was examined starting from the analysis of the data coming from the adopted technologies. Among these, we installed a cash register capable of electronically sending not only the cash data to the entrepreneur, but also the sales data with an initial analysis that enables the entrepreneur to develop marketing strategies oriented toward more specific customers, while showing him how management control works. A series of training meetings on digital technologies has also been launched, addressing sales and service companies.

The project, carried out in partnership with several high-tech companies, was funded directly by the Association and the Chamber of Commerce of Bologna, which credited the same for being innovative.

The added value lies in having succeeded in actively involving a large number of companies in this temporary store, which has also become a workshop, by reclaiming - through its revival - and returning to the community a small city area which is still being used today by our member companies that work and experiment with digital technologies.

In addition, the Digital Shop 4.0 is a place dedicated to training, with a calendar of meetings open to small and medium-sized companies alike in the Metropolitan City of Bologna; it also provides consultancy services on social marketing, data acquisition and management (about cash, as well as sales), visual merchandising and interactive shop windows.

*For further information on the organisational structure of the project, see page 133.*

THE INNOVATIVE FEATURES OF DIGITAL SHOP 4.0



*The shop window becomes the homepage*



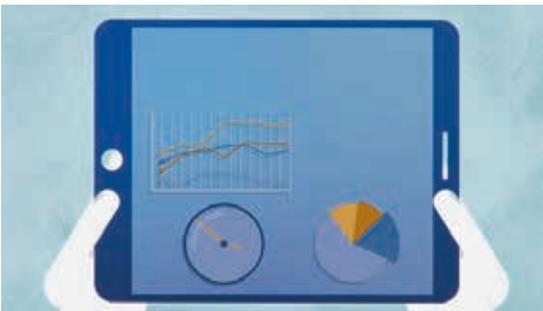
*On-demand set-up*



*Innovative lighting*



*Connected cash register*



*New analysis tools*



*Data becomes a treasure*



*Attracting new potential customers*



*The shop becomes a social platform*

Confcommercio-Imprese per l'Italia Palermo

Patrizia Di Dio, President

## The historic shops of Palermo for the economy of beauty

The project for the recognition of the historical shops of Palermo stemmed from a desire to protect the cultural and commercial heritage, as well as the identity, of the city, with the aim of promoting and enhancing the economy "of beauty" as the world ascribes to Italy: this concept is to be understood as the know how in the fields of, among others, design, fashion, food and wine.

The idea of development underlying the project ensures that both cultural and artistic heritage and the needs of businesses are safeguarded, while bearing in mind the attraction that Italian cities hold for foreign visitors.

In order to guarantee this harmony, and also to maintain the high attractiveness of the historic centre of Palermo, the project provides for the recognition of "historical shop" for traditional shops, ancient crafts of cultural interest and small historical shops or hotel facilities. The underlying objective of the project is also to stimulate the municipality to draw up a municipal regulation in favour of these historical businesses. These activities represent a unique social and economic capital, aimed at safeguarding traditions and protecting the territory, which must be strengthened at the same time, so that the younger generations will be able to carry on these activities or draw inspiration from them to achieve something new in the wake of these objectives.



*The Argento family is committed to preserving and handing down the ancient tradition of the Opera dei Pupi (a puppet theatre).*

The project, created by Confcommercio Palermo, has involved, through the signing of a memorandum of understanding, also other associations and companies which, in different ways and in different areas, operate in this area to promote and protect the city's historic centre. In order to be recognised as a "historical shop", economic activities must meet certain requirements and comply with the provisions



*The historical shop "Libreria Zacco" (Zacco Bookshop) hosts a presentation during the event "Via dei Librai" (Booksellers' Street) held in the centre of Palermo.*

of a regulation drawn up by a special technical-scientific committee in support of the promoters of the initiative. The result was one hundred applications submitted and fifty accepted, which - in June 2018 - were awarded a certificate during a public ceremony, in the presence of the municipal authority that supported and sponsored the initiative.

Given the success of the event, a new notice was published and, once the final list of these awards will be defined, various promotional initiatives and a dedicated marketing plan will be launched, including through social networks, to ensure that these activities succeed in transforming the historical and identity value into promotion and sales opportunities, by delivering a unique shopping experience to citizens and tourists. Our companies will in fact be able to show that they have deep historical roots, but also an eye to the future and the capacity to renew themselves and take on the challenges that will have to be faced in an increasingly global and digital market.



*Award ceremony of the first 50 "Historical Shops" in Piazza San Domenico, with the Mayor Orlando who delivered the parchment "Tessera preziosa del Mosaico Palermo" (Precious tile of the Palermo Mosaic).*

Trentino Sviluppo

Paolo Pretti, Chief Operating Officer

## Project Manifattura Rovereto: Green Innovation Factory



*A view of the Manifattura Tabacchi.*

The hub already comprises around fifty companies - from innovative start-ups to large industrial groups - but also entities such as Habitech, the first Italian district for energy and the environment, Green Building Council Italy, the Microsoft-COSBI bio-informatics research centre and Cimec, the interdepartmental brain-mind centre of the University of Trent.



*Overview of the project, with the public park in the foreground.*

Trentino Sviluppo, a system company of the Autonomous Province of Trent, operating in the design and implementation of economic development policies, is converting the historical compendium of the Manifattura Tabacchi of Rovereto, dating back to 1854, into an innovative hub dedicated to the green & sport economy that hosts companies, research centres and university training courses.

The hub already comprises around fifty companies - from innovative start-ups to large industrial groups - but also entities such as Habitech, the first Italian district for energy and the environment, Green Building Council Italy, the Microsoft-COSBI bio-informatics research centre and Cimec, the interdepartmental brain-mind centre of the University of Trent.

The project involves the gradual refurbishment of existing nineteenth-century buildings and the construction of new production facilities designed by the Japanese architect Kengo Kuma: 26 thousand square meters of modular, high energy efficient space with minimal environmental impact that will host entrepreneurial initiatives belonging in particular to three strategic areas: smart home, sustainable mobility and the sport industry. The participant companies will be able to use

an operating platform, consisting of high value-added services, specialized skills and knowledge, for the design and production of innovative goods and services founded on the value of economic, environmental and social sustainability.

There are three "core" elements that make the hub unique in Italy: the presence of companies, research and training centres. In particular, the Tess LAB laboratories, promoted by Trentino Sviluppo in collaboration with the University of Trent and the Bruno Kessler Foundation, which will be ready by 2020, will be the advanced interface between companies and the world of research. Progetto Manifattura will also host, by the end of 2019,



*A co-working area for start-ups in the sustainability sector which are accompanied in the start-up phase of their business initiative.*

the master's degree course in Sports and Physical Performance Science, the result of a collaboration between the University of Trent and the University of Verona.

Trentino is investing to promote the creation of a sports cluster in the region, and exploit the fact that, by its physical and geographical nature, it is a sort of large "open-air gym"; in fact, this region has since long been ranking among the Italian provinces with the largest proportional number of athletes. Sport represents a rapidly growing sector also for its economic potential and in 2016 it accounted for 7% of GDP growth in the province, also thanks to the design of technological innovations dedicated to the subject, such as social networks, apps, computer platforms, big data, sensors, new materials for technical clothing and equipment, sports nutrition and more.

The Rovereto hub, among others, is therefore set to become a test-bed for products and services offered by companies in the sports industry; this will create a synergic relationship between companies and the territory, by involving citizens directly as users and first testers of products and services.

**PROGETTO MANIFATTURA TORNA ALL'ANTICO SPLENDORE**

**1854**

Nasce la Manifattura Tabacchi, il più grande sigarificio dell'impero austro-ungarico

**2018**

Il polo cresce con la riqualificazione urbanistica e lo sviluppo di magneti strategici tra cui lo sport

**2008**

Cessa l'attività. La Provincia di Trento acquista il compendio e decide di dare vita ad un incubatore green: nasce Progetto Manifattura

**UN MODELLO WIN-WIN**

**MANIFATTURA** >

- Opportunità
- Imprese
- Innovazione
- Talenti

< **CITTÀ DI ROVERETO**

- Network
- Infrastrutture
- Stakeholder territoriali
- Stakeholder territoriali

Sviluppo di un **SISTEMA APERTO**,  
che promuove la cultura sportiva  
in chiave business

Wearit srl, sport-tech company

*Carlo Bianchi, Manager / COO*

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## **A case of operational synergy between new technologies and tourism services**

Wearit is a sport-tech company that creates smart products and services for the sports market. As part of the Spin Accelerator Italy contest, a programme for the international acceleration of start-ups working on sport technologies and solutions, sponsored by CONI - this company had the opportunity to follow a four-month acceleration programme at the Manifattura hub in Rovereto, and take part in activities ranging from training to coaching, and even have access to advanced technologies. At the end of the incubation period, Wearit ranked as the best European sport-tech start-up of 2018, winning the first edition of the award, which consisted of the possibility to remain in the incubator programme, carry on the growth and development process and fully exploit the specialized services and technologies at the Trentino Sviluppo hub (for more information on the Manifattura project, please see page 24).

The research, experimentation and prototyping areas of the start-up were illustrated at the round table of the Laboratory for urban regeneration of Confcommercio "Sport and economy, opportunities for the set up of new businesses", which showed that the use of new technologies is central in promoting an integrated model capable of connecting producers, tourist destinations and sport and fitness enthusiasts.

Another project heading in this direction is Wearit's UPSKI, a platform that gives ski resorts the possibility of using "intelligent boots" on their slopes that offer skiers a safer and more enjoyable experience on the snow, improve their performances, help them take part in challenges and competitions, and share the sporting results obtained with the social community. The technology used in UPSKI also makes it possible to detect possible accidents and, consequently, prevent them and increase safety on and off the slopes.

The project, of course, is addressed not only to athletes, but also to companies in the winter tourism services sector (ski schools, sports equipment rental companies, plant engineering and tourism promotion companies, etc.). Indeed, the data collected and processed can be used to create/provide services and products that increasingly meet the needs of "advanced skiers", or to supplement the offering intended for those who, even if only occasionally, want to experience the ski slopes in a fun and safe way. In this way, tour operators can broaden the range of services offered by including detection technology into the sports fittings for greater involvement of the end users.

The goal is to be able to offer a customized data platform and to make sports equipment smart, even in other sports, in order to promote a more personalized experience for end users.

Ascom Bergamo - Confcommercio-Imprese per l'Italia

Oscar Fusini, Director

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## Hermes: information system for trade

In the context of urban regeneration, trade is not only a driving force for the economic revitalization of the city, but also an element that can make a significant contribution to improving the quality of life of its inhabitants. In recent years, the activities of our Associations have changed, not without effort, from mere adaptation to the decisions made by municipal authorities to a more proactive role in urban planning choices that, ultimately, have a very strong impact on trade and, consequently, on the city itself. In this sense, it was significant to obtain an amendment to our Regional Governance Plan that has, in fact, culturally superseded the model according to which medium and large retail establishments can not be opened in city centres. We believe that, under certain conditions, they can act as magnets for local businesses. We also required to change the two-way traffic in a busy commercial road affected by a regeneration project into a one-way road. The local authorities accepted our request.

This is the context where the Hermes project will be implemented. It is based on the idea of channelling the regional tenders "Sto@2020" and "Asset" (for further information on the initiatives of the Lombardy Region, see page 83), on support measures for trade; both tenders aim at preventing the exodus of businesses from the municipalities in the province of Bergamo.

Taking advantage of the opportunity provided by work-based learning (*alternanza scuola-lavoro*) with students from three schools, active and inactive business activities were identified and mapped in order to develop a database that enables us to conduct analyses on the existing business fabric, based on the redevelopment and reactivation of local businesses, in critical or marginal areas in need of urban regeneration.

In order to create a single information system, to which all the stakeholders have access, we needed to involve and enter into agreements with the Region and the municipal authorities. The next phases of the project require that the information collected, along with the mapping of pilot areas implemented in the system, is automatically updated through the SUAPs and cross-checked with the data of the business register, thus restoring the picture of the current situation with data on the number and the kind of businesses. This will make it possible to read and interpret the changes and transformations under way, assess the impact that certain urban policies may have on the economic system and ensure that advice is given to start-ups and already active companies that wish to reposition themselves.

For further information on the implementation of the project, see page 128.

Ascom Confcommercio-Imprese per l'Italia Province of Genoa

*Paolo Odone, President*

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## **Integrated street centres - Liguria Region**

The experience of the Integrated Street Centres (CIV) in the Region of Liguria stemmed, almost twenty years ago, from the need to create a concrete tool that would make it possible to attract European resources allocated to urban regeneration, in order to implement projects that take into account retailing system as an essential element for the success of the revitalisation of a region.

Over the years, the relationship between public and private stakeholders has thus been strengthened, since, on the one hand, the municipal authorities have taken on urban renewal projects and, on the other hand, groups of economic operators, grouped in consortia, have dealt with the additional projects of retail revitalization in some city areas. This approach has made it possible to create a common vision and to carry out shared and common projects to improve the quality of life and vitality of the entire city. In addition, this synergy between the parties has made it possible to participate in European tenders, and obtain financial resources amounting to approximately € 7.5 million for the redevelopment of Genoa districts and the renewal of commercial activities operating in them. The positive experience of the CIV instrument has been made possible also thanks to a memorandum of understanding signed in 2008 and renewed in 2015, which has created a series of agreements and facilities with the Public Administration and a municipal desk dedicated to all the activities and issues that the consortia must address in coordination with the relevant trade association .

Unlike commercial districts, the CIVs are established according to perimeter areas and every time a new integrated street centre is created, it is compulsory to provide this perimeter both to the Municipality and to the Region. CIVs allow entrepreneurs to be personally involved in the decision-making process of the area of the city in which they operate, by expressing their opinions, for example, on future commercial settlements and transformations that could affect the area of the CIV itself.

In order to continue to bring activities together in the area, also by supporting those entrepreneurs who are wary of joining the consortia, a sort of "experimental CIV" was recently established. This type of business allows a group of companies to start working without extraordinary obligations, for a trial year, during which they benefit from the municipal support provided for CIVs. The aim is to experiment with the operating methods of teamwork, create the conditions for formalizing new street consortia and make operators more aware of the problems and opportunities that can be addressed with this tool. This 2018 experience produced positive results and further ten CIVs for the city of Genoa were made official.

Confcommercio-Imprese per l'Italia Puglia

*Giuseppe Chiarelli, Secretary*

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## Urban commercial Districts - Apulia Region

Confcommercio Puglia recognizes the Urban Commercial Districts (DUC), provided for by the legislation of the Region, as an opportunity to implement shared policies among the various stakeholders interested in the development and promotion of the region. The Apulian DUCs, introduced by the 2008 regional legislation and reconfirmed by the 2015 one, are strategic tools for implementing shared projects where commerce is the integrating factor.

In 2017, the Region launched a tender to support the creation and operation of DUCs. The tender is reserved to the 165 municipalities (49 of which are organised into Unions of Municipalities) interested in their establishment and already signatories of the Memorandum of Understanding with the Apulia Region and trade associations (Confcommercio and Confesercenti). To underline the importance of this commitment among local stakeholders, the cities, in order to participate in the tender, must attach to the application form the District Agreement, for the implementation of business development projects, signed by the signatories of the MoU, the approval of the Municipal Council for the Program and their commitment deed for the establishment of the independent body of the District (Organismo autonomo di Distretto).

The overall resources made available by the Region to support the first implementation of the DUCs and for the preparation of the required municipal strategic plans, amount to 1,350,000.00 EUR, with eligible expenditure for: studies and analysis for the preparation of the Strategic Trade Document of the DUC area, regularly adopted, without which there is no disbursement of the final settlement; assistance for the definition of the District Programme and the plan of activities; direct training to businesses for the dissemination of the activities of the DUC; organization of events and meetings.

In addition, expenses are allowed to fully support the creation of technological infrastructure for the implementation of data analytics hubs and common services and, in this regard, Confcommercio is creating a multi-channel platform (web and mobile), called SmartDUC, through which users can access useful information and data about each Apulian DUC, such as: information about events, weather data, business hours, etc., marketing services for the promotion of the region and the business pattern; programmes for the active participation of citizens; geolocation services for DUC companies; technological platforms for data collection and processing.

## San Pellegrino (BG) and Clusone (BG) Commercial Districts

*Oliviero Cresta, District Manager*

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### **Commercial Districts - Lombardy Region**

The experience of commercial Districts in Lombardy was initiated in August 2008, with a first regional tender that identified commerce as the strategic driver of economic development and social growth in the area. As early as the following year, the Region recognized the Districts on a permanent basis and they can still be established even in the absence of a specific tender. On the whole, the Region has invested heavily in this form of management, allocating 85 million euros over ten years. To date, 200 districts are operational, 147 of which are "widespread" (consisting of at least 3 municipalities) and 53 "urban".

As far as management aspects are concerned, the Region has not imposed a model, deliberately leaving the Districts to operate independently, but experience has shown that, for a more streamlined management of initiatives and activities, there are two types of governance that work best: the most widespread one is the constitution in an unincorporated association and the other one involves having a district manager.

In Lombardy, the first case, is always made up of Municipalities and trade associations, with the possible additional participation of the Chamber of Commerce or other stakeholders. Undoubtedly, this form of partnership has management advantages since, in its absence, any specific initiatives of the district must be included in the municipal budget, with consequent greater difficulties of implementation. Of course, since the association mainly uses public resources, it carries out checks and makes cost-effective choices for the supply of goods and services, too, but in more efficient and effective ways in order to seize opportunities and implement projects.

The management in the Districts that have appointed a manager is even easier. The manager provides key additional support in terms of skills (he or she is a recognized professional in Lombardy) and performs a super partes activity of coordination because, since the manager represents all the signatories to the district agreement, he or she will have to settle issues sometimes involving conflicting requirements. The work of the manager, who is paid for such job, allows the Districts that have one to operate more quickly than those that can only count on the human resources of municipalities or trade associations.

Finally, it is important to remember that the district is a place where agreement and coordination must be sought and, for this reason, participants must be available for dialogue and discussion among them, with the aim of coordinating and optimizing energies and resources and avoid, for example, overlapping initiatives. Participants must be united by the common goal of developing cities and their economies.

*For more information about commercial districts in Lombardy see also page 83.*

Unascom - Confcommercio-Imprese per l'Italia Provincial Association of Treviso

Francesca Mureri, Official

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## Commercial Districts - Veneto Region

The experience of the Venetian Districts began in 2012 with the preparatory phase of the "Integrated programmes for the management and redevelopment of historical and old town centres" promoted by the Veneto Region (DGR 2741) and the first pilot projects aimed at identifying the actual commercial Districts were financed in 2014. Previously, some municipalities had already established street associations, which were then further structured into public/private associations, because bringing together local stakeholders was seen as an opportunity to work together on issues of common interest and thus experiment, even before the regional initiatives of 2012 and 2014, the concept of networking and shared governance of the area.

The model of the commercial District, formally incorporated in the so-called Statute of Enterprises (L. 180/2011, art. 5(1)(e)) differs, of course, from these first spontaneous forms of networking. It aims mainly at enhancing the social function of trade and fosters economic development, thanks to the figure of the district manager.

The opportunity given by the regional tender of 2014, in which Treviso participated and was ranked at the top among other cities on account of the content of its project, made it possible both to test the management of the District, since the tender expressly provided for the identification of a manager, and to strengthen synergies with the municipal authorities to initiate shared strategies on urban and regional planning. The dialogue with the authority has also made it possible to focus, within the District Programme, on the key points for its future development:

- creation of a stable model for the management and development of the historic and old town centre, which also includes issues related to the management of the suburbs;
- improving accessibility and developing sustainable mobility;
- encouraging policies for the temporary reuse of vacant shops, in accordance with the aims of the ANCI-Confcommercio National Memorandum of Understanding (also signed by the city of Treviso), with the provisions of a local agreement with Confedilizia and with the other associations of property owners;
- experimentation of innovative technologies in the management of services and in the analysis of commercial flows, enhancing the centrality of data, data sharing through technological platforms and implementing existing databases (SUAP, Town Planning Office of the Municipality, Chamber of Commerce) to make it easier to understand the region and its characteristics and help the activities of the District.

In order for these points to be translated into concrete actions and for the district system to make the quality leap needed to become a governance tool that goes beyond the programming of animation activities, it is necessary to work concretely on four levels at the same time: Public Administration, companies, funding sources and technical partners. The objective is to implement new sustainable development strategies that bring about smart cities.

Confcommercio-Imprese per l'Italia Province of Vicenza - Schio District

Nicola Minelli, District Manager (Iscom group)

## Heart of Schio: a district to release positive energy

"Cuore di Schio" ("Heart of Schio") is a project for the enhancement of the historic centre of Schio, a city of 39,000 inhabitants in the province of Vicenza, which was launched at the end of 2014. The project, developed by the Municipality with the collaboration of trade associations and local economic operators, has benefited from two important regional co-financed funds (Integrated Programme and commercial Districts). The first one amounts to about 170,000.00 EUR for a total expenditure of about 400,000.00 EUR and the second one amounts to about 250,000.00 EUR for a total expenditure of approx. 700,000.00 EUR. In a nutshell, the projects consisted in the redevelopment of public spaces, the redevelopment of shops and the development of group, marketing and communication activities for the promotion and enhancement of the historic centre. The project was coordinated by the Iscom group - the winner of the tender called by the local authorities for the identification of a district manager - and included the establishment of a deliberately "informal" steering committee that is, a negotiating table for the municipality, trade associations and entrepreneurs. These tenders have provided the opportunity to start an innovative management of the process: the presence of external professionals - perceived as competent and super partes - and the organization of "informal" meetings with entrepreneurs has made it possible to create opportunities for greater involvement than the traditional meetings. This counteracted the demotivation that had kept away traders in the past from any activities to redevelop the city centre.



In September 2016, the Ascom of Schio and seventeen entrepreneurs established the association "Cuore di Schio", an entity responsible for implementing the projects developed by the association itself, in collaboration with the municipal authority. In

December 2017, the end of the activities of the regional project - and of the related resources - coincided with a moment of reflection on the encouraging results achieved. Unlike in other situations, things were taken further in Schio thanks also to the decision to make operators contribute financially to the initiatives already during the public financing period. Support for this decision has also come from the municipal, which has extended the appointment of the manager, whose salary is paid by the Municipality and Cuore di Schio - until the end of 2019. In the meantime, the Association has established and approved an annual activity plan, on the basis of which local manufacturing companies and SMEs have also become permanent sponsors; in this way, significant funds have been raised.

The decisive factor in encouraging this process was the support of the municipal Authority, its ability to listen, act and focus on enhancing the "positive energy" of operators and thus create a trust and cooperation environment, which made the number of members raise to fifty-eight in 2018.



Casa del cuoio, piazza A. da Schio 20



Bar Due Mori, via Pasubio 20



Xoccatò, via Pasubio 59



Erboristeria di via Sarco, via Pasubio 82



Strobbio Sport - via Capitano Sella 8



Kruder, via Garibaldi 5



AL LEONCINO - PIAZZA GARIBOLDI 4



BENETTON - VIA CAPITANO SELLA 7



DUE SPADE - VIA CARDUCCI 12



CARTOLIBRERIA SANTACATERINA - VIA PATRINO 10



FARMACIA TELLA - PIAZZA DOTTI 3



GIUGLIEMI UOMO - GALLERIA LANDTURZI 11



MAX SPORT - VIA PATRINO 11



In addition to the usual association activities of meeting, training, updating and animation, the management of Cuore di Schio has given much space to the involvement of entrepreneurs and their presence on social networks, with positive results on the participation and visibility of initiatives.



## COMMERCIAL ACTIVITIES SERVING THE CITY

*Urban attractiveness  
and social inclusion*





Roberto Ravazzoni

*Full Professor of Distributive Marketing  
University of Modena and Reggio Emilia*

## **Trade and historic centres: towards an integrated management model**

An important prerequisite, which is fundamental in tackling the question of revitalising a historic centre, is the awareness of the complexity that characterises this intricate reality. The issue of redeveloping a historic centre cannot be exclusively linked to the identification of the initiatives to be taken, but also to the question of who should take on the responsibility of dealing with it. The revitalization of a single economic activity, irrespective of its size, appears to be less complicated, if the entrepreneur can have the support of professionals responsible for specific functions. On the contrary, the approach to the regeneration of a historic centre is a much wider issue, since we are dealing with a multilayered reality encompassing "many vital sectors" such as business, the service sector, and much more. It is therefore necessary to try to imagine the historic centre as a unique and multidimensional "product", in which many different stakeholders are actively involved, each one contributing to its vitality and playing a very important role.

In recent times, there has been a significant reduction in the number of shops in fixed locations in Italian cities, which has had an even stronger impact on historic centres. For this reason, a general and shared review of the role of historic centres among all the stakeholders involved seems necessary, starting from the Municipal Authorities. The aim is to make historic centres more attractive, respond to the changing needs of consumers and to the changes within the business sector, in relation, for example, to digital commerce and to the relationship between local businesses and large out-of-town retail parks.

At the same time, it should be noted that, in recent years, residents and tourists have "rediscovered local shopping", which leads to new buying habits focusing on the enhancement of local products and the history of places and traditions, which could provide an important opportunity for the regeneration of Italian historic centres. However, in order for a general recovery to take place, it is essential for local businesses in these historic centres to become aware of the importance of "networking", stop considering themselves as individual businesses but as fundamental parts of a larger project whose overall objective is to revitalise the historic centre and make it more attractive. Consequently, it is necessary to provide for a unified and agreed upon strategy for the initiatives that will be implemented, in order to create synergies between the stakeholders involved. This would also help manage any conflicting interests, and provide training so that we can gradually acquire full awareness of the fact that working together is, in fact, a new way of competing. For example, the economic activities of the historic centre could (or rather should) be organised in a consortium, providing for the implementation of shared marketing and promotional activities or services offered jointly to the citizen/consumer, such as a service of delivery of goods to the home, using a single partner

(perhaps a cooperative of young people, equipped with electrical/hybrid vehicles), or the testing of new products and technological services available to all participating businesses.

In other words, the historic centre must be "reimagined" as an organic shopping district. For this reason, it is necessary to establish a round table, in which the municipal authority assumes the role of director and the task of outlining a shared, medium-to long-term strategic plan, which also puts in place all available resources, both public and private. It is also desirable to provide for a coordinating committee for the historic centre, managed by a manager who has an overview of "what the city has to offer" and who coordinates all the activities and communicates them to the end users, ensuring the maximum effectiveness of the planned activities. Moreover, it is necessary to give a "brand identity" to the historic centre, through the creation of a common logo for all the activities located in the area or the creation of specific brands for some strands of activities such as, for example, the brand "Bottega Storica" or a "family friendly" brand for all those activities that offer specific advantages to families and children.

With this in mind, the shared strategic plan will become a specific urban marketing tool for the management of the city. Urban marketing represents, in fact, one of the three "tenets" behind the marketing of the region, together with the attraction of investments and the promotion of tourism, key elements for a genuine regeneration of the historic centre. The final result will depend very much on the degree of awareness and, above all, on the sense of belonging of each individual involved in the urban renewal project. Therefore, first of all it is necessary to produce a radical change in the way local stakeholders think, starting with economic operators who must learn to work together, and to provide training courses that instil greater awareness of the role that everyone can (and must) play within the urban marketing plan to maximise its success, to the benefit of all users of the historic centre.



Massimo Prontera

*President*

*Ordine degli Architetti PPC*

*(Architects professional association) of the Province of Taranto*

## **A vision for urban centres**

The cities of the 21st century are unanimously recognised as the hubs of development, innovation and wealth production and their strength is in proportion to their size. Italy is made up of a small number of large cosmopolitan cities and of a large number of small and medium sized cities that, along with their surrounding areas, create a continuous network of urban centres with their relative strengths, potential and shortcomings.

Cities and regions are places where people have to live together in harmony, but are also inevitably places of conflict and hardship. However, they represent the only successful model of urban development.

Cities and regions are the authentic human ecosystem where we can promote a better quality of life, without leaving anyone behind, creating new job opportunities, which means opportunities for the present, for the future and for the dignity of all.

Italy will not be subject to great building development in the near future, as a result of the increased awareness of the issue of environmental protection and due to the absence of an objective need for new urban settlements. However, if towns are not expected to grow, they will have to change internally through minimal or sometimes large scale transformations, according to their needs and potential. However, there will always be the need to regenerate existing towns, but it will no longer be necessary to expand them.

These transformations require operational tools other than those used up to now, a closer correlation between small-scale projects and urban contexts, greater participation of the stakeholders involved, and therefore an appreciation of the need for an "urban culture".

In this sense, there is an urgent need to accelerate a national and international debate among the various stakeholders involved in these transformations in order to create a new paradigm of the quality of urban life, so that the city becomes more and more a desirable place to live, work, meet, train, explore and have fun; an attractive place for investment, for young people, for researchers and talented professionals.

It becomes necessary for the city to be a welcoming place for a community that is able to review the urban life model, to "generate value" from its local, cultural, social and relational assets, included in a wider project of economic conversion and improvement of the quality of life.

At an international level, several cities imagine their future from here to fifteen, twenty and thirty years, knowing that a selection is taking place between those that are able to offer work and a better quality of life and those that lose their importance and role in the world. In this sense, economic opportunities, the quality of urban

activities and quality of life can be the outcome of a competitive innovation process consisting of choices and new policies, new organisational models and general structural investments. Bringing urban regeneration to the centre of planning entails the need to create joint initiatives involving the various public and private stakeholders interested in the transformation of cities. It entails also the need to provide a new legislative framework on the theme of regeneration that makes it possible to overcome the current approach, which, at least for the time being in Italy, is still of a purely urban planning-construction type.

After having neglected the human dimension of the city project for years, there is growing pressure to bring back to the centre of the debate the people, whose main desire is represented by the objective of living in dynamic, safe, sustainable, accessible and healthy cities. It is in this context that widespread economic activities clearly represent an indispensable growth driver for our cities.

All urban centres, from small villages to large cities, represent for Italy the historic places of a city's identity, the centres of economic exchange and trade, of social relations between people.

The square, intended as a place for meeting and socialising and, above all, as the main place for business activities, is a real cultural heritage to be preserved, because it embodies the best elements of vitality and positive drives of Italian cities.

Even today, the importance of the historic centre as the preferred hub for a variety of complementary or heterogeneous small businesses, which represent a significant share of the flow generators and service providers situated in the central areas of our municipalities, is striking. At the same time, the pattern of commercial activities represents an important element of the overall attractiveness of the centre and its functional identity.

However, in recent decades the role of the "city centre" as the centre of economic and social activity in Italian cities has been seriously questioned. The new relationship between the centre and the suburbs, understood as authentic new urban realities, the consequent difficulty in reaching the historic centre, the age-old problem of roads and car parks, and, last but not least, the problems associated with security or the perception of insecurity in certain areas of the city that have often become marginal, albeit geographically central, have jeopardised this important function which has operated efficiently for centuries.

To strengthen the link between the city and its economic activities, it is essential to improve the overall attractiveness of the urban area in the near future and this result can only be achieved through the promotion of a new concept of collaboration, of "working together" locally: This involves not only economic operators, but citizens, municipal authorities, property developers, other institutional bodies, both public and private, and even professional associations.

# COMMERCIAL ACTIVITIES SERVING THE CITY

*Urban attractiveness  
and social inclusion*

## Experiences

Confcommercio-Imprese per l'Italia of the Province of Arezzo

*Anna Lapini, President*

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## **Wake Up - Let's reopen the city**

The initiative involves the revitalization of the historic district of Saione, adjacent to the centre of Arezzo, once a stately area of the city with a thriving commercial pattern, now a heavily-populated and multi-ethnic district, often the scene of petty crime. The Wake Up project is based on the concept of urban, economic and social regeneration, both of the areas of the district and of the community that lives there, through regional marketing initiatives aimed at stimulating the existing commercial network and business development and at creating an inclusive and engaging participatory process.

The Confcommercio of Arezzo, in agreement with the municipal authority, the Region of Tuscany (which has allocated 90,000.00 EUR for the project) and with the help of external partners and youth cooperatives, has outlined a project that provides two courses of action: one aimed at improving the image of the area, through micro measures of requalification and urban marketing activities, also aimed at facilitating the establishment and creation of new commercial, accommodation and service companies, the other, aimed at reinforcing the perception of neighbourhood security, with measures aimed at strengthening the so-called "participatory security" between citizens and businesses, in conjunction with the Police. Among the latter types of initiatives, there is currently a real-time reporting service, via WhatsApp, which provides for closer collaboration between citizens and the local police, for the timely reporting of acts of vandalism or petty crime.

Urban regeneration and marketing initiatives involve different entities: the municipal authority, entrepreneurs already established with their activities in Saione (including the owners of many local long-established businesses), those who are interested in opening new businesses and start-ups in the area, young people who intend to offer innovative ideas (eg. temporary showroom, art or photography exhibitions) for the short-term use of vacant commercial properties, residents of the neighbourhood, local associations and owners of vacant properties.

The project drafting phase and the monitoring phase of the vacant premises were completed in early 2018. By March 2019, all the activities outlined above are expected to be fully implemented. The municipal authority has also undertaken to adopt tax incentive/reduction measures to facilitate business activities that operate or intend to operate in the area. Among the expected results are a positive economic impact on the network of local businesses, as well as an increase in services and a better perception of security by residents of the neighbourhood, which would also completely change the perception that the inhabitants of Arezzo have of this area.

# RIAPRIAMO LA CITTÀ

## Presentazione progetto WAKE UP

**Vittorio Bugli**  
assessore Regione Toscana

**Franco Marinoni**  
direttore Confcommercio Toscana

**Reading: Un'impresa libera, costi quel che costi**

**Alessandro Ghinelli**  
Sindaco di Arezzo

**Anna Lapini**  
Presidente Confcommercio Toscana

*con la partecipazione straordinaria dell'attore*  
**Paolo Briguglia**

## Cocktail-aperitivo aperto alla cittadinanza

Con la degustazione di prodotti tipici del territorio a cura di  
Macelleria Alberto Rossi e Ristorante Dario e Anna

# Arezzo, CAMPO DI MARTE

## Mercoledì 25 luglio, ore 20.00

Segreteria Organizzativa: Confcommercio Arezzo - Gian Luca Rosai, 0575 350755 - [teameventi@confcommercio.ar.it](mailto:teameventi@confcommercio.ar.it)



Ascom Confcommercio-Imprese per l'Italia of the Province of Ferrara

*Davide Urban, Director*

## Urban regeneration of Piazza della Repubblica

In recent years, Ascom Confcommercio Ferrara has played an increasingly active and pro-active role in the dialogue with the municipal authority, in relation to issues of particular interest to the city, aware of the impact these may have on economic activities and their revitalization, and according to the principle of subsidiarity.

The project for the urban regeneration of Piazza della Repubblica, located near

the Castello Estense, stemmed from the need to restore vitality to a historic square in the city centre, which, from being a place where people gathered, had gradually become completely run down and lost its original identity.

In 2014, the Association undertook a symbolic initiative of reclamation and cleaning of the historic fountain in the centre of the square, by involving local business owners, with the aim of returning it to the citizens and, at the same time, of enhancing the appearance of the nearby shops and restaurants.



*The Square in a vintage postcard.*

Subsequently, Confcommercio, in collaboration with the Chamber of Commerce, launched a project for the establishment of a network of companies among the businesses in the square. The first step, partially sponsored by the Chamber of Commerce, made it possible to buy street furniture for the square, which all the businesses, inspired by the French bistros, could have access to in order to provide their services, thereby turning the square back into a public space. Over time, the project has been further developed, turning Piazza della Repubblica into "the foodie's square", i.e. an area celebrating the excellent food and wine of the region, and starting the creation of shared menus, renewing the image and reputation of the square and taking the opportunity to promote local products and plan, year after year, a calendar of entertainment events.

As proof of the importance of developing strong synergies over time between the entrepreneurs participating in the network and a solid collaboration with the Chamber of Commerce and the municipal authority, the urban regeneration project of Piazza della Repubblica has made it possible to return the area to a place where people meet and socialise and the ideal venue for holding events, with a positive impact on businesses. As a consequence, not only have businesses thrived and increased their range of products and services, but also the entire community now enjoys spending time in the square once again. The square has been further enhanced recently with new furniture and street lighting.

**La protesta**

«Domenica piazza Castello era affollata peccato per un brutto spettacolo a 50 metri»

**La proposta**

«Tagliamo la fontana per creare un parapaliopepido di vetro da dedicare a esposizione ed evento»



SOTTO LA PIOGGIA il direttore generale di Ascom Davide Urban (al centro) insieme ai commercianti della piazzetta.

# Negozianti al lavoro per pulire la fontana

*Piazza della Repubblica, successo per l'iniziativa di Ascom: «Riqualfichiamo l'area»*



**Piazza del Gusto**

Piazza della Repubblica - Fidenza

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ASCOM

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Ascom Confcommercio-Imprese per l'Italia of the Province of Turin

Federica Fiore, Official

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## Design serving accessibility

The project, promoted by Confcommercio Torino, stems from the request by the “*Consulta delle persone con difficoltà*” - an association that specialises in providing assistance and services for the disabled - to have easy access to the historic centre. The acknowledgment of real issues associated with accessing the centre was welcomed by businesses and this led to the implementation of the initiative.

The aim is to improve the usability of our cultural heritage, of public places, streets and shops that make up the urban fabric of the centre of Turin, work on mobility processes and on the use of spaces, outline an innovative and simplified vision, also through an experiential approach by children, elderly people, citizens and people with disabilities.

The project focuses on Via Po, in the heart of the historic centre of Turin, a street architecturally characterized by ancient arcaded listed spaces (protected by the Superintendence). The street, which connects the two main squares of the city, is an attractive, organic shopping area, but is difficult for people with motor disabilities to access.

The project was carried out in two phases: the first one, which took place in 2017, was aimed at involving the businesses located on Via Po, through an initiative called "All customers", and ended up encouraging businesses to equip themselves with solutions that would allow full accessibility to the area; the second one saw the launch of an international competition asking young professionals to create design solutions that could reconcile the need of businesses to implement a cost-effective and user-friendly solution, with that of customers, to be fully included in city life. To this end, a wide network of stakeholders was involved, including the Ordine degli Architetti (Association of Architects) of Turin, the Superintendence, the Chamber of Commerce, the Foundation for Architecture, with its design team, Pininfarina.

Between January and April 2018, the architectural barriers of the street were mapped, thanks to the work of fifty volunteers, and a network of partners was set up that allowed them to find 12,000.00 EUR for the initiative and to identify a company that would be available to build the prototype of folding platform, winner of the competition. Via Po will hopefully soon become the first fully accessible shopping street in the city.

The initiative has already achieved an initial result: to involve businesses from a whole commercial sector in a project of urban regeneration by raising their awareness, making them responsible for social inclusion and making them focus on accessibility for people with disabilities.



The arcades of Via Po.



Exhibition of the projects participating in the competition "Spazio al design. Visioni sull'accessibilità universale degli spazi urbani".

Confcommercio-Imprese per l'Italia Region of Valle d'Aosta

*Ezio Donzel, Consultant*

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## **I live and buy in the mountains**

The project addresses the issue of commercial desertification in small mountain municipalities, trying to find solutions to the problems associated with the decline in the quality of life as well as employment and business opportunities. The aim is to reverse the trend of depopulation of the mountain environment with the consequent closure of shops and small businesses. In addition, the project is structured so as to adapt to the size of microeconomy for the marketing of small quantities of high-quality products.

The seven tiny municipalities involved in the project are: Rhemes N.D. (89 ab.), Rhemes S.G. (181 ab.), Valgrisenche (196 inhabitants), Valsavarenche (161 inhabitants), Doues (511 inhabitants), Allein (229 inhabitants) Ollomont (157 inhabitants). The initiative is aimed at local businesses and, at the same time, meets the needs of the resident population, which, if they are older, have greater mobility issues, as well as the demands of tourists, who are only present at certain times of the year.

Confcommercio Valle d'Aosta, the promoter of the project, has grouped the seven municipalities in an "institutional network" and has supported them in the implementation of a project aimed at organising the needs and initiatives of each municipality, making them converge in a unified and sustainable framework to ensure continuity.

The project aims to strengthen the four sales points that are still operational, to create a micro-distribution system for the fifth municipality and to reopen two other sales points that are currently not in use. This means maintaining employment in the region that, although modest in terms of numbers, is important for its socio-economic value.

The resources were found through the national tenders "Supplementary Fund for Mountain Municipalities" of the Department for Regional Affairs of the Presidency of the Council of Ministers, which aims to encourage the maintenance or expansion of the integrated commercial offer, i.e. in the form of multiservices, appropriate to the needs of the local economy and the social fabric that characterize mountainous regions. These initiatives, aimed at strengthening the sales capacity of the businesses, include: the possibility of expanding and restructuring shops; the purchase of new equipment; the search for new procurement systems capable of containing costs that can become, in these contexts, disproportionate to sales opportunities.

The initiative aims, in short, to protect the mountainous region, to safeguard its social dimension and to enhance the microeconomy that characterizes it, through the development of an operational synergy between nearby areas.

Confcommercio-Imprese per l'Italia of the Province of Alessandria

Alice Pedrazzi, Director

## Synergies between sport and trade

Confcommercio of Alessandria, which has always believed that all the elements of a city can and must contribute, each for its role and characteristics, to convey the city's image, has seen in sport a highly effective tool to spread a positive and proactive message of the city and its surroundings: In fact, this has helped regain that sense of community without which, using a sports metaphor, it is not possible to "team up" and increase the attractiveness and productivity of the area.

With this in mind, the Association has created, over the years, a solid partnership with various sports organisations in the region, among which the most prestigious and effective was the one with *Alessandria Calcio* (Alessandria football team), putting in place various co-marketing initiatives to promote the best of Alessandria and the image of the region, through sport. On the one hand, therefore, Confcommercio has become a partner of the "Grigi" team, while on the other hand, joint projects have been designed and developed that have established a link between sport and the region, with interesting results in the economic, social and cultural sectors.

"*Alessandria Village - Il gusto del calcio che unisce*" (Alessandria Village - The love of football that brings people together), for example, is an initiative created to promote the image of the city and its excellent food and wine during team trips to different regions of Italy, with the aim of encouraging people to find out about and enjoy traditional local produce and of promoting the accommodation facilities in the province, with the tourist packages created for "ViviAlessandria". Moreover, these events have been organised with the support and involvement of the local Confcommercio organisations, establishing a sort of ideal twinning also between the local associations of Confcommercio.



A promotional stand of Alessandria Village.

"*ViviAlessandria*", on the other hand, is an incoming initiative, dedicated to the fans of opposing teams that arrive in the city. It aims to transform the simple Sunday trip into a wider experience, offering sports tourism packages that also enable participants to learn more about the city and the region of Alessandria, sample traditional cuisine and visit the most important sites.

Another initiative, which proves possible synergies between sport and commerce, is the "AscomMVP" competition-game, which can be accessed via a smartphone app offering the residents of Alessandria attending matches the opportunity to win discount vouchers that can only be used in shops associated with the local Confcommercio.

Confcommercio-Imprese per l'Italia of the Province of Forlì-Cesena

*Giorgio Piastra, Director*

## A Wellness Park in the city centre



*Piazza della Libertà in the urban fabric.*

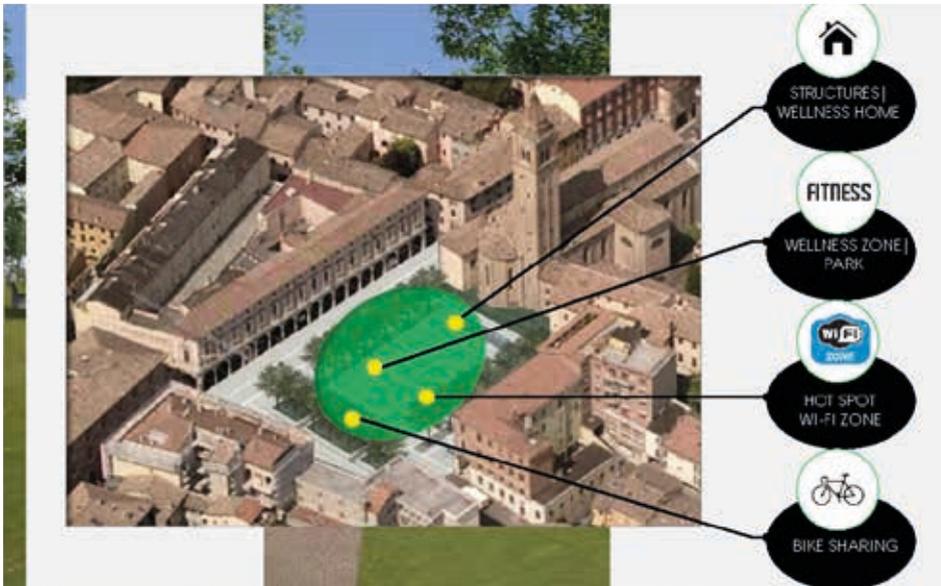
In 2015, the Municipality of Cesena carried out the urban redevelopment and pedestrianisation of one of the main squares in the historic centre, Piazza della Libertà. However, the following months saw a slow and relentless commercial desertification of the area. This was an opportunity for the Confcommercio of Forlì-Cesena to launch a proposal to the municipal authority, inviting them to consider the possibility of revitalizing the entire fabric of the historic centre, including through sport, with a view to relaunching the existing economic and cultural system. After all, it is well known that Cesena is the centre for products relating to the "Wellness Valley" and the success of the sporting events held in the city also confirms this universal passion for sport and wellbeing.

Therefore, the Association has developed a project, in collaboration with a local professional, based on the idea that recognizes Cesena as a city of well-being and health, which involves the creation of an open-air Wellness Park in the public spaces of the city centre, in order to spread a healthy lifestyle and develop a new tourist model, which will boost businesses, local cultural activities and revitalise brownfield areas by promoting food and wine related activities and other businesses. The project, starting from Piazza della Libertà, involves the system of neighbouring squares (Fabbri, Bufalini and Almerici), connecting them through paths for outdoor sports and providing the installation of "corners" dedicated to physical activity. In addition, to counteract the commercial desertification that characterizes the area, it was decided to boost the economic system with new activities related, also, to the theme of wellness, such as bars and restaurants offering healthy menus, clothing shops and sports equipment, food and wine, etc.. There are also plans to improve the existing bike sharing system, especially the one which connects to the car parks in the centre, and to enhance the public Wi-Fi network, for a sports experience increasingly shared through social media.

The municipal authority, which has shared the contents of the project, particularly supports this focus on urban sports because it believes that it can encourage more and more citizens and visitors to enjoy the historic centre as a place where people can meet. Precisely for this reason, Confcommercio intends to spread this value also to other places in the city, such as the suburbs, while keeping in mind that urban regeneration cannot be translated into a simple redevelopment project but must also include initiatives of economic and social qualification, starting from a renewed dialogue between politics and town planning.



The Wellness Park project is part of a wider design project for the enhancement of the historic centre. The research and training of other recognizable and attractive "specialized places", as well as their inclusion at the heart of a global project, can open new horizons and new development opportunities for the city.



Project concept (arch. Marcello Guidi). Cesena, as the hub of the "Wellness Valley", can exploit its uniqueness to enrich its identity as a city of health. The adoption of a healthy lifestyle, the search for well-being and the promotion of local food and wine delicacies can encourage new business models useful for the relaunch of retail businesses.

Framework of the project proposal:

- Structure/Wellness home: removable or permanent structures depending on sport activities.
- Wellness zone/Park: areas equipped with facilities for an "open-air gym" that can be re-adapted and remodelled as required during sports events.
- Hot spot/Wi-Fi Zone: Equipped with an internet point/info point that can take advantage of the connection already provided by the Municipality of Cesena.
- Bike sharing: bike sharing service already available in the city and possibly to be enhanced in the Wellness Park area with the availability of bicycles, including electric bikes, and dedicated stations.



Confcommercio-Imprese per l'Italia of the Province of Cremona

Paolo Baldricchi, Official

## Summer Thursdays in Cremona: between entertainment and trade

Today's challenge for the business sector is to give back to the historic centres their natural function (or vocation) as places where people meet, interact and socialise. We need to make them more attractive for the everyday life. With this in mind, for the last twenty years Confcommercio Cremona, together with its regional group of "Le Botteghe del Centro", has been organizing the "Summer Thursdays", an exhibition of shopping under the stars that intends to be an opportunity to discover (or rediscover) the city, its beauty, its uniqueness (in addition to the quality of products and services offered by the largest organic shopping area in the region).



*The opening evening of Summer Thursdays with DJ Andrea and Michele*

As a rule, six themed evenings are scheduled between June and July so as to coincide with specific business activities. The opening, which provides an opportunity to launch the event, is quite unique: it is a musical evening organized in collaboration with Radio DeeJay (and the voices of Andrea and Michele) which had 1.2 million hits on the web in 2018. The other events follow then its traditional identity, that is a "venue for ideas", in which the pleasure of shopping (with shops open until 11:30pm) is combined with other interests in order to involve, in a single event, a heterogeneous audience (by age, interests, habit of coming to the centre), not only from the town itself, but also from its catchment area that includes the neighbouring provinces.

Every week, the calendar presents a different theme in any case connected to the town life style and a "dynamic" use of the centre. In the last two editions, in particular, we introduced events dedicated to wellness, water and sustainability and pets.

The added value of the exhibition is to be found in the ability to bring together an across-the-board audience (for example, young people, who usually choose meeting places in shopping centres) and convey a positive image of the city (attractive, dynamic, engaging, beautiful). It is no coincidence that the declaration of the last editions was "I like Cremona", to underline a common sensitivity of businesses and city users. This event, which brings a total of between 10 and 15 thousand people in the city every evening, is possible not only thanks to the commitment of Confcommercio, but also the collaboration of the municipal authority and several local entrepreneurs. A synergy that must be regarded as an added value for the city and its relaunch.

Local association of Confcommercio of Ragusa

*Emanuele Occhipinti, Banca Agricola Popolare of Ragusa*

## Microcredit for business start-ups

The project, launched in 2014, provides micro-financing for the start-up of new businesses in all economic sectors, located in the municipalities of the province of Ragusa that can benefit from the resources provided by a special guarantee fund.

This fund was strongly supported by the Diocese of Ragusa, which set up a special network of key local stakeholders (Diocese of Noto, Chamber of Commerce and Province of Ragusa) to find the necessary resources to tackle the issues in the area, associated with economic decline and the consequent migration of young people. The initiative, which has high ethical principles, such as social care, solidarity, subsidiarity, social cohesion and legality, is addressed to young people between the ages of 18 and 35 and adults who have lost their jobs, and aims to offer them new business opportunities while, at the same time, opposing a culture of welfarism and influence peddling.

The proposal is also innovative given the presence of two dioceses as promoters and, although located in a specific area of Sicily, can be replicated. The procedure for accessing a loan of 20,000 EUR, repayable up to a maximum of 7 years, is simple: credit is provided by a bank while an evaluation committee, formed by the promoters, decides on the guarantee. To date, guarantees have been approved for 99 new companies, mainly in the commerce sector, and 89 micro loans have been granted for a value of over 1,690,000 EUR.

The initiative also includes a phase of tutoring and follow-up in order to help the new entrepreneur implement his or her project. This phase, dealt with by the associations involved free of charge, is led by Confcommercio of Ragusa.

The network of solidarity between trade associations and professionals, with the activities of the promoters, has been a clear benefit, since it was an autonomous response from this region to the economic crisis. In addition, the project has a positive impact on the stakeholders of the network of associations involved: thanks to their increased popularity, new members and clients join our associations.





## TOURISM AS A DRIVER OF DEVELOPMENT

*Culture and networks for the  
growth of the region*





Alberto Corti  
*Head of Tourism*  
*Confcommercio-Imprese per l'Italia*

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## Tourism as a lever for urban regeneration

In addressing the issue of regeneration, it is essential to work towards a constant adaptation of urban contexts to current social and economic developments, in a broad perspective that also includes the tourism sector.

This means that vision and design are both fundamental elements of a regeneration strategy: a vision without planning cannot materialize just as, on the contrary, a project that is not part of an overall strategy is unlikely to yield the desired results. Think, for example, of the network of very solid relationships that can be established between the activities of a museum and the urban/regional context in which it is located, which can involve the transport system, the enjoyment of natural attractions, the creation of partnerships with the business world and the use of European funds.

Addressing the relationship between the city and tourism also means considering its correlations in planning the development of the urban fabric, so that different activities are carried out in synergy, thus avoiding the risk of unbalanced growths that would inevitably lead to a loss of identity.

Many projects under way in the Confcommercio System, although not specifically aimed at tourism development, often support it indirectly or benefit from its effects to achieve better project results. The subject of tourism, therefore, if addressed in relation to the social and economic development of a region, emerges as an element that cuts across the many aspects that define urban regeneration.

Accessibility, a principle that is one of the best practices in a community, is closely linked to the theme of tourism: a place that is not accessible, but could be so with the help of minor changes, is perceived by tourists, to some extent, as an unwelcoming place.

Safety is a factor that affects the citizen's quality of life, but also the quality of the tourist's stay. It is almost impossible to develop tourism where there is no perception of safety and, likewise, there is almost the certainty that there is no area where a process aimed at improving safety has begun that has not had positive results also in terms of tourism. The perfect example comes from the city of Catania, a destination that was difficult for tourists until the 1980s, and which today, on the contrary, ranks among the top destinations that Sicily has to offer. In this context, the results come, on the one hand, from the safety policies adopted by government authorities and, on the other hand, from a careful design of public spaces and the distribution of functions and elements of urban furniture, such as lighting.

Adequate infrastructure and services provision are prerequisites which, in facilitating tourism and the specific types of users connected to it, can improve the experience of cities for the benefit of wider sections of the population. For example,

the presence of connections between the smaller towns and the top attractions can motivate the tourist to visit also a small village, which often preserves traditions and historical-cultural elements of great value, located near a more desirable destination. The same applies to medium-sized cities, located a short distance from cities of great tourist appeal, which must succeed in using their appeal to attract a proportion of these tourists; in this regard, think of the cities in the Po valley, which could be an asset worth developing in terms of river tourism, an area of tourism not yet adequately developed in Italy, unlike what has happened in other countries.

The recovery of vacant buildings and the regeneration of places of interest are issues that concern most Italian cities. Sometimes, the projects provide for actions that use tourism and trade as levers for redevelopment processes - the conversion of former military establishments into accommodation facilities is a typical example. However, such projects are likely to fail due to lack of demand: this causes the opposite effect.. In these cases, it seems more useful to rethink these places as hubs to attract citizens and tourists, for example by converting them into new local museum facilities, or by introducing elements that are not strictly "commercial", but capable of generating income.

Finally, it is worth remembering that, through appropriate marketing initiatives, tourism offers the important opportunity to relaunch, in an effective manner, the image and the quality of life in that region, to the benefit of both tourists and residents. This can be a particularly useful means of supporting a different way of developing a city, or its region, if that city has normally been associated with negative perceptions, as opposed to its real potential.



Josep Ejarque  
*Destination Manager*  
*FourTourism*

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## From "urban" tourism to "retail-led" tourism

Tourism and trade are an essential combination in order to revitalise the economic fabric of a region. However, their relationship has evolved in recent years: we have gradually moved from the simple purchase of souvenirs as a reminder of the tourist experience to shopping as a key component of a trip, up to what is now called "shopping tourism", where the latter in many cases also becomes a decisive factor in the choice of destination.

In Italy, unlike other major European tourist destinations, we are not yet fully aware of the fact that, in addition to traditional tourism, new forms of tourism are emerging for which the commercial offer in a certain region is an important part of the tourist attraction. For this reason, "shopping tourism" is an important reality that must be investigated and acknowledged by professionals in order to benefit from it, also in terms of urban regeneration and increase in the overall attractiveness of tourist destinations. Shopping has become a tourist attraction in its own right, in addition to the destinations' own assets.

It is therefore necessary to analyse some of the initial elements. On the supply side, we often have the idea that the main factors that attract the tourist to a city are, basically, artistic heritage, the excellence of its food and wine, sporting and cultural events and opportunities for entertainment. However, on the demand side, the needs to be met can be, for example, "escaping from daily reality", "learning and discovering", "relaxing", "having new experiences", "treating oneself". It is precisely from this type of requirements that it is necessary to develop a commercial offer for tourists adapted to their expectations. With this in mind, the type of goods and services offered, the price and the destination become key factors in the choice of places that tourists wish to visit.

Conceptually, we must move from "urban tourism" to "retail-led tourism": while in the first case the tourist undertakes tourist activities in the city (visiting museums, exhibitions, sightseeing, etc..) including buying, in the second case it is the act of buying that becomes the predominant activity, an authentic experience to be had in small and medium local shops, looking for products or goods that are neither standardized nor globalized. Tourists who come to the city to discover the territory should be presented with the whole package as effectively as possible, helping them to discover what may be of interest to them, as already happens in other European capitals and cities (such as Barcelona, London, Lyon, Berlin, Prague, Vienna and many others) that have developed operational marketing strategies to connect trade and tourism. Cities that certainly do not have the artistic heritage of our cities, but that build a strong urban tourism by focusing not only on the "container" - which often happens in Italy - but also on the "content" in order to meet the expectations of tourists who, ultimately, want to have a global experience that goes from

discovering beautiful landscapes to enjoying food and wine traditions, from seeking "authenticity" to the desire to go on a shopping trip.

The positive effects that such an approach can have are manifold, including:

- broadening the range of destinations;
- extending the economic benefits from tourism to trade;
- extending the seasons or creating new seasons;
- creating loyalty and new reasons to visit;
- bringing tourists to areas of cities that are not necessarily in the town centre.

The aim is to increase profitability, both in the tourism and in the trade sectors, but to achieve this it is necessary to work on factors such as exclusivity or enhancing the offer in relation to the price, the range of products and services, opening hours, quality, languages spoken, and the safety and cleanliness of urban areas. In order to enhance all these aspects, it is necessary for all the stakeholders involved to work together, from the local authorities to the professional and trade associations, including competing companies, who choose to collaborate in order to attract tourists to the city but, at the same time, compete to attract them to their business, according to the principles of competition.

A research study carried out into the "shopping tourism" models of six European countries found that municipalities, regions, chambers of commerce, trade associations, DMOs (Destination Management Organizations) and companies mainly collaborate on:

- information material;
- tourist guides focusing on local shopping opportunities;
- city travel passes and travel cards;
- mini-websites and smartphone apps to help tourists locate shops and services in urban centres;
- entertainment and events;
- street furniture;
- tourist information signs indicating shop locations;
- recognition marks that give a guarantee of quality and visibility to the shop;
- training for employees working in the tourism sector;
- tour guides (urban stewards);
- easy shopping facilities.

A greater attention to these elements makes it possible to create a structured package to generate greater profits in the tourism sector, with positive knock-on effects also for the areas of retail, catering and services.

The direction to follow is, therefore, to offer a tourist experience that can give added value to tourists and businesses, turning the shopping area into a tourist attraction within the city, with a view to developing a mutually beneficial relationship between the city and tourism.



Eva Degl'Innocenti

Director

National Archaeological Museum of Taranto

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## Museums as a driver of territorial development

At the centre of the cultural policy started almost three years ago at the National Archaeological Museum of Taranto (MArTA) with special autonomy, there is a global strategic project based on values linked to the concept of regional identity. The uniqueness of this museum, in fact, lies in its being a "site museum" and not a "collection museum", a reality deeply rooted in its regional context, which includes not only the history of the Ionian province and Apulia but that of a Mediterranean macro-area as it was narrated between prehistory and the Middle Ages. The strategic cultural project of MArTA has been developed according to an approach that puts cultural heritage, both material and immaterial, in relation to the modern world.

A cultural policy aimed at recovering the past in order to understand the present and build its own future and the contribution of skills and know-how have made it possible to outline a project for the development of the Museum. The Museum, in fact, is not detached from its urban context, but is a driving force of socio-cultural, and therefore tourist-economic development, since it is capable of connecting with all the organisations and with all the local, economic and institutional stakeholders. The strategic objective focused on the concept of a museum which goes beyond being just a "container museum" and promotes a positive image of the region of Taranto, today unfortunately burdened by its negative reputation in the media. This model can give rise to a real cultural brand, of international importance: the one based on "Taras and Magna Graecia" and on Taranto as a "city of cultures" combined with the concept of "Archaeology for the Future". In this sense, for example, we recall what happened in the 1980s with the travelling exhibition "*Gli ori di Taranto in età ellenistica*", an exhibition that was an extraordinary international success, from Milan to Paris to Tokyo, and which, thanks to its cultural element, introduced Taranto to the world.

In addition to enhancing the material heritage and excellence represented by archaeological sites, being linked to the region also means concentrating cultural policy on the intangible heritage of traditions, language and the demo-ethno-anthropological aspects which Taranto abounds in. Think of the potential of the famous Holy Week, which in Valencia, Spain, has become a brand and a very important and attractive contributor to its economy, while in Taranto it is not yet sufficiently promoted from the point of view of tourism. Similarly, film tourism should be promoted. This has hugely benefited certain areas; a relevant example could be "*The Gospel according to Matthew*" by Pasolini, which was largely filmed around Taranto, in particular in Massafra. More generally, cultural tourism is an important area to invest in, and Taranto has the potential and the right ingredients for developing this area.

The cultural heritage of the region of Taranto also includes handicrafts (think of Grottaglie), the rural and gastronomic heritage, fashion, and especially the maritime heritage centred around the "sea" and its wealth linked to the blue economy and, finally, its environmental heritage. Investing in culture is the first step towards a complementary economic development project that requires high-level initiatives also with regard to branding, communication and regional marketing. Taranto, in particular, must compensate for the negative image of the city by communicating its positive aspects, with the aim of attracting tourism. To this end, we need a vision based on a model of development complementary to that which has hitherto been dominant, which must be based on a productive differentiation of which culture is undoubtedly a key element.

MARTA is therefore a multi-purpose project which consists of a combination of many aspects: it is a regional project and driver of development that - starting from its main mission of protection, conservation and enhancement - implements a scientific-cultural policy consolidated by communications and marketing strategies; it is a place of education and research, training and innovation, which has a strong social function.

The strategy is aimed at making the Museum a driving force and an incentive for the region. Several major projects are under way to achieve this, including "MARTA 3.0", with an investment of 2,507,000.00 EUR from the resources of the dedicated European project "Culture and Development": the creation of a FabLab within the Museum, the digitization of works with access to open data, the creation of an inventory database and a catalogue of geo-referenced collections both with a link to the sites of discovery of the findings and their location within the Museum, the preparation of a permanent multisensory exhibition, the creation of an entire immersive room with augmented reality, a solid strategy of communications and marketing, signage that will enhance the square overlooking the Museum and make it a sort of "agora of the 21<sup>st</sup> century". Other projects include: the completion of the structure, with a better accessibility for disabled visitors and with the completion of the building's energy efficiency; a video-game to connect MARTA with the region through virtual cultural landscapes; an Interreg Italy-Greece project, which involves MARTA, together with the University of Foggia, Confcommercio and the Apulia Region, on the theme "Taranto and the sea" with an exhibition that will be set up at the Museum; scientific and curatorial projects with the Paul Getty Museum, which will create a scientific centre with benefits for the region, also in the field of tourism and economics; the cooperation with the region, based on best practices and international quality standards. Hopefully, this will help attract more cultural tourism throughout the seasons.

In conclusion, in order for museums to become the driving factors of regional development, it is necessary to invest in research, training and innovation. A better cooperation should be established between MiBAC, MIUR and the professional and business world in order to develop public-private governance for cultural projects and the cultural and creative industries. This would support urban regeneration processes.



Gianfranco Maraniello

*Director*

*Museum of Modern and Contemporary Art of Trento and Rovereto*

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## **The role of museums in building strategic visions**

You can't think of art and museums without knowing the city, its region, and its history and culture. According to this quote by Carlo Giulio Argan, a museum should respond to the needs of cultural institutions because this has direct effects on cities and regions. This legitimises also its function of public service, since it is responsible for instilling cultural values and the creation of a perspective for the community.

Investing in culture for growth is now an added value but, in order to move towards a future vision, it is essential to understand the uniqueness of a place and define the sphere of interest, especially at a time when competition in the cultural offer is increasing. Therefore, strategic thinking is essential to adapt current initiatives to future visions.

It is therefore necessary to observe what happens both beyond the area in which the museum is located and within it, in order to deal with its most authentic features, with the opportunities available, but also with its limits. This is true, for example, in Rovereto, a city that does not correspond to the image that Trentino conveys of itself and where the Museum of Modern and Contemporary Art of Trento and Rovereto (MART) has to deal with a completely different context compared to that of fifteen years ago, when it was inaugurated.

Today, a great work of contemporary architecture, such as the MART building, is not enough to attract visitors, just as the programming of major modern and contemporary art exhibitions is no longer enough. In the last fifteen years, in Italy, both the supply of exhibition spaces and the programming of cultural events have multiplied and this means that the special value of the MART no longer relies on these factors. There are a lot more places where to meet in cities like Turin and Milan, where there is also high competition on the exhibitions to visit. Moreover, the way of travelling between cities has changed and this is a factor to be taken into account in relation to its position: for example, from Milan it takes the same time to reach Paris or Rovereto, even though the latter is served by a high speed railway.

Therefore, it is misleading to assume that a museum or an exhibition is enough to perform a miracle and save a region; culture can certainly support local development, but only if an overall analysis of the current competitive environment is carried out. In order to do this, it is necessary to establish first what the scope of interest is, or rather the region in which to identify the details on which to focus.

We need an overview which can address the museum's plans for solutions and experiences that can offer visitors much more than an exhibition, with original cultural proposals and attractions that generate a positive impact both on the museum and on the economy of the entire region.

In order to achieve this objective of providing a quality offer, the issue of resource

management, as well as its procurement, become central in two aspects. The first concerns their employment, which must serve a program of regeneration of the whole attractive context of the cities, not in an unrealistic and episodic way, but in a realistic and continuous one. The second concerns the harmonization of these resources with other investments in the same area, a fundamental aspect to offer a wider experience than that offered by a single subject, in this case the museum. It is clear, in fact, that an exhibition in itself can only attract a very specific group of visitors, so it is necessary to provide something much wider for those who come to the city and create an experience that allows the visitors to take advantage of all the opportunities available.

The "Laboratorio RUR - Rigenerazione Urbana Rovereto" is, from this point of view, a way to channel the energy into a system, since it works together with the municipal authorities and the citizens, who are the main drivers of constructive proposals. The MART intends, therefore, to contribute to a strategic vision of the city and the implementation of projects that are in line with the political synthesis of regional interests.

# TOURISM AS A DRIVER OF DEVELOPMENT

*Culture and networks for the  
growth of the region*

## Experiences

Confcommercio-Imprese per l'Italia Bologna

Enrico Della Torre, General Manager of *Vivi Appennino*

## Apennine Bike Tour / Apennine Cycle-Track

The project aims to create the largest cycle-route in Italy along the Apennine ridge, by connecting the social, cultural and natural heritage along a route of 2,600 km, from Liguria to Sicily.



*The stages of the Apennine Bike Tour.*

The idea came from marketing and communication professionals and Confcommercio Bologna, who initially experimented with a "ride" in the area of the Bolognese Apennines, to enjoy the local mountains and develop a local business network. From this first experience, and with the support of the Ministry of the Environment, the idea was conceived to extend the project to the entire Apennine ridge, from north to south, giving rise to the initiative "Apennine Bike Tour - the Tour of Italy that you do not expect. The route, first followed in 2017 by the institutional representatives of the region, carrying the tricolour flag from municipality to municipality in a sort

of ideal relay race, takes you through fourteen regions, involving about three hundred municipalities, forty-three of which were identified as stages of this tour.

The cycle-tourist route, aimed at promoting rural areas and small Italian villages, involves the use, after their redevelopment, of existing secondary roads, paved and underused, and aims to become the driving factor behind the development of the Apennine ridge, initiating processes of regional regeneration through the promotion of the "Apennine Destination" as a new tourist brand easily marketable on national and international markets.

The project operational plan, the implementation of which is expected in the period 2018-2020 and whose total cost is estimated at ten million euros, provides, in the first phase, the recognition of the Apennine cycle-route - by the Ministry of Infrastructure and Transport - in the system of National Tourist Routes and the activation of a Permanent Coordination Unit, at the Ministry of the Environment, in agreement with the other ministries responsible for the matter. This will be followed by a review of the route with the support of technical experts, the mapping with posters and, finally, the phase of communication for its tourism promotion.

The project contributes to the sustainable development of the entire regional system, representing an opportunity for economic recovery and employment for the activities already available along the way and an opportunity for the setting-up of new companies, especially in the hotel, restaurant and services sectors, to meet the needs of users of the cycle route.



June 6, 2017: presentation of the initiative at Palazzo Segni Masetti, the headquarters of Confcommercio Bologna, in the presence of the Minister of the Environment and the Mayors of the Apennines, involved in an institutional relay to bring the tricolour flag from municipality to municipality along the entire Apennine ridge, uniting Italy from north to south with the aim of promoting sustainable development of the region and relaunching its environmental heritage.

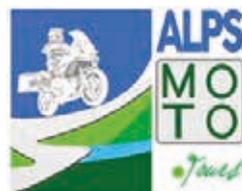


Ascom Confcommercio-Imprese per l'Italia of the Province of Turin

Patrizia Ferrarini, President Ascom Susa

## Alps Moto Tours

The project stemmed from the awareness of the presence of three factors that characterize the region of the Susa Valley and the upper Chisone Valley: the economic importance of motorcycle tourism; the progressive decrease in the maintenance of the infrastructure of the former military roads at high altitudes due to the lack of resources of local authorities; the uniqueness of the concentration, in a small region, of 5 Alpine hills, 3 of which are cross-border, 15 military fortresses and 400 km of white roads open to traffic.



For local businesses, motorbike touring is an important and indispensable part of the market, especially in the summer season. Therefore, we started to work with the operators in the valley - who already brought with them a wealth of experience in this field - to create a brand identity of the territory. A product-specific club was created that only accommodation facilities which strictly comply with the characteristics contained in the service charter can adhere to. The second step of the product-specific club, which is being worked on, is mainly aimed at implementing the offer with the catering and all other services that are necessary for this type of tourism (for example, a tire dealer, a service station, specialized workshops in roadside assistance). There will be participation in trade fairs in order to promote and convey this product, and, in consultation with local authorities, a model of use is being studied that provides for the introduction of a toll for motorized vehicles, in order to improve the roads affected by Alps Motorbike Tours.



Moreover, collaboration policies with the neighbouring areas are being developed because, given the specific nature of this sector, which sees the tourist moving within a very wide area, it is necessary to network with those who have the same vocation for development. In this way, the role of the Regional Association as a technical partner of Local Authorities with regard to two-wheeled tourism is stronger.

The project is managed by Ascom Susa, coordinated by Confcommercio Torino, and is also supported by the Turin Chamber of Commerce and the sponsor Excel RIM.

Ascom Parma Confcommercio-Imprese per l'Italia

Claudio Franchini, Director

## The role of cultural functions in the city centre

It is important to develop urban policies that support cultural functions in city centres so that they can continue to be dynamic and attractive. Exhibitions, conferences and concerts attract, in fact, significant numbers of tourists and, for this reason, the multifunctionality of the venues that host them is a key factor.

In Parma there are experiences consolidated over time and others relating to urban transformations in the process of completion. All have the objective of creating and maintaining cultural activities, in the centre, that can also strengthen the urban economic system. An example is the experience of the Teatro Regio, where the Verdi Festival is held, which attracts international tourists to the historic centre with positive effects on all the local businesses. Another interesting project is the Paganini auditorium, a place for musical events and conferences, built in 2000 by renovating a former industrial area located on the edge of the historic centre. A third important project is the one, under construction, concerning the Old Hospital, an abandoned building of the seventeenth century, located in the central Via d'Azeglio. The building, which has undergone renovation and functional recovery, will be transformed into a multi-purpose museum centre that will also benefit the surrounding network of businesses, which is currently suffering. More recently, the Governor's Palace has been converted into a museum and conference venue, also in view of Parma as the Italian Capital of Culture 2020.



*The Paganini Auditorium, designed by Renzo Piano and inaugurated in 2001.*

These cultural attractions have a direct impact on the city's economic activities and are fundamental for consolidating the significance of the city, also with respect to the "extra-urban cultural functions" such as multiplex cinemas, shows and events organised by

shopping centres. All this is possible only with the careful management of urban choices and public investments, implemented in conjunction with the municipal authority, business professionals and citizens, and providing, for these urban magnets, continuous professional management support.

Confcommercio-Imprese per l'Italia Ascom Padua

Otello Vendramin, General Manager

## Proposals for tourist enhancement in smaller villages

In 2016, Ascom Padua signed a five-year memorandum of understanding with the University of Padua, which in turn generated a subsequent agreement with the Department of Civil, Construction and Environmental Engineering, to test projects to be proposed to several municipalities in Padua.



The first municipality which underwent this experimentation was Montagnana, a village of 9,000 inhabitants, with city walls of great historic and architectural interest that attracts a significant number of tourists, but for which it is unable to provide adequate accommodation. For these reasons, the Department has developed a design plan that involves the possibility of creating, in the former brownfield area of Scardin, a boutique hotel, with adjoining

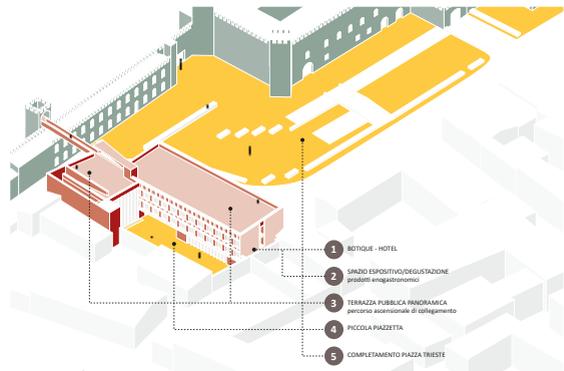
gastronomic museum, connected to the walls by a walkway, which gives access to some small buildings owned by the municipality to be used as suites. At the same time, a second project has been developed in the town, which will see the recovery of the former Trevisan barracks, located near the centre, purchased by private individuals and become over time a run-down area, instead of which yet another shopping centre could have been built. In this case, by setting up a discussion table - between the property's owners, the Municipality, Ascom and the University of Padua - a co-housing project was developed, on a northern European model with spaces and services for the community and tourists.



At the top: medieval walls of Montagnana.

Above: Realistic view of the co-housing project for the former Trevisan barracks.

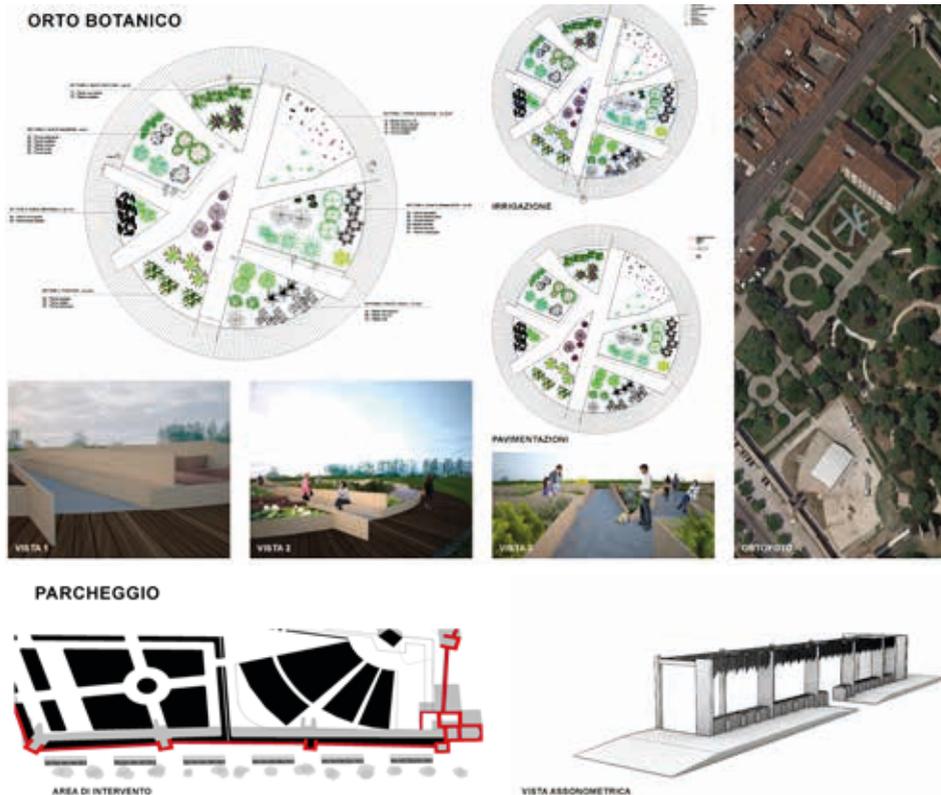
On the side: axonometric and realistic view of the regeneration project for the former Scardin area.



The second experiment concerned Este, a town of 20,000 inhabitants, where the design synergies between Ascom and the University have made it possible to maintain the car park serving the historic centre, overcoming the issues associated with its removal, and have made the medieval castle, located in the immediate vicinity of the historic centre, but hardly connected to the city, more attractive and accessible. The project developed sees a review of the spaces of the castle, also with the creation of a botanical garden as an attractive element for the community and schools, and the restoration and redevelopment of the parking lot, with the addition of a cycle route and the provision of a bike sharing service, so as to improve its accessibility and visual perception.



The effective synergy with the University of Padua is expanding to other possible collaborations in other areas of the province, proving the fact that this type of relationship, between the academic world and business categories, can provide interesting ideas for the economic development of the areas.



At the top: Medieval walls of Este.

Above: excerpts from the project tables of the new botanical garden and the reconfiguration of the parking area.

Confcommercio-Imprese per l'Italia of the Province of Mantua

*Ercole Montanari, President*

## The effects of events on the economic and urban fabric

Mantua, in 2016, was awarded the title of Italian Capital of Culture. The award is the result of the project aimed at enhancing the jewel city of the Italian Renaissance, which has focused on the development of new cultural policies, between tradition and innovation, for the urban, economic and tourism revival throughout the region. In the context of culture understood as a driver of social growth and economic progress, the creation of a dynamic network between cultural production and economic chains, between public and private stakeholders, has therefore been facilitated, in order to strengthen synergies more and more. In this context, Confcommercio Mantova has worked closely with the municipal authority, finding private financiers and thus strengthening the resources, amounting to about two million euros, from state and municipal contributions.



The result achieved was the increase in tourist numbers in the city, +28%, but also the increase in admissions to museums, +48%, and the creation of new businesses

in the tourism, hotel and services sector, +5%. From April to December, the visitors brought the Virgilian city to life, participating in the wide program of events organized including: exhibitions, conferences, workshops, concerts and various art performances. In addition, we have tried to reconcile the impact of tourists with the characteristics of a small-medium city to make them more sustainable, involving also the municipalities of the province and thus generating positive economic results for the region. Mantua has therefore become a "stage city", creating a recognizable brand and strengthening its position in the

Italian and international tourism market, also in order to ensure a solid number of visitors in the following years.

In 2019 Mantua is a European City of Sport and, once again, it was decided to create a network between local public and private stakeholders, which saw the organisation of sporting events to enhance even increasingly popular "niche" sports, thus ensuring visibility to the "Mantua brand".

From both these experiences of organizing and managing major events, it can be concluded that, for the city and its economic system: it is important to try to ensure a constant number of tourists, to avoid a "phase of sudden slowdown" in the post-event period; it is necessary to develop a recognizable tourist-urban brand and advertise it; it is necessary to strengthen the ability of economic operators to create solid relationships with tourists, so that they return to the city and become its promoters; it is necessary to think in terms of a regional network even with neighbouring municipalities.



*Piazza delle Erbe in the historic centre of Mantua.*

Ascom Confcommercio-Imprese per l'Italia of the Province of Ferrara

Daide Urban, Director

## Culture and sport to strengthen the tourism industry

For five years, Ferrara Incoming, a company of Ascom Confcommercio Ferrara, has been working on the promotion and marketing of the region and of its tourism. In the nineties, the city experienced a tourism boom associated with the creation of major exhibitions, but today this model no longer works because the cultural offer in the Italian landscape has increased exponentially and the greatest difficulty to be faced is to be able to keep tourists in the region for at least one night's stay. However, the number of visitors has risen to 450,000 per year, thanks also to two new tourist trends developed for the city: "Ferrara, city of culture" and "Ferrara, city of bicycles".



Commercial front along the Cathedral.

The first refers to the city as a UNESCO site, promoting its permanent attractions and linking them, only secondly, to the events or temporary exhibitions organized during the year. The great historic buildings and new centres (Palazzo dei Diamanti, the Gallery of Modern and Contemporary Art, the National Museum of Italian Judaism and the Holocaust, the Estense Castle), the medieval and Renaissance urban architecture, along with the charm of minor places within the city are Ferrara's top attraction. In this context, some urban regeneration initiatives have been included which, in the case of Ascom Confcommercio, have, for example, made it possible to restore a central and previously neglected public square, Piazza della Repubblica, thanks to the agreement with the municipal authority, and the establishment of a network of companies with the parties involved, with the support of the Chamber of Commerce (for further information on the project, see page 44).

The other event, "Ferrara the bicycle city", aims instead to enhance the existing cycle routes in the city and in the province, suitable for both experienced and beginner cyclists. The routes have been checked and mapped, particularly dirt tracks that, starting from the city walls, allow you to reach the countryside up to the Po and its Delta. This project, started two years ago, has involved the promotion of the product brand "Ferrara & Po Delta, I bike it" and the support to the organization for initiatives that combine the history of the city with the opportunity to visit it in an alternative way (lastly, the case of the Festival del Ciclista Lento - the Festival of the Slow Cyclist).



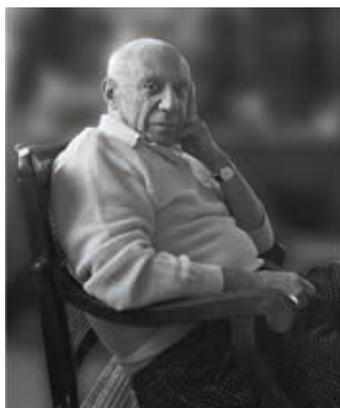
A cycle path along the Po delta.

Confcommercio-Imprese per l'Italia Puglia

Giuseppe Chiarelli, Secretary

## Popular exhibition areas and regional networks

In Apulia, an interesting example of a widespread installation was organized, with which, starting from a retrospective on Picasso, it was intended to strengthen the level of tourist appeal of a territory that includes three different towns.



The project involved three historic places in Apulia, transforming them into exhibition spaces, without the need to create new cultural centres. Palazzo Ducale in Martina Franca, Palazzo Tanzarella in Ostuni and the castle of Mesagne hosted, for six months, the exhibition that registered nearly 36,000 visitors, of which 70% represented by foreign tourists. The formula chosen, with a single entrance ticket for the three exhibition venues, proved to be successful with about 65% of the total number of visits to all three venues and over 80% of visitors in at least two. The excellent results obtained meant that the exhibition, which was due to end on 4 November 2018, was extended until 25 November.

The project was conceived by the Metamorphosis Cultural Association, with the logistical and organizational support of Federalberghi Puglia and Federalberghi Brindisi, in collaboration with the consortium of Apulian tour operators "Welcome to Puglia", with the aim of creating an innovative tourist and cultural offer to make the Alto Salento and Valle d'Itria more competitive and attractive. To this end, the project has also provided for the supply of experiential tour packages aimed at enhancing the assets and museums of the entire area involved, through walking or cycling routes that connect the three locations of Apulia. In addition, the collaboration with the region, has produced several "side events" (concerts, outdoor film screenings and seminars) during the summer season for an all-round experience.

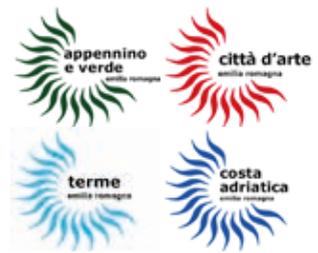
ISCOM Group Bologna

Andrea Babbi, Managing Director

## Product-specific clubs in Emilia Romagna

The twenty-year experience related to product-specific clubs derives from an in-depth study, promoted by Confcommercio Emilia Romagna, on the then emerging phenomena of voluntary associations of companies. The result of this analysis led Confcommercio to work closely with the Region in the formulation of a law (L.R. 4/98) for the support of such associations in order to promote the creation of new tourism products in the region intended for specific markets/targets.

Confcommercio then created the first four product-specific clubs that were to be experimental programmes divided by sector: "City of Art, Culture and Business"; "Adriatic Coast"; "Spa and Wellness"; "Apennines and Green". At the same time, ISCOM Group and Confcommercio provided technical support and advice to the members to stimulate, within the region, the association of businesses (trade, catering and accommodation) for the promotion and marketing of the tourism product, of which 30% was supported by regional funding. In addition, entrepreneurs were also supported in the phase of meeting and discussing with local authorities for the definition of activities. The initiative has led, over time, to the formation of more than three hundred associations (product-specific clubs, consortia and temporary business associations), providing each area to have its own unique nature/character. Some of these entities have been transformed, over time, into real companies.



One of the most significant examples of this experience is the "Motor Valley", built twenty years ago around the world of engines, and Ferrari in particular, which has defined a wider area, specializing in the automotive sector, as a result of the world of industry and now a tourist brand, widely recognized internationally, registered by Confcommercio, given to the Chamber of Commerce and now managed by the Region.

Another example is the "Wellness Valley", an experience which started in 2008 in the area of Cesena and extended to other parts of the Riviera Romagnola. Today it represents a solid product-specific club, which brings together companies in the wellness sector (spas and swimming pools, accommodation and catering, leisure and sports activities), local authorities and a technical training college for young people who will then be introduced to the local businesses.



The latest case, dating back to the end of 2017, is the "Experiential Walking Tourism", which develops a network of 14 itineraries and pilgrimage routes throughout Emilia Romagna, to promote not only religious routes but also the discovery of the landscape, nature and culture of the hinterland.

Federalberghi Bari - BAT

*Francesco Caizzi, President*

## The MICE tourist experience and synergies with the city

Meetings, Incentives, Conferences and Exhibitions (MICE) is a particular form of tourism where large groups of people and large companies come together for a particular purpose, interest or event. In addition to business meetings, further examples of MICE tourism types are: launch of new products on the market (new models of cars, etc.); regattas; Grand Prix; running events and other sporting events; fairs; shows and cultural events; major conferences on various issues (annual meetings of organizations, etc..). In addition to the four types that characterize MICE today (meetings/conventions, business trips, conferences and exhibitions), Wedding is also being added, i.e. the organization of weddings in particular locations.



The MICE is one of the most synergistic tourist experiences with urban areas and regions because it successfully attracts a large number of visitors who, throughout the event, gravitate around the city, generating benefits to the urban economy and achieving a strategic combination of tourism and trade.

The product-specific club of Bari in the MICE tourist segment of Apulia, recognized by the Region, is the "Bari Convention Bureau", a company that aims to develop the Bari area as an ideal tourist destination for the organization of major events, enhancing conference activities as a form of quality tourism which can increase the economic impact, adjust the number of tourists to the season and enhance the cultural, natural and the food and wine heritage of the area. The project, conceived by entrepreneurs from Federalberghi Bari-BAT and Confcommercio Bari-BAT, now brings together the most representative local trade associations and involves some of the most important public and private institutions, such as the Municipality of Bari, the Apulia Region, Pugliapromozione (Regional Tourism Agency), the Chamber of Commerce and the Fiera del Levante. The creation of a solid business network, rooted in the region, has made it possible for the Bari Convention Bureau to achieve excellent results and to provide, in the Italian scenario, a point of reference in the diversified and qualified supply of services in the MICE segment, with positive economic effects for the benefit of the entire tourism chain and the area of Bari.

The experience of the Bari Convention Bureau has highlighted that holding major events often involves the arrival in the city of many visitors in just a few days. An important aspect, which should not be neglected in the organisation of these events, concerns adequate prior communication to residents and economic operators so that any inconvenience for the city is minimised and consensus is created at city level, and the opportunities arising from these events in terms of profitability and promotion of the region are also seized.

Confcommercio Calabria Centrale

Giovanni Ferrarelli, Director

## Social networks for the promotion of the territory of Crotona

The vision of Confcommercio Calabria Centrale for the city of Crotona is, first of all, that of a place of social networking, even before trade and consumption, in which to promote a sort of "new humanism" to give back to the community a better context in which to experience and fully develop human relations.

Aware of the need to make the most of the cultural and economic resources available in the region, teamwork was initiated with other stakeholders to spread - in a region that is not devoid of issues- the value of "being together".



This is how the "Itineraries" project started with the aim of relaunching local tourism, enhancing the religious, historic and cultural routes of the Crotonian area, boosting, at the same time, economic development and creating new employment opportunities. With this in mind, a real institutional network has been created and a memorandum of understanding has been signed between the local stakeholders involved: municipal authorities, trade associations (Confcommercio and Confindustria), Dioceses, Superintendence and the National Archaeological Museum of Crotona. The project has developed a web platform, initially created to promote events of a religious nature, which now offers visitors a map of tourist routes to discover nature and cultural sites, including also accommodation facilities, catering activities and other services of use to tourists / pilgrims, thus enhancing the excellence of the region.

Another example, on which work is under way, is the cultural and sports initiative "Vivi Crotona", developed as part of the project of the Organic Shopping Area, which aims to involve local social entities to regain possession of public spaces in the city through moments of recreation and sports aimed at social inclusion and enhancement of the historic centre.



*The "Itineraries" project and its technology facilitate the use of Crotona's cultural and environmental heritage. Through the QR code, printed on the information signs in the places of interest, visitors can access historical and cultural insights and additional free multimedia content for an all-round experience.*



## INTEGRATED STRATEGIC APPROACH

*Urban and economic regeneration  
in synergy with the local authorities*



312



Luca Tamini

*Professor of Urban Planning  
Politecnico di Milano*

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## **Trade and the city: themes and development scenarios**

The new round of urban regeneration and the evolution of active trade policies have led, in different Italian contexts, to a gradual replacement of the sectoral approach linked to the promotion of organic shopping areas with a new integrated management system introduced by urban commercial districts. The presence of a multi-faceted "toolbox" linked to the governance of the region, to town planning and to the public regulation of commercial services, has resulted in some positive cases of concrete collaboration between urban planning and business and between public and private entities, as advocated by the 1998 Reform, coming out of some rhetoric that has often characterized the debate on urban regeneration and the differences between the intermediate bodies.

To address the subject of a new relationship between the region, the authorities and trade, it is necessary to introduce two important contextual elements that characterize the modern world: e-commerce and commercial divestiture.

The success, in the Italian market, of e-commerce platforms is testified by the continuous growth of online shopping (+17% compared to 2016) and by the overtaking of product purchases (e.g. clothing, electronics, furniture) on service purchases (e.g. tourism), a sign that some consumer purchasing behaviours are progressively changing. Today, in Italy, e-commerce is worth about 20-25 billion euros per year, a relatively low figure compared to other European countries (100 billion in the United Kingdom, 75 billion in Germany), however, we can already see the first negative effects on the region, such as a severe disintermediation of the production chain, the acceleration of the obsolescence of physical trade, the increase in the flow of commercial traffic generated by private carriers. These impacts suggest the need to introduce, in regional localisation policies, an integrated impact report for the establishment of e-commerce platforms, as already foreseen for large retail parks. At the same time, the phenomenon of the opening, in the city, of the first physical local shops by large e-commerce companies (e.g. AmazonGo), characterized by small sales areas and a decisive presence of the technological component, is significant.

A second important element of contextual dynamics is linked to the obsolescence and divestment of large first and second generation commercial facilities, and to the urban and economic process of transformation and functional reuse, known in the United States as demalling. In this critical context, the new integrated commercial polarity is increasingly characterized by a high architectural quality, with attention to the recovery of the existing abandoned building heritage, and by a strong hybridization of the model, providing a diversified mix of functions (commercial, recreational, cultural and educational) serving the citizens and the area.

Therefore, in a context of consumption crisis, strong territorial polarization of supply, increased e-commerce, obsolescence of distribution models, we can identify at least four keywords that open to different themes capable of building urban quality and declining new policies of regeneration and commercial town planning.

*District:* the Urban Commercial District (DUC) can influence governance and urban regulation, for a competitive repositioning of the local economy by encouraging businesses to relocate to the city centre; the DUC can also provide a platform for the experimentation of multi-sector policies which enhance the urban fabric.

*Reuse:* it is necessary to develop appropriate capacities to perceive, know and mobilize the existing, abandoned or under-utilised building and urban heritage, implementing regeneration processes that allow for a unified and coordinated management with the aim of both achieving a competitive development of the city and creating new added value.

*Centrality:* the projects of the new polarities must be oriented towards spatial hybridization and complementarity of functions, also taking into account the needs related to public accessibility and cycle-pedestrian mobility in order to create places that facilitate relations between citizens, economic operators and cultural promoters.

*Integration:* it is essential to make the government of the region open to "intelligent changes" and to ensure that it is receptive to the dynamic dimension of real processes by encouraging the continuous interaction between government and processes in a game of circular learning and concrete synergy between public and private interests.

These four themes highlight the need for a strong collaboration between local authorities and private entities to initiate a process of urban and economic regeneration. For this reason, many of the initiatives of the Confcommercio organisations, under way at local level, rely on the expertise of municipalities, including that of urban planning. Implicit in these experiences, there is a need to interpret in a constructive way the new services introduced by the Services Directive which, even though causing great problems in some sectors, has introduced the "imperative reasons of general interest" which allow for a more effective regulation of the regional initiatives, also in terms of the number of initiatives, in the presence of a clear general public interest.

In this context, there are two issues that need to be discussed. It is necessary to discuss e-commerce because it is developing fast and it is desirable to first embrace this trend in order to combine the traditional model with the digital one. The second issue concerns the importance of experimenting with innovative models, characterised by an integrated and multi-faceted approach, in order to achieve positive results and develop positive examples which can be brought to the attention of regional and European decision-makers.



Paolo Mora

*Director General for Economic Development  
Lombardy Region*

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## Regional policies for increasing commerce

The Lombardy Region has been carrying out initiatives and had been continuously promoting urban development and regeneration in commerce for at least ten years when, committed to supporting local businesses to resist the impacts of large retailers through incentives or laws limiting new developments, it was clear that such a policy was not sufficient because it was aimed only at businesses. The competitiveness of the sector depends, in fact, not only on the individual shop, but also on the relationship between this and the urban environment, which is the responsibility of the municipality.

The first topic that we should deal with today is the necessary evolution of the policies of the commercial districts which, taking into account past experiences, could be integrated with aspects of regional planning and taxation. The second topic is urban planning, which cannot be separated from the commercial issues. The Bersani Decree provided for issues to be dealt with jointly and in an integrated manner, but there is currently no way of triggering this process. In the municipalities, in fact, the issue of commerce relates in particular to medium and large retail establishments, while it is the entire sector that should be organized differently in the region. The third issue is that of local taxation, which should facilitate those who make or maintain positive investments in the region.

Few municipalities, since the beginning of the economic crisis, have realized that businesses were suffering and that their absence resulted in streets and squares becoming run down and a decline in real estate values. Today, however, there is a different awareness and a greater convergence of once conflicting interests: the development model is no longer the planned retail park outside the city but the integrated rethinking of parts of the city itself. In this context, the world of sector-specific associations has a responsibility to help administrators find answers quickly.

To support innovation processes in the commercial sector, the Lombardy Region has, over time, provided a number of incentives to encourage municipal authorities and businesses to work together, in order to achieve the broader objectives of urban regeneration. In 2007, the Commercial Districts were established as bodies for co-programming and co-designing the initiatives provided for by the local authority or the business owners. The Districts worked with 800 municipalities out of 1,500, bringing local associations of Confcommercio and municipal authorities to work together for the first time, generating investments of 450 million euros against a public expenditure of 100 million. In 2013, the Districts tasked with promoting the attractions of the regions were introduced in order to integrate trade and tourism into a strategic vision and to combine public and private energy and resources. In 2016 the Region took action with regard to vacant buildings with the initiative "Sto@2020", working in conjunction with municipalities and their partners in order to identify

which initiatives to undertake. These programmes were aimed at reclaiming unused building and experimenting with various forms of urban regeneration, focusing on shopping and entertainment, in order to generate income and make these areas more attractive. The Regional Register of Traditional Businesses has also been established to monitor and promote traditional businesses, which are often also those that produce leaders in the region for urban regeneration initiatives. Finally, in 2017, the "Retail street award" was trialled for those Districts, Municipalities and businesses which have distinguished themselves on account of their ongoing contribution to developing the business of their region.

Today, however, it is much more difficult to introduce these types of incentives because there are fewer funds available in regional budgets and this shifts, in particular, the activity of the Districts from the management of public funds to the generation of income that attracts private investment, a central theme in the evolution of the work of the District.

Finally, a further question concerns business planning , which arises from the contrast between two models of commerce: small local businesses and large suburban retail parks. The advent of e-commerce is changing the outlook and further testing the resilience of the sector: in fact, it is increasingly eating into the profits that allows small shops to continue, in a context where it has already been compromised by the huge differences in scale and, at the regulatory level, there is a lack of tools to support it. The Region has intervened on this issue by implementing a number of measures in favour of urban regeneration, including the introduction of sustainability assessment in the authorization procedures of the applications by large retailers. In this case, in addition to what is already provided for by Legislative Decree 114/1998, the opportunities generated by these measures are evaluated and, in relation to these, commitments are requested which do not only consist of public works, but also of policies to support local economic operators and the Districts with a price cap of around 200€/sqm. The objective is to regenerate the urban fabric , allocating resources from planned extra-urban commercial operations in order to develop regeneration projects that lead to greater vitality and improve the quality of life in the city.

# INTEGRATED STRATEGIC APPROACH

*Urban and economic regeneration in  
synergy with local authorities*

## Experiences

Confcommercio Lombardia - Imprese per l'Italia

*Carlo Massoletti, Deputy President*

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### **The role of companies in enhancing the quality of life in the city**

Environmental sustainability and tourism are current issues strongly linked to the development and transformation of cities and these are being addressed, with success, also in Lombardy. For example, Milan participated in the international tender "Reinventing Cities", focusing on five urban areas with resilient urban projects with zero carbon emissions, while Bergamo and Brescia are engaged in the regeneration of suburbs and urban spaces in general, developing visions that structure them in a new way, more in keeping with the demands of the modern world.

Confcommercio Lombardia, for some time now, has been drawing the Region's attention to a number of urban issues considered a priority, also with a view to achieving balanced economic development at a local level. In particular, these issues concern: the regeneration of brownfield sites, the enhancement of the functional mix, the zeroing of land use, the regeneration of suburbs and the creation of new opportunities for socially inclusive businesses.

In this sense, an example of success is the project for the regeneration of the Via Tortona area in Milan, which, through an urban and functional regeneration of run-down areas, has led to the development of an attractive destination for business and tourism with a clear transformation of the social fabric of the area.

When talking about the economy of places and "Enterprise 4.0", it is also necessary to stop and analyse the quality of life, also paying attention to the models of socialization, which is present within urban centres. From this point of view, the example of Lombardy where they reduced rates for setting up large shopping malls within urban areas is interesting, but to ensure that it has a positive impact on the area we also need to take account of the type of activity that will operate there and not only the size of the shop. In fact, the quality of the product offer and the functional mix are the determining factors for the success of a shopping street or part of a city.

It is therefore essential to have adequate regulations that can affect the government of the region both from the point of view of renovating buildings, even with demolition and reconstruction work, and from the point of view of planning, even if this is only on a small scale. It is necessary to be able to act at local level with a "microplanning of urban and commercial areas" that helps companies to compete adequately with large retailers, which impact on the region causing - among other factors - significant numbers of closures of traditional companies. In the definition of new tools and policies for trade, the references must be those of respect for the relations between business and consumer and quality of service, understood as innovation of the offer and attention to the customer.

Unione Confcommercio-Imprese per l'Italia Milano, Lodi, Monza and Brianza  
*Giampaolo Foresi, Official*

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## **Local taxation as a lever for territorial development**

In October 2018, Confcommercio Milano and the Municipality of Milan signed a memorandum of understanding with the strategic objective of supporting economic growth and encouraging the consolidation of local services in certain parts of the region. This starts with the study of advantageous incentives in favour of businesses, also through the lowering of taxes and tariffs.

In order to make the agreement operative, a working group was set up, composed of managers and officials from Confcommercio Milano and of the member trade associations and, for the Municipality of Milan, of councilors and directors or their authorized representatives, based on the issues to be discussed.

The memorandum of understanding confirms the already active role of Confcommercio Milano as a qualified interlocutor for the municipal authorities and strengthens the awareness, of both signatories, of the social function carried out by local businesses in all areas of the city. Three courses of action have been identified.

The first concerns business development with a particular focus on tourism. The possibility of allocating the proceeds of the tourist tax to public initiatives in the tourism sector is being considered, in order to increase its attractiveness. Administrative and fiscal simplifications and the establishment of special roundtables to tackle the issues of this sector are being considered, as well.

The second measure concerns the re-use of vacant commercial buildings, in order to promote the development of commercial activities. This initiative provides for the introduction of tax incentives (IMU, TASI, TARI) and social security contributions for individuals who: use their previously inactive properties to set up new businesses; rent the vacant premises at a reasonable rent; renovate commercial properties for their own use or to be leased. This initiative is necessary to create positive courses of action that encourage the reuse of vacant commercial buildings located in specific urban contexts - commercial districts, suburbs or other areas of the city - identified as priorities by the municipal authority and Confcommercio.

The third action addresses the issue of the economic attractiveness of the suburbs and the reinforcing the businesses already present in those places. Starting from the study and identification of the problems and needs of peripheral urban businesses, there are plans to provide tax and social security incentives for businesses that already operate or plan to locate themselves in such places in order to provide local services to residents.

Confcommercio-Imprese per l'Italia Trentino - Sec. Autonoma Rovereto and Vallagarina  
*Cristian Sala, Delegate for the Urban Regeneration Project*

## RUR - Urban Regeneration Rovereto

The primary objective of the Urban Regeneration Rovereto project is to reverse the dynamic of the gradual exodus from its historic centre, thereby increasing its attractiveness, implementing new functions and enhancing existing ones.

Rovereto is the second largest city in Trentino, with 40,000 residents and a catchment area of about 90,000 inhabitants. It is a city with a tourist vocation that benefits from having a variety of attractive places nearby and that boasts a wide range of museums, cultural events, facilities and sporting events. However, the commercial fabric of the city centre is being rapidly transformed with some traditional shops becoming franchises, with the increase in the phenomena of shop closures and with a consequent shift of the commercial hub to the edge of the city centre, where large retail parks are located.

The project, developed by Confcommercio Rovereto in collaboration with the municipal authority, aims to address the issues that have emerged, to identify and link the various existing attractions, such as the University and the museums, and to enhance and strengthen the potential and attributes of different urban environments.

The process began in 2017 with the signing, at a local level, of the ANCI-Confcommercio Memorandum of Understanding, which gave rise to an operational discussion aimed at identifying a shared strategy for the rebirth of the city. The agreement signed led to the establishment of an Urban Regeneration Laboratory, which meets weekly at its own premises in the historic centre, attended by the political and technical representatives of both subscribers, but is also open to other qualified interlocutors. The municipal authority provided for the identification,



*Signature of the Memorandum of Understanding between Confcommercio and the Municipality of Rovereto.*



*Headquarters of the Laboratory in the historic centre.*

through an international public selection procedure, of an external team, with multidisciplinary expertise in the field of urban regeneration, able to provide a third party's perspective on the city and to support, in the different phases, the local Laboratory.

The project provides for short and medium to long-term measures. Among the first:

- a census of vacant commercial premises was carried out;
- a specific project, "Spazi in Movimento" (Evolving Spaces), was implemented with the aim of regenerating them using innovative methods;
- a socio-economic survey was launched to investigate and analyse the situation of the business sector in the historic centre, under the supervision of the Statistical Institute of the Province of Trento (ISPAT).

With reference to medium/long-term measures:

- the establishment of an incubator for business and services, in close collaboration with the Trentino Sviluppo provincial agency, for start-ups and existing companies that start or intend to start up again. Its purpose is to support the business during its first years of operation, creating the best conditions so that it can establish itself;
- the promotion of university students' accommodation in the city by providing dedicated services;
- the provision of tax measures of benefit to economic operators.



*The Laboratory is a permanent place for debate which, besides being of interest to the municipality and economic operators, is also open to other interlocutors including: Universities, Trentino Development Agency, Associations, Social Cooperatives, MART Museum and schools.*

Confcommercio-Imprese per l'Italia Province of Cuneo-As.Com. Monregalese  
*Carlo Giorgio Comino, President*

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### **Urban regeneration laboratory "Mondovì PuntoZero"**

Mondovì is a town of 22,000 inhabitants in the province of Cuneo with a large commercial park at its doorstep (about 250 businesses) that has helped to exacerbate some negative, economic and urban trends, already under way for some time in the town.

The main problem is represented by its gradual loss of identity, despite the fact that the city has historically been an important centre for the surrounding area and for economic exchanges between Liguria and Piedmont. More specifically, the main problems of the upper historic centre (Rione Piazza) relate to the impoverishment of the economic fabric, its gradual depopulation and its scarce use, if not by tourists and students. However, the problems that afflict the lower historic centre (Rione Breo) are mainly due to the closure of businesses, especially those located on the outskirts of this area. In this context, and in order to experiment with new shared programmes of urban, social and economic regeneration, on 20 May 2016 the local protocol ANCI-Confcommercio was signed.

The general objective is to relaunch the city, regenerating the urban economic system also from a wider point of view, through:

- the identification of functions and attractions, to reinforce or introduce for the first time in the urban fabric of the Piazza district;
- the application of tax incentives in favour of the economic system of the Breo centre;
- the coordination of events and the enhancement of the nature and excellence of the Monregalese region.

Right from the beginning, it was considered appropriate to involve the younger generations involving students from two secondary schools in Monregale, in a project of work experience, in order to ensure their collaboration and their contribution to analyse, in a timely manner, the economic and urban system in the city.

At the same time, Confcommercio involved the local laboratory for urban regeneration, called "*Mondovì PuntoZero*", as a place for constructive debate and lasting collaboration between Ascom itself, the municipal authority and other local stakeholders. The aim of the Laboratory is to identify current issues, future objectives and factors that can strengthen the economic and urban fabric consistently with the needs of citizens, economic operators and city users. Some short-term initiatives for the promotion of the city are being evaluated, which serve as a stimulus for the development of a medium-term strategy, also based on the re-organisation, from a tourism, cultural and commercial point of view, of the range of abandoned buildings available in the city.



View of Mondovì: on the top of the hill, the Rione Piazza; downstream, the Rione Breo.



The cable car that connects Breo and Piazza.



View of the Piazza district.



Commercial routes in the Breo district



Confcommercio-Imprese per l'Italia North Sardinia

*Giovanni Antonio Addis, Vice Mayor of Tempio Pausania (SS)*

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### **Tempio Pausania: redeveloping and regenerating the historic centre**

The context of Tempio Pausania is of a city of about 14,000 inhabitants in northern Sardinia, an active city that has, in itself, lots of potential. However, as is the case of many Italian cities, the historic centre is sparsely populated and with a significant turnover of businesses, therefore the strategic vision developed aims to bring citizens back to live in the centre and to create better conditions for setting up and developing new businesses, including the organisation of entertainment events and initiatives aimed at improving urban quality.

The project started in November 2016, with the signing at local level of the Memorandum of Understanding ANCI-Confcommercio, between the Municipality of Tempio Pausania and Confcommercio Nord Sardegna, where the Laboratory of local urban regeneration stems from, established by municipal decision, which involves, on a voluntary basis, representatives of the organizations that signed the MoU as well as many other entities such as, for example, technical experts, professionals, entrepreneurs, cultural and volunteer associations, citizens and students.

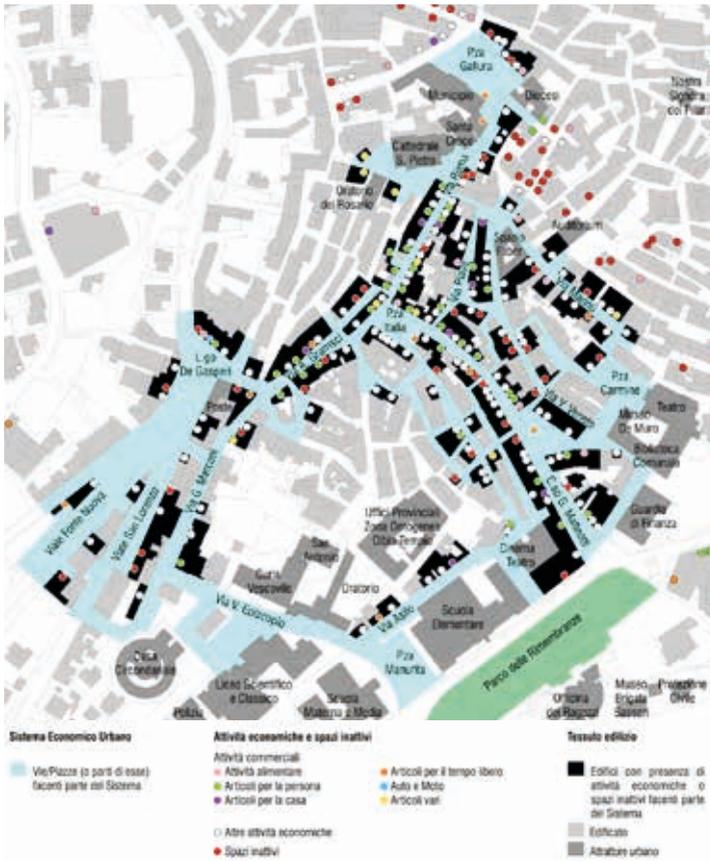
The Laboratory was active right from the start, with an analysis of the region through the census of all the businesses in the historic centre, a study that has allowed the municipal authority to have a database which proved to be very useful in identifying the redevelopment activities to be undertaken. The first initiative was public lighting, followed by the preparation of a marketing plan and the creation of the brand of Tempio. Subsequently, in line with the objective "Safe City of Tempio", a video surveillance system was implemented, with the installation of thirty cameras. In addition, an interactive tourism signage has been created. Currently, at Spazio Faber - which is located in the square by the same name, recently redeveloped based on a design by architect Renzo Piano - a multimedia system of the exhibition associated with Fabrizio de Andrè is being set up.

Finally, among the results obtained, it is important to underline the effectiveness, also from a social point of view, of the discussions initiated by the Laboratory, in terms of involvement and inclusion, as well as the positive and proactive response of all those involved, with particular regard to the business sector.

In this sense, the activities of the Laboratory have proved to be a positive experience because they made it possible to identify, through participation, the areas of intervention required for the regeneration of the city centre of Tempio. This has made the municipal authority more aware of some aspects of the city, and encouraged it to be proactive in respect of several issues that had previously been addressed but not further defined.



Public assembly for the presentation of the Laboratory to the city at the Spazio Faber.



In the first phases of the Laboratory's work, in-depth analyses were carried out on the structural characteristics of the economic systems of Tempio Pausania. The map shows the "Italian" system with the location of individual premises for businesses, active or inactive, and their product categories.

Confcommercio-Imprese per l'Italia Marche Centrali

*Massimiliano Polacco, Director*

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### **Programme for the regeneration of the outskirts of Ancona**

One of the main objectives of Confcommercio Marche Centrali is to relaunch the region in terms of marketing and, above all, to turn Ancona into a tourist destination. In this sense, for example, Confcommercio supports the enhancement of the Mole Vanvitelliana as an urban magnet to revive the cultural activities of the entire city. The building, built in the early decades of the eighteenth century, stands on an artificial pentagonal island located within the port, near the central station and the old town, in the Archi district, historic port area, now a multi-ethnic district in need of urban regeneration.

To this end, the so-called "Suburbs tender" was used to prepare an integrated programme of initiatives for the "Palombella-Station-Archi" area, which ranked 69th among 120 and has the following objectives: improvement of the overall quality of public spaces and buildings; improvement of local public transport and cycle-pedestrian mobility; regeneration of obsolete social housing estates; reduction in the decline of the economic fabric and lack of services through innovative processes of integrated revitalization. The partnership that supports the Programme includes, in addition to Confcommercio and the Municipality, other institutional entities that share and support the entire strategy: Ministry of Infrastructure and Transport, Italian Rail Network (RFI), Port Authority of Ancona, Region of Marche, Regional Authority for Public Housing (ERAP), National Institute of Urban Planning Marche and FS Urban Systems.

More specifically, Confcommercio has signed a memorandum of understanding with the authority aimed at the redevelopment of the region, the revival of business and production activities in the area and the improvement of the quality of life in residential areas. This is a project of great economic and social value, which sees the Association committed to identifying appropriate development processes, starting with a mapping of the existing infrastructure and a dialogue with the citizens.

In addition to the "Bando periferie", in the same area, the Municipality was the second winner, out of 800 participating projects, also of the Tender regarding Run-down Urban Areas launched by the Presidency of the Council of Ministers, winning a further two million euros to which one million euros of ERAP co-financing will be added, for the urban and social regeneration of the district.

The results expected at the end of the entire redevelopment process are: the activation and consolidation of services and business activities to reduce marginalization and social degradation; the improvement of the overall urban and environmental quality of the district; the redevelopment of the social fabric; the efficiency of the public transport service as well as the road and pedestrian network.



The Mole Vanvitelliana, also called Lazzaretto di Ancona, inside the port.



In yellow, the action plan 'Palombella-Station-Arcs'.



Details of the planned initiatives in the area identified

- G1 - New entrance to the park of the great landslide (former Dreher complex)
- G2 - Local public transport bus station (ex Fornace Verrocchio)
- G3 - Extraordinary maintenance of open spaces in the former ICP district Via Marchetti
- G4/G5 - Improvement of quality and decoration of the historical suburbs (P.za del Crocifisso and Viale di accesso)
- G6 - New infrastructure for social, cultural and educational services

Confcommercio-Imprese per l'Italia Province of Cremona

*Paolo Domenico Regina, Director*

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### **An integrated approach to enrich the range of products and services of the centre**

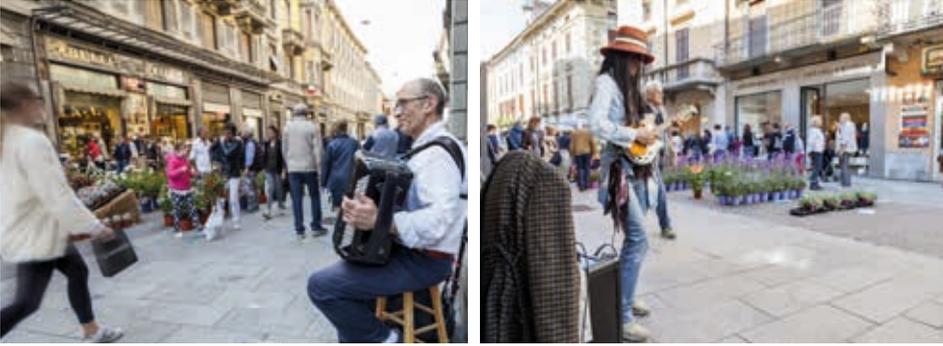
A marketing and development plan for urban retail must take into account the pre-existing commercial offer, its range of products and characteristics, must refer to the city as a unit, from the centre to the periphery, as it is done within the planned shopping centres, and must provide answers to the articulated needs expressed by citizens and visitors.

The issue of identifying an adequate range of different products and accessibility to goods and services, to be addressed also with forms of incentives, it is very topical and even more important if we consider the progressive aging of the population, especially in historic centres. For example, to encourage the inclusion of medium and large shopping malls in historic centres, in order to benefit from a consequent increase in the attractiveness of these places, it is necessary to design and implement a comprehensive and credible project for the city, which can attract private investment.

An integrated approach to the business issues of the city, which makes it possible to address the issue of the attractiveness of urban centres, must also take into account the issue of the reactivation of vacant shops. Actions to improve the decor of vacant windows do not seem to be an effective solution, not only because they would give the city an artificial appearance, but because they would be configured as a mode of intervention that accepts the phenomenon without counteracting it. On the other hand, specific initiatives, such as that of the Lombardy Region (for further information, see page 83) with the tender "Sto@2020", which provided for contributions to support businesses also for the redevelopment of vacant buildings, had positive results.

In Cremona, a project is also being developed - in collaboration with the Municipality and Ascomfidi - to encourage the opening of new businesses in the historic centre, in which the first stakeholder intervenes at the level of local taxation and the second with a guarantee, which covers up to 80% of the amount requested by the entrepreneur from credit institutions. An initiative by the Coop was also interesting and unusual which, on the basis of an agreement with the Municipality stipulated at the same time as the expansion of the CremonaPo shopping centre, supported with 100 thousand Euros the opening, in the old town centre, of some new businesses; however, the implementation methods of the initiative, not shared with the trade associations, and the lack of involvement of the Commercial District led to major issues.

It is therefore increasingly necessary to promote a shared strategic vision of the city, overseen by the public, towards which the efforts of all local stakeholders interested in the implementation of a comprehensive project of regional and urban marketing, converge.



Entertainments in the historic centre: festival “Invasioni botaniche” in Cremona.



Piazza della Pace, bars and restaurants - outdoor areas.



Corso Giuseppe Mazzini, businesses in the historic centre.

Confcommercio-Imprese per l'Italia Province of Varese - Headquarters of Gallarate and Malpensa

*Marco Introini, Deputy President*

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### **Sequential approach to Gallarate to rebalance trade**

Gallarate is geographically at the centre of a large road and railway crossroads at the foot of the Pre-Alps. The development of the Milan Malpensa airport, which is less than 10 kilometres from the city, has conditioned and continues to condition the choices in urban planning by virtue of all the activities it generates.

The forecasts of twenty years ago, relating to major consequences in terms of occasional users in the field of commerce, have never occurred, because travellers have as their reference the city of Milan, which is well connected to the terminal, and rarely use the business services of nearby cities. As a result, Gallarate has one of the highest national concentrations of commercial area per square metre, with a large number of medium and large commercial areas, created at the time of the Bersani Law and located on the Sempione axis (a portion of land located along the historic State Road 33 that connects Milan to Domodossola and the border with Switzerland). Over the years, this has resulted in a progressive exodus of the local businesses from the area, and not least from the historic city centre.

Since 2007, a commercial district has been established, which is now operating at full capacity and which effectively carries out a great deal of promotion of the centre, with a large number of activities and events scheduled throughout the year. This alone, however, is not enough to stem the evasion of consumption towards other major commercial polarities and, above all, is not enough to consolidate the activities located in the neighbourhoods.

For this reason, Confcommercio Gallarate Malpensa, has studied in depth the economy of the region and in the last general modification to the PGT, has requested and obtained the adoption of a sequential approach to the planning of all new developments. This tool is finally beginning to deliver as it favours, with economic relief, the establishment of businesses in the local area, thus avoiding to further saturate the road network, which has already reached critical levels of congestion, no longer sustainable.

Now the challenge, in terms of urban regeneration, is played out on two fronts: the development of the new hospital complex in the nearby Busto Arsizio, which will absorb the activities of the current city hospital, leaving an enormous area near the pedestrian area without any purpose; the reconversion of the former Italian Air Force depot, located on the Sempione axis less than a kilometre from the historic centre.

All the forces of Confcommercio Gallarate are now focused on these two areas that, if well managed, could be an important development for the city.



*The heart of the historic centre of Gallarate.*



*Aerial view of the city with the railway junction.*



*Piazza Libertà, with the Basilica of Santa Maria Assunta and Palazzo Borghi, seat of the Municipality.*

Ascom Confcommercio-Imprese per l'Italia Province of Genoa

*Paolo Odone, President*

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### **Genoa Laboratory**

The recent collapse of the Morandi Bridge has drawn attention to the issue of the management of the fragile area of Genoa and surroundings, a valley destroyed by industrialization at the beginning of the last century, which today has left a legacy of commuter suburbs and wrecks of deindustrialization that developers would like to convert into shopping centres. Our hope is that, with the reconstruction of the bridge, a redevelopment of the Valpolcevera will take place, which has been the object of wild industrialization, with great confusion between logistics (railway) and manufacturing (brownfield areas).

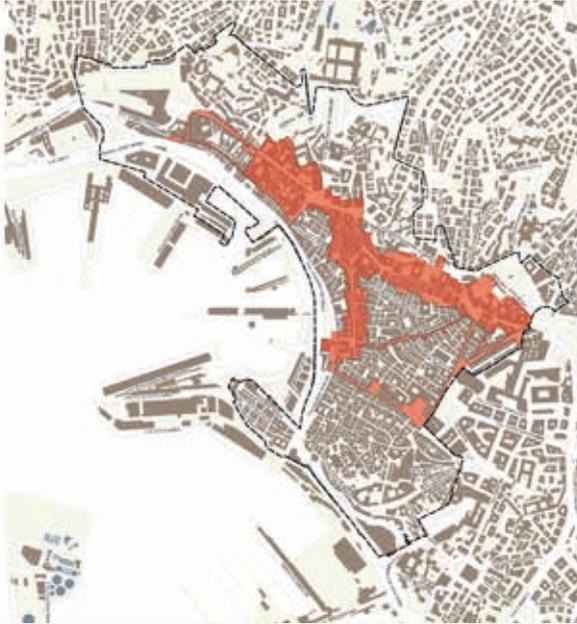
In this context, the Association has to manage, with the support of the University, a delicate balance: for example, it has defended the area of the Maritime Station, which with cruise tourism today brings to the city two million visitors a year, preventing its transformation into a commercial destination.

Confcommercio Genova has understood, since the eighties, the need to support policies of urban regeneration, when it requested the advice of the famous urban planner Prof. Paolo Rigamonti, who has demonstrated the validity of the theses supported by Confcommercio and accepted by the City, promoting design competitions and collaborating with local institutions. This was the beginning of the now consolidated reality of the Integrated Centres in Via Liguri, a unique experience of bringing together micro, small and medium enterprises to form consortia (more on page 28).

Already in 2010 Confcommercio Genova promoted the Register of Historic Shops to the Municipality of Genoa, supported by the Chamber of Commerce, in collaboration with the Ministry of Cultural Heritage and Activities.

Today the city is a UNESCO World Heritage Site and is increasingly establishing itself as a tourist destination, so the work of Confcommercio continues - supported by the Chamber of Commerce - with initiatives aimed at revitalising and enhancing urban planning and businesses. To this end, three projects have recently been launched.

First of all, the study and preparation of a resolution for the protection and enhancement of the historic centre adopted by the City of Genoa, in agreement with the Liguria Region, the Superintendence and the Chamber of Commerce. This initiative is particularly significant because it introduces a regulatory provision that allows initiatives to be taken - focusing on protection, preservation and incentive - to promote the redevelopment of the historic centre and, subsequently, other areas of the city, compared to its progressive decline, due to the proliferation of poor quality business activities. Making use of the provisions contained in the so-called "SCIA 2" decree (Legislative Decree 222/2016), the municipal resolution has, in fact, allowed the definition of boundaries of a valuable area in which it was forbidden to set up activities that lower the overall quality, while promoting the supply of products and services that promote the territory. The expected results are: improvement of



RED COLOURING AREA: AUTHORISATION SCHEME.

Map attached to the Resolution of the City Council n. 2018-136, which defines the area of application, overlapping the scope of UNESCO recognition with the scope of conservation of the historic centre of the Municipal Urban Plan.

This perimeter has been previously identified and proposed by the Superintendence that, pursuant to Legislative Decree no. 222 of 25/11/2016 and Legislative Decree no. 42 of 22/01/2004, article 52, allows local authorities to identify areas with particular archaeological, historic, artistic and landscape value where it is prohibited or subject to authorization, the exercise of one or more activities identified by the type or category of goods, as not compatible with the need to protect and enhance the cultural heritage.



Pza Banchi, area protected by Resolution 136/2018.



Invitation to an event of the Design District.



The interiors of the Mercato Orientale.

the range of products and services in the historic centre and its safety conditions; activation of routes and circuits for the revitalisation and cultural and commercial re-qualification; attraction of new residents; recovery of the identity of the historic centre.

Two further initiatives are particularly worthwhile in the context of the redevelopment of the old town centre. The first is the creation of a design district that extends over a main portion of the historic centre, a project that Confcommercio Genova is working on in order to make it a good practice for the recovery of historic buildings in the city centre, the second is the redevelopment of the main covered market in Genoa, the "Mercato Orientale", a major tourist attraction, which tends to complement the traditional Ligurian catering with an extraordinary show of horticultural products of the various "areas" of Liguria.

For further information on the application of the "SCIA 2" decree in Genoa, see 136.

Ascom Parma Confcommercio-Imprese per l'Italia

*Claudio Franchini, Director*

### Strategic plan for small businesses 2018-2020

The Parma project comes from the need to relaunch commercially the historic centre and the main suburbs of the city, affected by a considerable percentage of vacant shops. An economic and urban fabric characterized by such issues risked, in fact, to frustrate the efforts made to promote tourism in Parma, following its award as a UNESCO Creative City for gastronomy, and to betray the expectations of many visitors who will arrive, in 2020, on the occasion of Parma Italian Capital of Culture. In addition, the planned opening of a shopping centre of more than 75,000 square metres, just five kilometres from the centre, is causing further concern.

Confcommercio has highlighted, before others, these phenomena and, in the case of empty shops, has started, as of 2014, a periodic mapping of inactive spaces in the city (for more information, see page 120).



*Street Luigi Carlo Farini.*

The Strategic Plan for Small Business, which will be operational in 2019, aims to create an urban and commercial habitat that favours the redevelopment of local shops and the increase of customers in the historic centre and on the identified peripheral commercial routes. Included among the initiatives in the plan are the following:

- the reuse of shops that have been vacant for more than three months, through their recovery for exhibition purposes or by improving their decor with tourist window stickers - to be paid by the Municipality - or by providing for a reduction/

abatement of local taxation in the event of reactivation of the spaces and by encouraging the opening of new businesses with grants;

- mapping of vacant businesses crossed with a monitoring of presences on the commercial routes, through dedicated software and involving the estate agents;
- a project for the pedestrianisation of some areas of the historic centre with the involvement of businesses and residents;
- a centre safeguard regulation to ensure that new activities are compatible with the historic context;
- the extension of existing local businesses to 400 square metres of sales space in all destinations of the historic centre;
- temporary free parking in the peripheral commercial routes;
- the provision of facilities for existing commercial and tourist businesses that wish to improve in view of "Parma2020";
- the restoration of the historic Mercato della Ghiaia (Gravel Market).

The design idea, put forward by Confcommercio, together with the Politecnico di Milano, will be supported by a steering committee composed of all local stakeholders, including the municipal authority, other trade associations and property owners. The financial cover will be guaranteed by the preparation of a specific municipal regulation that will identify the criteria for the application of a redemption fee on new medium and large businesses that will settle in the urban belt and that, over time, will fund a portion of expenditure to finance the project of revitalization of small urban trade.



*Duomo Street.*

Ascom - Confcommercio-Imprese per l'Italia of the Province of Pordenone

*Massimo Giordano, Director*

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### **Enhancing the appeal of city centres with European funds**

A fundamental point for the management of an urban centre, aimed at its overall enhancement, is to create a solid and broad public-private partnership. To this end, in Pordenone, the experience of the association "Sviluppo&Territorio" (Development and Region) is being continued, through which trade organisations, companies, special businesses (such as the Trade Fair), the Chamber of Commerce, the theatre, banks and local authorities are committed to having a positive impact on the competitiveness of the city and its economic system.

For example, the Association is a partner of the project "Pordenone in Rete" with which the Municipality has obtained European resources, through the regional call PISUS (Integrated Plan for Sustainable Urban Development, Axis IV "Urban Development" of the ROP ERDF 2007-2013), to revitalize and enhance the attractiveness of the city centre. The investment, of 6 million euro, helps develop a strategy of overall improvement of the attractiveness of the region, combining three types of initiatives: urban regeneration, for 4.2 million euro of public infrastructure works; urban renewal with marketing actions, for 600 thousand euro; initiatives in support of the establishment and maintenance of SMEs (craft, trade, tourism and services sectors), for a total amount of 1.2 million euro. The cross-sectional and characteristic element of the project is the use of new technologies, also through an upgrade of the infrastructure (broadband, Wi-Fi).

In particular, the public works for the redevelopment of urban areas concern: an incentive for sustainable mobility; the completion of the cycle/pedestrian network and the improvement of the museum system. The urban regeneration initiatives, on the other hand, are based on the direct involvement of the entrepreneurial system, including: the training of entrepreneurs; the web and social promotion of the calendar of events in the city, to attract new visitors; the organization of press and blog tours to advertise the region; the possibility of using new services and technological products to promote local attractions; the development of nearby services useful to visitors and consumers (e.g. educational entertainment service for children at events); the promotion and digitization of historic places; the car-parking payment service by card or mobile phone. Finally, the tender in support of businesses has provided for contributions for: initiatives for the requalification and energy efficiency of premises, works for the removal of architectural barriers and initiatives for technological modernization and digitization.

Ultimately, the PISUS of Pordenone has proved to be an effective tool for urban regeneration, able to activate public and private funding, and to integrate initiatives to transform the urban space with initiatives to support economic activities, improving and enhancing the attractiveness of the entire region.



The Association for Development and Region has promoted the project "C'entro anch'io" with the aim of enhancing and promoting the shops and small shops in the historic centre as a unit, as a real open-air shopping centre.

Members of the association Sviluppo e Territorio. The activities carried out by the Association refer, on the one hand, to experimental activities (product range management, real estate management, solidarity fund and start-up companies, etc.), on the other hand, to some of the activities provided for in the Urban Marketing Plan, already defined for the urban centre of the Municipality of Pordenone, in particular those related to commercial operators and their customers and to the promotion and communication of the area.



Some initiatives financed by PISUS are: the city card which allows you to collect points and use city services (payment of multi-storey car parks) or obtain discounts in shops; the guide "Amerai i nostri Locali Storici" and the competition "Locali storici with love" for the promotion of the history of the city centre; the digital app magazine for smartphones and tablets "Pordenone Way" to tell stories and oddities of the area; the urban redevelopment of some important streets of the historic centre, whose executive projects have already been approved.



# 5

## REDEVELOPMENT OF BROWNFIELD AREAS

*An opportunity for the city  
and for businesses*





Luca Zanderighi  
*Professor of Marketing  
University of Milan*

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## Vacant premises and urban marketing

The divestment of commercial premises cannot count on data relating to its extent. However, an estimate by the Revenue Agency allows us to say that in Italy there are more than 700,000 vacant units, equal to 25% of the total of commercial buildings. Therefore, an economic and urban scenario is also emerging in our country, which presents a significant increase in vacant commercial property, a phenomenon that would require continuous and dynamic monitoring by the Regions.

The main question that arises, with respect to the topic of vacant commercial property, concerns the nature of the phenomenon, whether physiological or structural. In order to be able to resolve the issue, it is necessary to take into account important contextual elements such as the advent of e-commerce, which in Italy accounts for only 5% of household consumption but in the United Kingdom already accounts for 20%. However, the phenomenon of online commerce needs to be studied in detail because it has a particular spatial and geographical dimension, which does not affect in equal measure all the product categories and the different types of sales. The traditional business sector is characterized by the need to cover high fixed costs, and a reduction in turnover even only of parts of the product range offered, will therefore suffice to challenge the company's profit and loss account. Vacant commercial properties are, therefore, also the result of this trend linked to e-commerce that already today, despite the reduced market share, is showing its impact on the areas affected, as well as on consumer purchasing behaviour. It is clear that we are facing a huge structural change, due to technological, social and economic changes.

There are many reasons for a decline in business activities, but they can be mainly traced back to three specific factors: the first is economic and is due to the lack of catchment area, to the changes in purchasing behaviour and in public policies; the second is environmental and may concern problems of infrastructure, liveability, accessibility and urban decline; the third is functional and relates to the obsolescence of the business model of the company, which occurs when the nature of a business service starts to decline due to changes in consumer purchasing.

Faced with a high number of brownfield areas and vacant shops, it is natural to ask oneself how and to what extent they can be recovered within a pre-existing commercial offer or how different solutions and functions can be developed for their reuse. A recent study examined some experiences abroad in order to evaluate the ability of these "urban vacancies" to activate processes for their regeneration and renewal. Although there are no real national specificities, it is nevertheless possible to trace some of the characteristics of the different areas analysed. For example: the German experiences have, as a distinctive feature, a greater capacity to involve property development, one of the most relevant stakeholders in the processes of

regeneration; in the United Kingdom private entities seem to play a central part, also favoured by the English regulatory framework; in France, on the other hand, public entities have a key role in the regeneration process. A first example is "Liverpool One", a high-investment operation involving a central area that has profoundly changed the urban context of the city, creating an attractive environment for businesses and bringing it back among the most visited city centres in the United Kingdom; here the role of the private entity is the basis of the urban development process. A second example is to be found in the experience of Paris where, with a municipal plan to redevelop the neighbourhoods, some types of local businesses have been supported, particularly in the cultural sector; in this case, it was the municipal company SEMAEST that acquired the vacant premises with its own direct investments, developing them, alongside the entrepreneurs, with suitable urban marketing policies and then putting them back on the market.

In the coming years, even in our country, it will be increasingly important to be able to properly manage the issue of divestments and, therefore, it seems appropriate to derive, from successful foreign experience, some positive factors, following a marketing approach. The first factor is to have a Planning Group, a body responsible for the project and its implementation, with high organizational capacity; the second is to have vision and strategic analysis, to understand what can be the future of a place and its positioning, starting from the knowledge of the characteristics of the offer and the evolutionary trends of the sector; the third is represented by the public-private partnership, since collaboration is necessary in order to create a critical mass of economic resources and skills; the fourth element concerns identity and image, since it is important to provide a perception of what the final result will be, for the attraction of resources and the search for consensus. Common to the four elements is leadership, necessary to have an adequate ability to manage complex systems (listening), to define a strategy (making decisions) and to organize (achieving results).

Finally, it is necessary to underline the central role of two aspects: the importance of the development of local marketing policies and the need to define guidelines for a new commercial town planning. The first concerns integrated initiatives and unitary governance between authorities and businesses, such as the Commercial Districts, which are a tool for revitalizing or recovering spaces and buildings in the city; the second refers to the need for public policies that integrate commercial and urban aspects, especially at local level, to build commercial urban planning tools.



Francesco Valesini

*Deputy Mayor responsible for urban regeneration, public and private building work, property and land of the Municipality of Bergamo*

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## Urban redevelopment and new paradigms in Bergamo

The topic of urban regeneration enjoys a wide consensus across the board, the result of public awareness concerning the issue of land consumption that, from the early post-war years to 2010, has affected Italy. On this subject, it is necessary to underline the role played by local public administrations, which are responsible both for the promotion of initiatives and, above all, for the mediation of the interests and demands of all those involved, especially in the case of transformation projects that impact on pre-existing economic systems, including commercial ones. Also for this reason, the municipal authority of Bergamo, convinced of the fact that there can be no urban transformations outside of a broader context of regeneration strategies, has established a Department of Urban Renewal that complements that of regional planning.

The major projects under way in Bergamo today concern forms of regeneration of the existing urban fabric, where the business sector plays a significant role, with numerous cases involving the conversion of both brownfield areas and buildings. A more recent problem, which is occurring in Bergamo as in other similar contexts, concerns the decommissioning and the need for reuse of individual buildings located in central or semi-peripheral areas. There are many different reasons for this: the closure of government agencies, following spending reviews and rationalisation of manpower; the reduction of the need for space by credit institutions, brought about by the technological revolution; the closure of local businesses, which has been going on for years for a series of complex reasons.

The topic of regeneration goes hand in hand with the topic of the regeneration of public spaces, the quality of which can be a major challenge for the competitiveness of local businesses compared to that of the shopping centres that surround the city.

Some examples of transformations, which are taking place in Bergamo, are: the former Caserma Montelungo, intended as the first university hall of residence, with positive impacts on building a new identity for the city; the former Mangimi Moretti, for commercial use, which is the subject of controversy among various associations since it is located in an already saturated area, reason for which the building capacity has been reduced by 60%; the former OTE, a vast brownfield area, for which a complex transformation project is in place and in which businesses play a significant role along with other sport and leisure centres.

Another urban renewal programme, with particular focus on social innovation, concerns an area overlooking the former railway station. The project, agreed by the authority, property owners and a cooperative of young artisans, aims to create a new business community in the city, in synergy with the development of new homes, allocating a building owned by the municipality to social housing, with the

development of an area dedicated to artisan businesses and shops in the former Agricultural Consortium (for further info on the project, see page 124).

Following direct surveys of the geography of the offer, which showed a strong evasion of the city's expenditure towards external polarities, in December 2017 a variant of the Regional Government Plan shared with business associations was approved which, in order to strengthen the attractiveness of the urban commercial system, introduced a number of urban premiums associated with new forms of economic compensation, managed directly by the District's control room. In Bergamo a new regulatory system was thus established that focuses on business because of its importance in the management of public spaces, its ability to respond to divestiture and its dynamic role compared to other functions. In recent years, in fact, business has become a key issue in urban planning, both to counteract the negative effects on the city, caused by the growth of shopping centres in the last two decades, and to implement the Services Directive, governing the processes of liberalization contained in it.

A first key step, in this sense, has been the redefinition of the scope of the Commercial District, a real instrument for the government of the region that has made it possible to put in place incentives or disincentives. The draft of the revised plan was based initially on the study of trends, such as buying behaviour and businesses moving out of the city, unattractive city centres, the monitoring of vacant premises, accessibility and parking. Considering that the measure prohibiting the establishment of retail parks of more than 400-600 square metres in the historic centre and outer boroughs, in force since 2008, had not produced the desired effects in terms of protecting local activities, a paradigm shift was decided, encouraging the development of medium and large facilities in central areas to maximise their attractiveness, with positive effects also for small businesses.

Among the innovative measures, the "policy of removing restrictions" has been introduced within the historic centre, the wider city, and the outskirts, which grants permission for people to set up businesses of any type (except for residential property development and wholesale trade) without requiring them to pay business rates, for vacant commercial premises up to 250 square meters and for ground-floor premises that overlook the street. With a view to the renewal of large vacant premises in the historic centre, there is also a significant reduction in the requirement to find public car parks in cases where there is a change in the nature of the establishment of medium and large-sized businesses, assuming that there is good public and pedestrian access.

# **REDEVELOPMENT OF BROWNFIELD AREAS**

*An opportunity for the city  
and for businesses*

## **Experiences**

Unione Commercianti Piacenza - Confcommercio-Imprese per l'Italia

Giovanni Struzzola, Director

### Redevelopment of the Piacenza Northern Sector

The project for the urban regeneration of the Northern Sector of Piacenza involves all the local stakeholders (economic, social and cultural) in promoting the economic and social development of the city and in raising the quality of the historic centre, both in economic terms and in terms of liveability and urban attractiveness.



Location of the northern sector in the urban fabric.

The Municipality and the Piacenza Trade Union have been working together on the transformation of the city since 2006, the year in which the first feasibility study was presented on the development of a vast area near the historic centre and the Po valley. The project, named after the area of Baia di San Sisto, and is part of the Municipal Strategic Programme "Piacenza Vision 2020". The area is full of historical emergencies, of great artistic and monumental value, and is partly occupied by abandoned military sites or in the process of being abandoned.

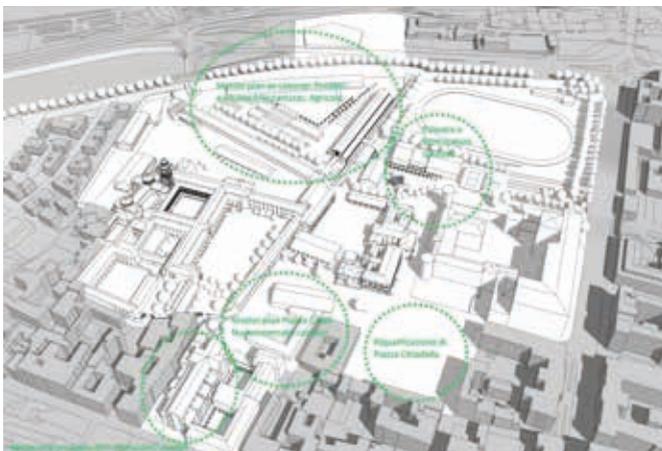
In this context, trade associations, along with Confcommercio as lead partner, have formed a Temporary Association of Purpose (ATS), supporting the municipal authority, also in dealing with the Agenzia del Demanio (state property agency), with the aim to: prevent property speculation in the area concerned; create areas for museums and exhibitions, for the arts, science and technology; develop business activities compatible with the identified intended use (tourism, cultural and recreational activities and food-and wine-related activities); create positive effects in the area.

Thanks to the collaboration of students and undergraduates of the Politecnico di Milano - Piacenza headquarters, a survey of the areas and buildings affected by the initiative of urban regeneration was carried out, leading to the preparation of a master plan, shared with the municipal authority. It was included in the project put forward by the Municipality, in 2016, for the selection announcement of the Presidency of the Council of Ministers for urban regeneration and safety in urban suburbs, the so-called "Suburbs selection announcement".

Starting from the redevelopment project of this area, positive effects are also expected on the urban fabric and businesses of the nearby historic centre, on the tourism and cultural development of the entire city, while encouraging - at the same time - the natural reunion of the urban context with the river system.

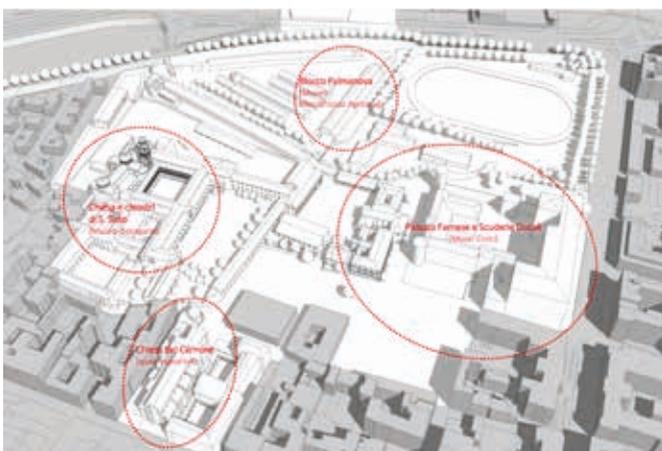


Defining the boundaries of former military areas and location of major attractions in the neighbourhood.



Urban regeneration initiative in progress.

The intervention involves: the enhancement of the existing museum complex (Palazzo Farnese) and the enhancement of cultural sites (Monastery of San Sisto - Diocesan Museum, former Church of the Carmine - Exhibition spaces, Palmanova Block of the Pontieri Laboratory - Museum of Agricultural Mechanization); recovery of the northern section of the Parco delle Mura and other areas inside the complex to be used as green areas or as a car park serving the historic centre; upgrading of the adjacent sports field and the construction of new gyms to serve the nearby schools; possibility of a second seat of the Liceo Classico; construction of social housing; urban redevelopment of the system of squares with the site for the new covered market; allocation for businesses, arts and crafts, artisan food and wine, and activities dedicated to hotel.



Expansion of the museum and exhibition centre.

Confcommercio-Imprese per l'Italia Ascom Padua

Otello Vendramin, General Manager

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### Redeveloping closed shops with local tax incentives



The topic of vacant shops is a key issue for the attractiveness of cities. The closure of local businesses, in fact, not only testifies to the crisis in the retail trade but also brings with it further risks such as the impoverishment of the area and the exodus of the local communities and their networks, leading to decay and crime. Moreover, in the specific case of the city of Padua, we have frequently witnessed the transformation of vacant business premises into garages, a practice that has generated profound changes to the existing commercial fabric and major changes to the way residents use the city.

In an attempt to counter this trend and with the aim of concretely tackling the phenomenon of businesses departing, Confcommercio Padova, in partnership with the municipal authority, has hypothesised that it can encourage the reopening of vacant shops through the introduction of tax incentives.

Therefore, an experimental initiative has been launched that offers, for those who open a new business in premises that have been vacant for at least a year, a grant corresponding to the amount paid for local taxation (TARI, COSAP and Tax on advertising) over a period of 12 months. The municipal authority has provided, for this purpose, an allocation of funds of 100 thousand euros for 2018, specifying that the disbursements will be available until the fund is exhausted and that the maximum amount is 5 thousand euros per person. The initiative, called "Re-open with you", is aimed at all businesses deemed beneficial to the regeneration of the streets and squares of the city: businesses, restaurants and cafes, brokers, travel agents, estate agents and craft shops. In addition, it is specified that eligible premises must be smaller than 500 square metres and that businesses must conform to the EU definition of micro and small enterprises.

Confcommercio Padova has therefore supported the new economic operators in the precarious phase of starting a business, providing them with assistance in filling in the application for a grant and guiding them in the best choice of the location for the shop bearing in mind the merchandise chosen for the new business.

The initiative aims to provide an incentive for young people, encouraging generational change, and aims to establish sound businesses that can contribute to the urban regeneration of both the historic centre and the suburbs.



Confcommercio-Imprese per l'Italia Provincia di Vicenza - Bassano d. G. District

*Riccardo Celleggin, Director*

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### **Bassano Excellence and temporary use of commercial premises**

Since 2011, in Bassano del Grappa, there has been a significant increase in vacant business premises in the city and especially in its historic centre; unfortunately, failing to understand the phenomenon in progress, we tried to stem the problem only when the negative effects on the urban and commercial fabric were finally revealed: an increase in urban degradation, concerns about safety, and the economic and social abandonment of entire streets.

In order to counter this trend, Confcommercio Bassano calculated the number of vacant premises and developed a plan for urban regeneration and economic renewal through which the city managed to gain access to significant regional funding for an integrated Programme of initiatives and for setting up Commercial Districts. The funds obtained were used both for promoting and revitalising the historic centre, in order to increase its attractiveness, and for the realization of the project "Bassano Excellence", aimed at the relaunch of vacant commercial premises. This latter initiative, promoted by the municipal authority in partnership with Confcommercio and shared with other local, public and private stakeholders, offers the opportunity, through a web platform, to put the owners of vacant shops in contact with local entrepreneurs of various sectors, providing the possibility to enter into free loan agreements. In this way, vacant shops and shop windows can be used for promotional purposes and to display the excellent artistic, cultural, manufacturing and agricultural products of the region, until they are actually rented. In addition to these initiatives, the municipal authority sponsored, with 60 thousand euros in the three-year period 2016-2018, a competition for the annual inclusion of five businesses or craft shops in the historic centre, rewarding those who, revitalising premises that have been vacant for some time, have introduced previously unavailable product ranges. This competition was held again in 2019 with 20 thousand euro as the prize.

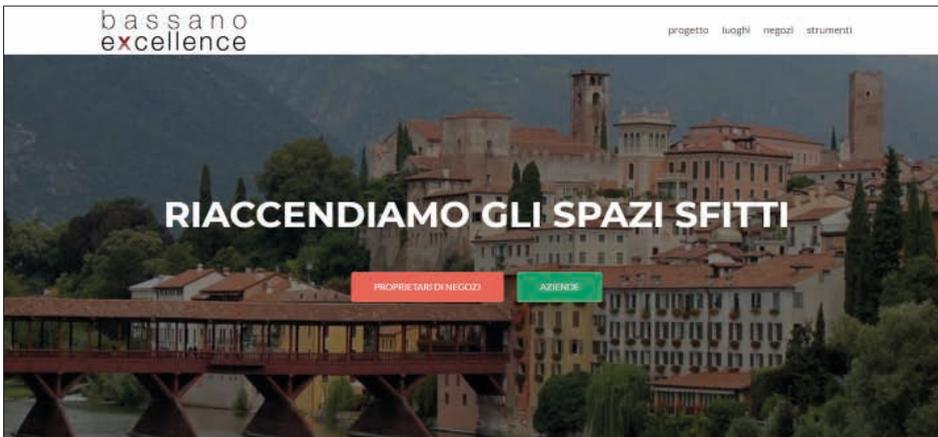
A further issue concerns the transformations that affect several large brownfield areas, located outside the historic centre. In this case, the main concern of the Mandate is the widespread tendency to want to recover these areas through projects, although well planned, often result in the mere construction of retail parks. It has often been found that, in these cases, the reduction of the impact on the city is achieved by implementing solutions which improve the flow of road traffic, neglecting any other effect produced by the new retail park on the commercial fabric of the historic centre. For this reason, Confcommercio Bassano will pay great attention to the issue of compensation.



Excerpt from the survey map of used (in black) and vacant premises (in red) in some urban business activities of the municipality.



Some vacant shops in the historic centre of Bassano del Grappa.



Homepage of the portal bassanoexcellence.it

Forms, for owners of vacant properties and entrepreneurs, designed to facilitate the renewal of vacant premises.

Ascom Parma Confcommercio-Imprese per l'Italia

*Claudio Franchini, Director*

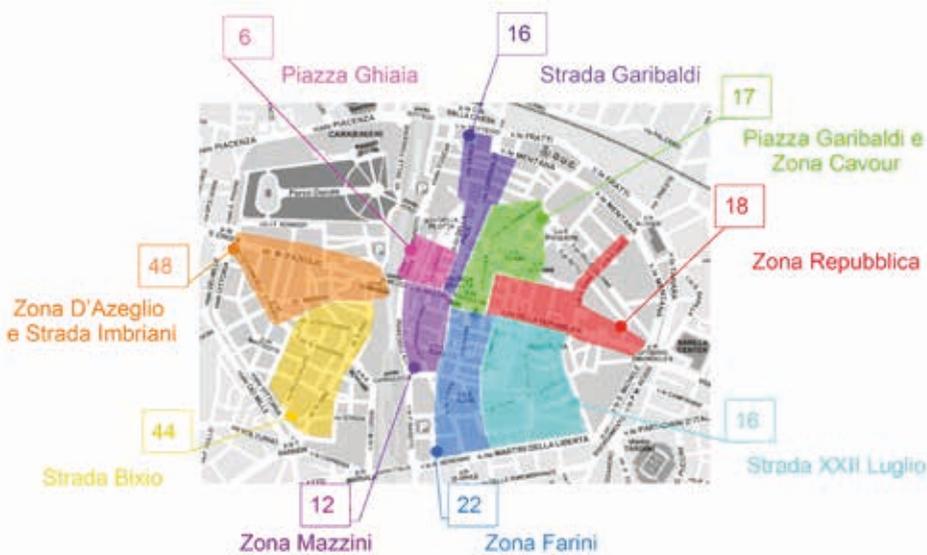
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### **Property and companies: the role of the Association**

Since 2012 Confcommercio Parma has investigated the phenomenon of vacant shops in the city in order to outline possible solutions to this problem. Ascom has therefore taken upon itself, using its own funds, to regularly monitor the closing down of businesses, drawing up a half-yearly report that analyses the trends and the locations of the vacant premises and that makes it possible to trace the evolution of the phenomenon in the different commercial areas of the city. The documentation, which lists about 200 vacant premises, will be made available to the municipal authority, in order to identify the commercially weakest areas in which it is necessary to intervene and to proceed to commit the resources necessary for the recovery and renewal of vacant premises.

In addition, since October 2018 the Association, together with the municipal authority, has put in place a programme to renew vacant premises, making contact with the owners of these properties, through the relevant estate agencies and associations of property owners. The collaboration between Confcommercio Parma and the owners' associations has resulted in an agreement, which assigns an intermediary role to Ascom so that, if a landlord is not able to rent his property, it intervenes by finding an entrepreneur willing to temporarily use that space as a showcase only to promote their products. The formula provides that the landlord leases the vacant property at zero rent and that the entrepreneur, in return for displaying their goods, only bears the cost of electricity, regularly taking care of the decoration of the shop window. In addition, the entrepreneur must be willing to vacate the premises promptly in the event that someone wants to rent them, or it is possible





Investigation into vacant premises in the historic centre and on the other side of the river, total: 199 units.  
Update: February 2019.

that he himself may apply to rent them for his place of business, taking advantage - in this case - of some preferential terms. A further initiative on the subject involves the obligation, on the part of property owners, to cover the windows of vacant premises with lines of posters, provided free of charge by the municipal authority. The Municipality of Parma has agreed to waive various municipal taxes on vacant shops in the event that they are reopened,

In order to find the necessary funds for the implementation of this agreement and further initiatives to support local businesses, a special regulation has been issued by the municipal authority that provides for an additional tax to be paid by new medium and large retail outlets in the event that they are located in out-of-town areas.



Commercial premises closed in Parma.

Confcommercio-Imprese per l'Italia of the Province of Mantua

*Susanna Davanzo, Official*

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### **Mantua's experience of reopening vacant shops**

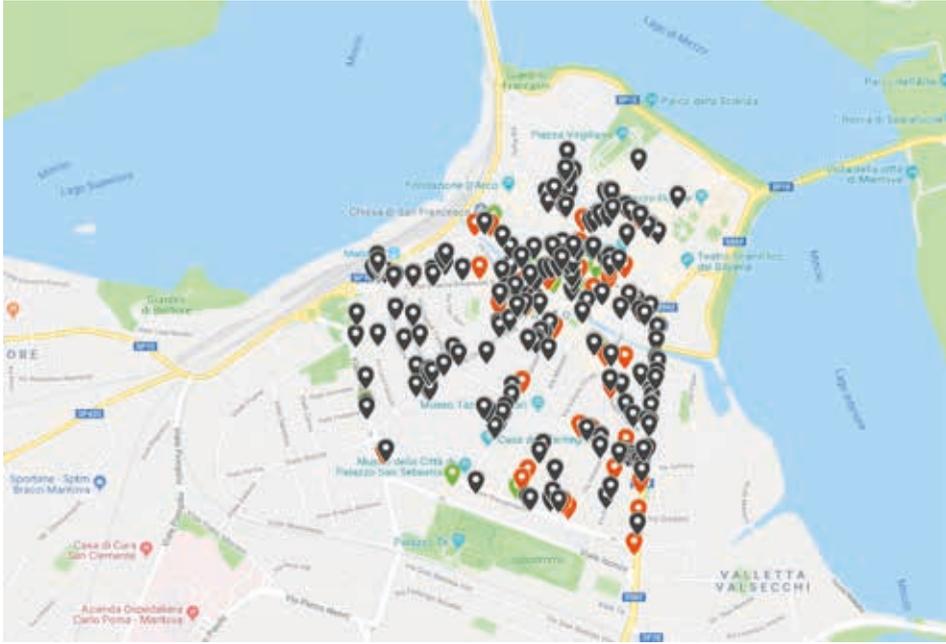
In Mantua a lot of shops are closing down and this is impoverishing the quality of life in the city and the health of the local economy, which is already in crisis due to the inadequacy of the infrastructure which makes it hard for people to access the city and the massive presence of large and medium-sized out-of-town retail outlets.

In order to try and reverse this trend, the Municipality set up a programme entitled "Sto@2020", related to the issue of reopening vacant premises, while at the same time reinforcing the programme of public-private collaboration that began with the establishment of the Commercial District and continued with the District of Regional Attractiveness (for further information on the initiatives of the Lombardy Region, see page 83).

With the intervention programme outlined, aimed at reopening vacant premises and experimenting with forms of urban regeneration based on commerce and entertainment events, three general objectives have been defined: to create a meeting point between the supply and demand of commercial premises available in the city; to make Mantua a sort of "nursery" for new businesses with the support of the Chamber of Commerce, which has made available 50 thousand euros of funds for the renewal of empty premises; to increase urban attractiveness through a full program of cultural initiatives and entertainment events, able to involve, in particular, the citizens of the province that, in recent years, have gradually lost interest in the capital.

A permanent register of vacant premises has been set up and a map of them has been drawn up, combined with information about their characteristics. However, since it is difficult to identify the owners of the premises surveyed, a roundtable was opened with the Association of Owners and the trade associations of real estate agencies, in agreement with the municipal authority, to fill in the knowledge gap. In the near future, also in order to improve the appearance of the windows of vacant premises, the creation, with uniform designs, of panels covering the windows with information about the property (energy class, size, state of repair and the owner's contact details) is planned.

These and other initiatives are part of a wider collaboration with the municipal authority, developed through the Tavolo permanente del commercio, a place for constant discussion on issues that affect local economic development. In order to identify shared solutions between the parties, the debate, for example, also covers: the theme of the provision of rotating parking in the city; the introduction of variable message panels that allow real-time information on the availability of parking spaces; the theme of diversification of the product mix; local government policies with regard to local constraints on the intended use.



Mapping of vacant commercial premises in the historic centre of Mantua, October 2018: in black, the premises already vacant in the previous mapping; in red, the new vacant premises on the date of the survey; in green, the reopened premises.



A large number of empty premises damages the commercial attractiveness and the image of the city, sometimes leading to urban decay.

Linkmakers cooperative

*Diego Armellini, President*

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### **Link District, renewal of the former Agricultural Consortium of Bergamo**

The aim of the "Link District" project, promoted by the Linkmakers cooperative, is to renew and upgrade the former Bergamo Agricultural Consortium, an abandoned building of about 4,800 square meters located in a strategic area of the city. The aim is to give new life to this area, transforming it into a hub capable of bringing crafts, commerce and innovative small production back to the centre of the city, making it a place of social inclusion and cohesion.

The project also aims to increase the attractiveness of the whole city by creating an attractive meeting and working space for the younger generations. By examining the habits of the people of Bergamo, in the last twenty years, it has been observed, in fact that, for leisure activities and their shopping needs, they prefer to go more and more to the retail parks outside the city rather using the city centre. This has led to the closure of many businesses with consequent negative effects on the city, in terms of decreasing the quality of life while increasing urban decay and petty crime.

A working group was then set up between entrepreneurs, property owners, the Municipality of Bergamo and numerous local associations in order to build a shared project for urban, economic and social regeneration. Through the provision of subsidised rents and shared services, aimed at reducing general costs and facilitating the start-up of new businesses, the aim now is to bring work back to the city, reversing the trend that sees activities now often located outside the city centre

Our mission is to bring together highly-innovative companies and more traditional companies with the aim of experimenting with collaborative working and creating cross-fertilisation. In addition, the district will remain physically open to the public to enable it to overcome the classic concept of "closed artisan businesses" and to return to developing the product and service in conjunction with the customer.

Since it was considered necessary economic regeneration with social regeneration, the recovery project of the former Agricultural Consortium was accompanied by a social housing programme, to be implemented in a neighbouring municipal building, in order to support the housing autonomy of entrepreneurs and staff employed in the new businesses. In addition, the businesses involved will be required to sign a memorandum of understanding aimed at facilitating their involvement in initiatives of social relevance (organization of events, urban regeneration of the neighbourhood, etc..) to promote good relations with the community, with particular attention to the most vulnerable sections of the population.

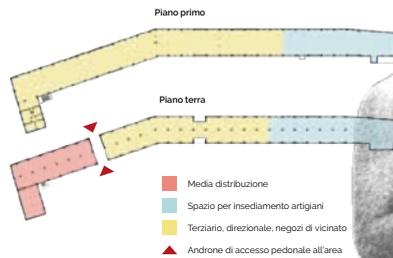


The privileged position of Link District in the urban fabric of Bergamo.

The Agricultural Consortium after the Second World War and a view of the redevelopment project that provides space for work, trade and leisure.



Workstations in large, flexible environments.



The project is part of the process of redevelopment of the urban area of Via Bono, between the railway station and Borgo Palazzo.



# 6

## REPLICABILITY

*Best practices:  
a selection of case studies*

Ascom Bergamo - Confcommercio-Imprese per l'Italia  
Chamber of Commerce of Bergamo

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### **Implementation of the "Hermes" information system**

*It is part of the experience illustrated on page 27*

#### **SUBJECT OF THE IN-DEPTH STUDY**

The project consists of the creation of an information system for consultation about, research into and the channelling of the opportunities for setting up new businesses in the existing vacant premises in the province of Bergamo. It originates from the "Sto@2020" and "Asset" tenders of the Lombardy Region and, initially, provided for the geo-referencing of dissolved businesses through mapping. Subsequently, on the basis of the requests that came from the municipalities, the project evolved towards the creation of a web portal ([www.geopin.it](http://www.geopin.it)), which made it possible to incorporate field maps into the SUAP and CCIAA databases, through the Digital Ecosystem of the Lombardy Region E015. This system is a "digital environment" that collects both public and private information flows and data (membership is free) in order for it to be shared and integrated with those of the other members of the platform, thereby providing a system of useful information for citizens and businesses while promoting, at the same time, the region.

#### **HIGHLIGHTS OF THE FIRST PHASE (MAPPING)**

The mapping phase of shops and commercial properties, both active and inactive, is the rationale for the creation of the database. The census and geomapping activities were carried out by 120 students on a work-based learning project, from three high schools in Bergamo, in the period from June 2017 to September 2018. The survey was carried out through a geomapping app, installed on mobile digital devices, with which the students collected a set of information relating to each item identified. Ascom Bergamo and the company that developed the app have sponsored and coordinated this activity. The collection of data was carried out in full compliance with the data protection regulations.

The main work steps are listed below.

##### **1) Identification of tools**

- Needs/requirements analysis.
- Creation of the mobile app.
- Database configuration.
- Installation on tablet and smartphone devices.

##### **2) Training**

Training activities related to the survey involved:

- school tutors;
- students;
- officials from the municipality.

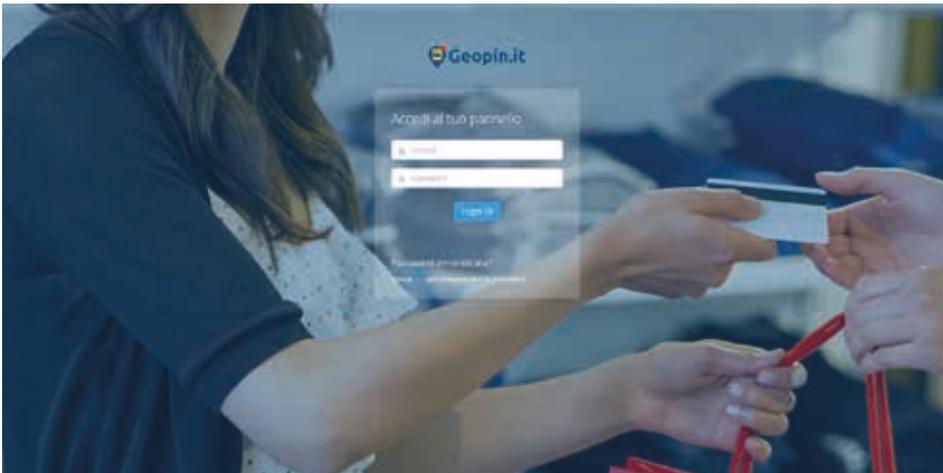
### 3) Support and remote assistance

- Definition of regional areas.
- Creation of working groups and allocation of areas.
- Initial and ongoing support.
- Remote assistance and monitoring.
- Normalisation of data collected

The number of businesses recorded was 4,476, of which 3,758 were active and 718 were inactive.

### MAIN STEPS OF THE SECOND PHASE (INFORMATION SYSTEM)

The internet portal [www.geopin.it](http://www.geopin.it) was created to search for and identify active and inactive businesses present in the region for authorized users of the Municipalities, of Ascom Confcommercio Bergamo and of the Chamber of Commerce. The platform aims to facilitate the analysis of the existing and potential commercial fabric in order to support entrepreneurs who want to open new businesses in their choice of location, and to make it easier to have a better understanding of the supply of and demand for business premises. The information system allows public and private bodies to carry out detailed analyses of the business development potential of the region; data can be exchanged between the portal and the SUAP services of the municipalities through the E015 Digital Ecosystem.



The following initiatives have been taken to set up the online consultation platform:

- 1) importing the geomapping database;
- 2) integration with SUAP data;
- 3) integration with the data of the Chamber of Commerce;
- 4) creation of cross data graphics;
- 5) importing POIs (Points of Interest) and street views from Google Maps;
- 6) creation of homogeneous categories from ATECO data conversion charts;

- 7) development of an Artificial Intelligence software for data analysis through a wizard aimed at identifying business development opportunities;
- 8) creation of a search function of the businesses in the database on a geo-referenced map;
- 9) creation of detailed information sheets on the businesses, including photographs and street views on Google Maps;
- 10) creation of a table search similar to the map search;
- 11) creation of reports that can be exported into the main data exchange formats.

## PORTAL FEATURES

### 1) Structuring of the site [www.geopin.it](http://www.geopin.it)

#### 1.1) Homepage

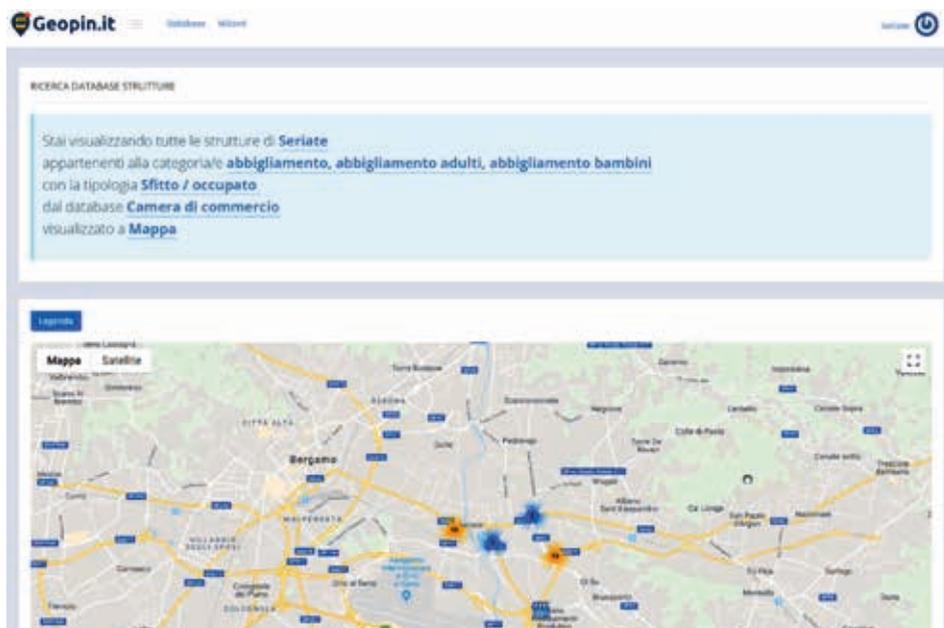
The user is welcomed by a graphic page with a background map with the search form in the centre. The page has a set of icons that allow you to quickly access a certain number of results aggregated by type of business, for example: clothing, catering, footwear, etc.

#### 1.2) Listings page

A screen divided into two sections will appear for each search result or every time an aggregated result is accessed (category, geographical area, tags, etc.): on the left, the results relevant to that stage of research will appear, while an interactive map with their geolocation will appear on the right.

The listings page will also contain filters to refine the user's searches or to reduce the number of results depending on the user's preferences, based on:

- specific product categories;

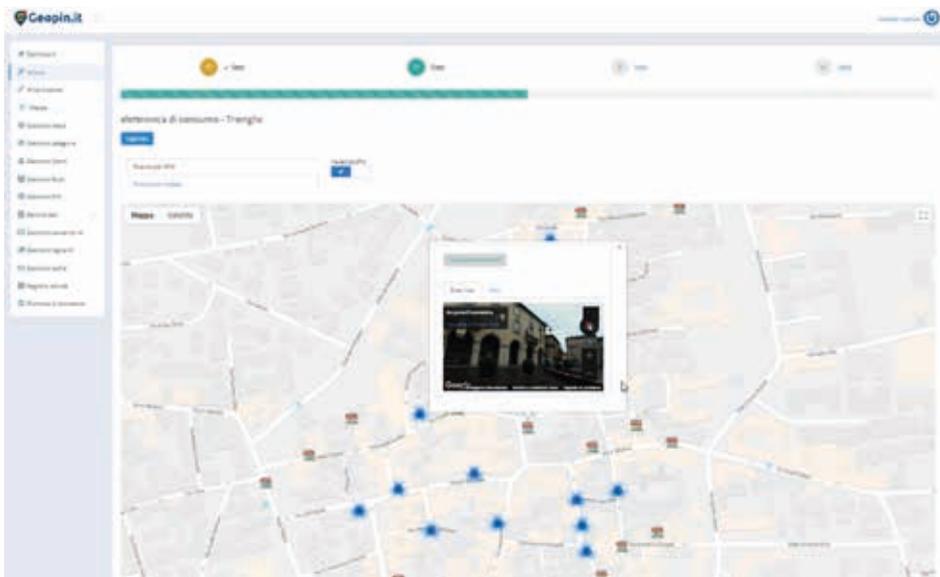


- type of property;
- geographical areas;
- range;
- featured contents
- tag.

### 1.3) Activity sheet

The form contains in aggregate form the characteristics of the property:

- large-scale image gallery;
- contact information;
- details of the business or vacant property or property for sale;
- icons with the features of the property;
- geolocation on map.



## 2) Membership

Access to the platform (granted free of charge to anyone who meets the prerequisites) is granted according to different levels of privilege.

- Administrator: for technical staff only.
- Publisher: for editorial staff only.
- Estate agent: dedicated to estate agents and intermediaries.
- Owner: for owners of businesses or vacant commercial premises.
- Company: companies looking for premises for their new business or where they want to relocate.
- Public bodies: for consultation, updating and extraction of statistics on commercial penetration and product diversification, as well as for any further research and documentation.

Municipalities have the possibility to proceed with research and data extraction that will make it easy to analyse the commercial fabric of their region.

### 3) Digital Ecosystem E015

All the contents and aggregations of data and information are made available to the E015 Digital Ecosystem, which makes them available to external publishers and to the information systems of the Lombardy Region. The mechanism is bidirectional: the portal [www.geopin.it](http://www.geopin.it) is able to retrieve, from the databases of the municipal SUAP services present in the Digital Ecosystem E015, information that is always up to date with regard to the availability of a property. Furthermore, the portal can register all the changes that occurred after the geomapping.

### 4) SUAP

Integration with SUAP services ensures that the database is always up to date and valid. In order to manage the updating of the data contained in the portal, channels E015 have been set up in and out of the database, in order to update in real time any changes communicated to the municipalities through the portal "Impresa in un giorno". In the event that one or more SUAP sources not equipped with E015 want to contribute to the population and updating of the portal [www.geopin.it](http://www.geopin.it), connectors or ad hoc web services can be created or offered.

### 5) Server

The portal [www.geopin.it](http://www.geopin.it), in consideration of the high potential consultation to which it may be subject, is supported by Enterprise, a virtual server with dedicated bandwidth. This server guarantees, in addition to data security, high performance and connectivity of services, 24 hours a day, 365 days a year (24/7).

## ENTITIES AND RESOURCES

### 1) Project partners

- Ascom Confcommercio Bergamo.
- Chamber of Commerce of Bergamo
- Digital marketing companies.
- App development companies.
- Information infrastructure development companies.

### 2) Stakeholders

- 3 secondary schools (headmasters, teachers, 3rd and 4th year students) organised into 40 working groups.
- 42 municipalities belonging to 3 Urban Commercial Districts (DUC) and 5 Distributed Districts of Intercommunal Importance (DID).
- SUAP software house.

### 3) Resources

Financial support was provided by the Lombardy Region through:

- Tenders Sto@2020;
- Asset tender.

Confcommercio-Imprese per l'Italia Bologna  
Chamber of Commerce of Bologna

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## Organisational chart of the "Digital Shop 4.0" project

*It is part of the experience illustrated on page 20*

### SUBJECT OF THE IN-DEPTH STUDY

Confcommercio Bologna and Cedascom have created an innovative temporary store intended as a tool for urban regeneration and innovation support. The Digital Shop 4.0 is a space open to all entrepreneurs in Bologna, equipped with new digital solutions and connected to an ecosystem of companies and professionals (from window dressers to digital marketing experts) that simplify its management.

The Shop is available to the businesses in Bologna. For short periods, they will be able to experience the performance of their sales activities in a stimulating and highly-visible environment, equipped with innovative technologies and fittings.

The following are the operational steps taken to implement this project.

### PREPARATORY PHASE

#### 1) Acquisition of external economic resources

Confcommercio Bologna participated in the annual tender of the Chamber of Commerce of Bologna, which provided for the allocation of non-repayable grants for 50% of the amount of projects submitted by trade associations and institutions. "Cedascom Spa", the service company controlled by our Association was responsible for the project management.

#### 2) Creation of a technological network of partners

After consulting with leading companies providing innovative processes in the retail industry, the most useful digital technologies and services for the retail sector were chosen. They were considered ideal for supporting entrepreneurs both in business management and in acquiring specific digital know-how.

*With the support of a company specialised in technology consulting, partners were selected to provide the technologies listed below.*

- Bespoke digitally printed wallpaper to make shop windows more attractive and reduce costs and complexity.
- "Warm" white LED light projector system to improve the display of products in the shop window and for an easier set up.
- Cash register designed to send cash data electronically (to the accountant or to the cloud), to receive Satispay payments and to integrate a customer loyalty system; cash register analytics service, which allows remote access (even from a mobile phone) to sales data and to a number of other KPI - Key Performance Indicators (e.g. increase/decrease in sales for a certain product , etc.).
- *Real-Time Performance Analytics*: small antennas that measure the number of

people passing in front of the shop, stop at the shop window and enter the shop, and "Elevate service", a marketing tool that allows to get the customer out of anonymity thanks to a "marketing check-in" that registers (name, phone and gender) of the customer with a few steps and a simple indoor promotional activity.

- *Data Retail Analysis*: tool that allows entrepreneurs to make geomarketing activities and operational choices with easily measurable benefits.

In addition, a partner was selected to provide advice on the following social marketing platforms: launch campaigns, digital storytelling and videocase history.

### **3) Identification of the point of sale and its transformation into a digital shop**

Vacant premises were sought in a commercial area of the historic centre, which could be used as a temporary shop and practical workshop for the project.

- A lease was signed for the premises chosen and located in Via San Felice 35.
- Maintenance work was carried out on the premises, with painting and restoration of the systems.
- Contracts were signed for electricity, water and ADSL Internet connections.
- The furniture for the new shop was rented.
- Digital technologies and services were installed and tested inside the premises.

## **IMPLEMENTATION PHASES**

### **1) Selection of companies to be included in the point of sale**

Identification of entrepreneurs willing to experiment with their sales activities in a temporary shop, using the project technologies.

Therefore, a free loan contract was signed with the companies identified for the use of the premises, including services and furnishings.

### **2) Administrative requirements for company placement**

Administrative improvement through the presentation of the following files:

- the SCIA certification for the opening (a municipal permit);
- declaration for the payment of the waste tax (TARI);
- application for authorization for advertising (internal and external logos and signs) and payment of the related tax;
- communication to the Bologna Chamber of Commerce for the opening of new local units.

### 3) Operational start-up

- Set up of a point of sale by entrepreneurs.
- On-site training on new technologies and services.
- Meetings between suppliers and users.
- Activation of social marketing initiatives.
- Opening to the public of the commercial premises of the digital shop.

### 4) Training for member and non-member businesses

Scheduling of four meetings, from June to September, open to all small and medium enterprises in the Metropolitan City of Bologna operating in the retail sector to deal with the following issues:

- social media and the CRM-Customer Relationship Management: marketing of the point of sale in the digital era;
- window, Loyalty & ePayment: the heart of the 4.0 shop;
- (big)data at the point of sale: always measure - measure everything;
- lights and shadows of e-commerce: a journey from the extension of the personal website to international market places .

## ENHANCEMENT PHASE AND COMMUNICATION

### Project communication plan

- Presentation press conferences.
- Purchase of promotional pages in the local press for marketing purposes.
- Use of the association website with a dedicated page.
- Use of the social media of Confcommercio Ascom Bologna and of the businesses and partners involved in the project.

Municipality of Genoa, Liguria Region and Chamber of Commerce of Genoa with the A.B.A.P. Superintendence and the trade associations

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## Implementation of the "SCIA 2" decree in the historic centre of Genoa

*It is part of the experience illustrated on page 100*

### **SUBJECT OF THE IN-DEPTH STUDY**

Genoa City Council, Liguria Region and Genoa Chamber of Commerce have signed an agreement, with the support of the Superintendence and trade associations, aimed at identifying areas of particular archaeological, historical, artistic, natural interest - in accordance with the provisions of Legislative Decree. 222/2016 - to manage the establishment of business activities in relation to the protection of the historic centre and its qualification.

The contents of the agreement approved by the City Council are set out below.

### **GENERAL DATA OF THE ACT**

Decision of the Municipal Council No 136 of 29 June 2018 and enclosed Memorandum.

### **REFERENCE LAW**

- Legislative Decree 59 of 26/03/2010 'Implementation of Directive 2006/123/EC on services in the internal market'.
- Legislative Decree no. 42 of 22/01/2004 "Code of Cultural and Natural Heritage", art. 52 which identifies the possibility of introducing, through agreements between the Region, the Municipality and the competent territorial offices of the Ministry for cultural activities and heritage, possible prohibitions and restrictions when trading in certain public areas of archaeological, historical, artistic and natural interest.
- Legislative Decree no. 222 of 25/11/2016 "Identification of procedures subject to authorisation, certified report of commencement of activities (SCIA), tacit consent and communication and definition of administrative arrangements applicable to certain activities and procedures". In particular, Article 1, paragraph 4, which establishes that, for the purposes indicated in Article 52 of the Code of Cultural Heritage (Legislative Decree no. 42/2004), the Municipality, in agreement with the Region, after consulting with the competent Superintendent and the trade associations, may adopt decisions aimed at restricting zones or areas of particular archaeological, historical, artistic and natural interest in which the exercise of one or more of the activities referred to in this Decree, identified by reference to the type or category of goods, is prohibited or subject to authorisation, since it is not compatible with the need to protect and enhance the cultural heritage.
- Regional Law No 1 of 02/01/2007 "Consolidated Act on Trade".
- Resolution of the Regional Council no. 31 of 17/11/2012 "New commercial and

town planning in the field of retail trade in fixed location".

- Municipal Council Decision No 14 of 08/04/2014 "Changes to the municipal plan for catering businesses, restaurants and cafes" which introduces a programme and regulation of the sector identifying the appropriate quality standards.

## RELEVANT EXCERPTS OF DGC 136/2018

### 1) Introduction

Considering that the historic centre of Genoa hosts the system of the Palazzi dei Rolli and the Strade Nuove of Genoa, which constitute UNESCO World Heritage Sites. This area requires particular attention and care, also with explicit reference to the identification of the premises where traditional crafts and other traditional commercial activities are carried out, in order to ensure appropriate forms of promotion and protection, while respecting the freedom of economic initiative.

Considering that the area to be protected must be wide, that the businesses allowed must be of various types, depending on their distance from the centre, and should avoid duplication, overlaps and overflows between the adjacent areas, it should be noted that within the above model there is an area of decreasing importance, from the centre to the outskirts, within which the restrictions to be applied should be gradually relaxed in order to be aligned with the regulations applicable to out-of-town locations.

Given that the most recent trade regulations offer authorities new tools for governing their areas, considering that the restoration of forms of sociality is intimately connected with the introduction of new commercial parameters, linked to the administrative arrangements for the acquisition of the qualification with regard to the following types: local catering businesses; non-food businesses; artisan food businesses; food and beverage related activities.

Having noted that, with reference to non-food local businesses, there is a supply of low value, while, with reference to local/artisan food businesses, there is an offer often linked to a specific ethnicity, represented by both food and non-food activities unrelated to the Ligurian tradition, and given that the area contains the oldest and richest historic centre of the City of Genoa and in this sense possesses all the characteristics referred to in the aforementioned art. 52 of the Legislative Decree. 42/2004.

Considering that the Region and the City of Genoa intend to direct commercial initiatives in such a way as to encourage the opening of businesses of a more specific nature which will be poles of attraction, including themed ones, for the citizens of Genoa and for tourists.

Given that the administrative procedure identified was to request permission to set up a number of different types of businesses in the area covered by the agreement, from the administrative authority.

## 2) Decisions

The council decided:

- to approve the agreement between the Liguria Region and the Municipality of Genoa after consulting with the Superintendence, the Chamber of Commerce and the most representative trade associations at regional level;
- to establish that the signatories, also at the request of the trade associations, may proceed with a possible integration and/or modification of the Agreement to define further aspects that should be identified in the first phase of application.

### **MAIN CONTENTS OF THE MEMORANDUM ATTACHED TO THE DECISION APPROVED**

#### 1) Objectives

- To create favourable conditions for setting up and supporting new companies that can contribute to the qualification of the region, while remaining in line with the recent principles of liberalization contained in government decrees.
- To exclude certain types of goods that contribute to the degradation of the region or that do not meet the objectives of quality development.
- To harmonize and integrate the product mix with other economic activities in order to: promote diversification that can better meet the needs of residents, tourists and students; spread innovative and creative formulas; enhance the region.
- To meet the need to be and feel safe by supporting the vitality of the urban area identified, supporting trade, encouraging the use of ground floors, promoting relations within the community, involving a plurality of stakeholders, including the police, for a common purpose.
- To involve the signatories of the agreement in a continuous and shared process of development of the area by deploying resources and tools.

#### 2) Commitments

The Liguria Region promotes the memorandum working groups and may make financial resources available to commercial activities within the areas identified .

The Municipality of Genoa undertakes, with the application of these new instruments, to protect the area concerned and to promote the economic development of the area by using specific incentives and financial support, as well as to carry out its control functions of the area.

The Superintendence is committed to participating in specific working groups aimed at the social and economic development of the area.

The Chamber of Commerce undertakes to support the analysis and identification of priorities to be included in the Agreement and in any subsequent additions.

The trade associations will provide their support in developing the commercial and artisan purpose of the area and in offering targeted services to support existing businesses (assistance, access to credit, etc.)

#### 3) Definition of the regional perimeter

The Agreement makes reference to the surface area obtained by overlapping the area recognized by the UNESCO with that of the AC-CS (Area of Conservation of the Historic Centre) of the Municipal Urban Plan. This perimeter was previously identified and proposed by the Superintendence.

- Within the perimeter (see figure on page 142) there is another red coloured area to which the administrative authority for setting up of new businesses applies.
- In the area between the external perimeter and the area identified in red, the setting up of new business activities will be subject to the administrative authority of the SCIA, in order to give a decreasing relevance from the centre to the periphery to the area within which incentives/restrictions are gradually reduced.

All the rooms at street level or above of a building that, even from one side, falls within the perimeter, are included in the area with the most stringent constraints.

#### 4) List of new economic activities barred by the perimeter

- Laundrettes
- Retailers and/or suppliers using automatic food vending machines<sup>1</sup>
- Phone centres, telephones, faxes
- Internet points, money transfer and currency exchange
- *Sex shops*
- Artisan (and non) food shops selling pre-cooked food
- Food businesses involving alcoholic beverages except those that have quality certifications
- Butchers selling products of non-Italian origin
- Disco pubs, discos and night clubs
- Businesses involving the purchase and sale of gold
- Businesses offering an indistinct and generalized range of various products
- Businesses selling second-hand products with the exception of clothing and accessories, furniture and furnishings, accessories and collectibles
- Businesses involving the purchase and sale of cannabis and its derivatives
- Businesses such as body shops, tyre dealers, mechatronics and overhaul centres
- Sales/rental of flammable gas cylinders
- Businesses involving the sale of telephone accessories, excluding mobile phone brands
- Food and beverage supplies provided by associations and clubs
- Fixed retailers with a net sales area of more than 150 square metres and consumption on the spot
- Massage centres

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<sup>1</sup> As provided for in the Memorandum, trade associations may request amendments and additions to the Agreement. Using this option, Confcommercio has asked to include in the list of prohibited activities also the sale of non-food products through automatic vending machines.

## 5) Requirements and criteria for opening businesses in the area authorised

In the area identified in red of the plan (see page 142), only the businesses listed below may be started.

- Food retailers that only sell food products with a quality label (product certifications recognized to EU food standards issued by bodies recognized by the MIPAF), excluding the sale of household and personal hygiene products.
- Non-food retailers involving a single product or single theme (single product category) that sell high-quality branded products in accordance with the current legislation, excluding the sale of household and personal hygiene products.
- Non-food businesses carrying out tourism promotion activities in agreement/cooperation/partnership with the municipal authorities.
- Food and beverage business activities: catering establishments offering only traditional Italian and/or traditional European cuisine not using pre-cooked products; cafés supplying fresh and not pre-cooked products;
- Food and non-food, artisan, artistic, traditional production activities, traditional Italian quality products ensuring traceability of raw materials in the supply chain and safety certification.
- Beauticians and hairdressers. This activity is not allowed at street level in the following streets (omissis).

## 6) Regulation on the decor of businesses

- Roller shutters: they must be kept in good condition at all times.
- Windows and doors: they must ensure adequate overall decor and structural solidity as well as high standards of hygiene.
- Internal display: the display of products in the shop window must be neat, pristine and organized.
- External display: the display of products in bulk or hanging from hooks, nails or inadequate structures is not permitted. The arrangement of products and merchandise is allowed in special displays which, if placed on public soil, are subject to authorization. The overall look of the business should be well organised, have an appropriate number of products on display, be neat and tidy and well lit with internal or reflected natural light.
- Signs: in general, signs placed in the special slot above the door are permitted. Signs must follow the main alignments of the façade of the buildings and not cover its architecture. In principle, the use of photoluminescent signs is prohibited. The signs of historic shops must be maintained irrespective of the change in business activity of the owner. In any case, all the signs falling within the perimeter identified in this agreement are subject to authorisation (if on a listed building) or to the opinion of the Superintendence.
- Glass stickers: they are prohibited, with the exception of those relating to initiatives promoted and/or sponsored by the signatories of the Memorandum of Understanding and by the most representative trade associations. It is prohibited to affix posters, flyers and other notices, with the exception of notices of transfer of business and of lease/sale of the property.
- Solar blinds: they may be installed only in alleyways that allow for the installation

of blinds and must be cream-coloured, shape and material to be agreed with the Superintendence.

- Display cabinets on the sides of the access lights: they are allowed, in compliance with the regulations in force.
- It is forbidden to use display cabinets to store products.
- It is forbidden to promote the purchase or consumption of alcoholic drinks.
- It is forbidden to display luminous signs and led screens attached to or next to the windows.
- With regard to listed buildings pursuant to the Cultural Heritage Code, any work or change of use must be authorized by the Superintendence pursuant to Article 21 of the Code.

## **7) Existing and active businesses**

All business activities already up and running in the perimeter can continue to carry out their activities and will have to adapt to the conditions relating to the Regulation on the decency and respectability of the activity.

## **8) Penalties**

In the event of breach of the rules set forth in this provision, the provisions of "Chapter XVII Penalties and Forfeitures" of the "Consolidated Law on Commerce" (L.R. 1/2007) shall apply.

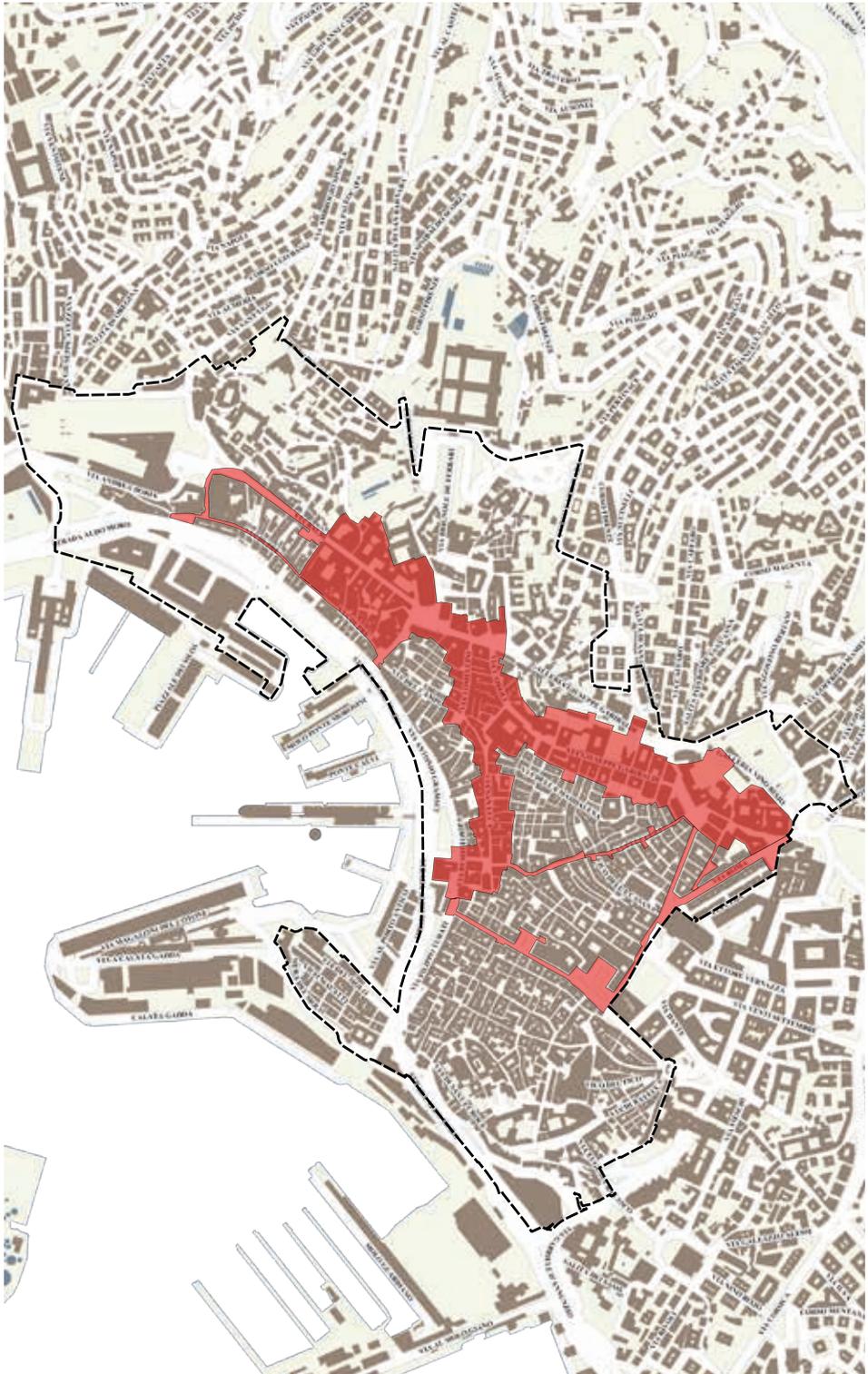
The setting-up or subsequent performance of an activity other than the one authorised or approved by SCIA will result in the revocation of the authorisation, as well as in the impossibility of issuing a new authorisation for the defaulting party within the identified area.

## **9) Management of the memorandum**

The signatories, as well as the Superintendent and trade associations, hereby undertake to: participate in the meeting tables; provide useful information to monitor the initiatives in the region within the perimeter; analyse issues and implement corrective measures; produce regular joint reports; involve potentially interested parties.

The signatory parties, also at the request of the trade associations, may proceed with a possible integration and/or modification of the Agreement in order to define aspects that should be identified in the first phase of application.

### 10) Graphic representation of the areas covered by the Agreement



# TABLE OF CONTENTS

## TABLE OF CONTENTS

<i>Carlo Sangalli</i>	
Preface .....	1
<i>Alberto Marchiori</i>	
Trade and urban renewal with a European approach .....	3
<i>Antonio Decaro</i>	
ANCI and Confcommercio together for our cities .....	5
<i>Silvia Viviani</i>	
Together for innovative urban planning.....	7
<i>Town Planning and Urban Regeneration Sector</i>	
Background, purpose and structure .....	9

## TRADITION AND INNOVATION

### ***Forward-looking business that form networks***

1

<i>Andrea Granelli</i>	
Smart Italian Cities .....	15
<i>Fabio Fulvio</i>	
Conventional and digital trade, possible synergies.....	17

### **EXPERIENCES**

<i>Confcommercio-Imprese per l'Italia Bologna</i>	
Digital Shop 4.0.....	20
<i>Confcommercio-Imprese per l'Italia Palermo</i>	
The historic shops of Palermo for the economy of beauty.....	22
<i>Trentino Sviluppo</i>	
Project Manifattura Rovereto: Green Innovation Factory .....	24
<i>Wearit srl, sport-tech company</i>	
A case of operational synergy between new technologies and tourism services ...	26
<i>Ascom Bergamo - Confcommercio-Imprese per l'Italia</i>	
Hermes: information system for trade .....	27
<i>Ascom Confcommercio-Imprese per l'Italia of the Province of Genoa</i>	
Integrated street centres - Liguria Region .....	28
<i>Confcommercio-Imprese per l'Italia Puglia</i>	
Urban commercial Districts - Apulia Region.....	29
<i>San Pellegrino (BG) and Clusone (BG) Commercial Districts</i>	
Commercial Districts - Lombardy Region.....	30
<i>Unascom - Confcommercio-Imprese per l'Italia Provincial Association of Treviso</i>	
Commercial Districts - Veneto Region.....	31
<i>Confcommercio-Imprese per l'Italia Province of Vicenza - Schio District</i>	
Heart of Schio: a District to release positive energy .....	32

## 2 **BUSINESSES AT THE SERVICE OF CITIES** *Urban appeal and social inclusion.*

<i>Roberto Ravazzoni</i>	
Trade and historic centres: towards an integrated management model .....	37
<i>Massimo Prontera</i>	
A vision for urban centres .....	39
<b>EXPERIENCES</b>	
<i>Confcommercio-Imprese per l'Italia of the Province of Arezzo</i>	
Wake Up - Let's reopen the city .....	42
<i>Ascom Confcommercio-Imprese per l'Italia of the Province of Ferrara</i>	
Urban regeneration of Piazza della Repubblica .....	44
<i>Ascom Confcommercio-Imprese per l'Italia of the Province of Turin</i>	
Design serving accessibility .....	46
<i>Confcommercio-Imprese per l'Italia Region of Valle d'Aosta</i>	
I live and buy in the mountains .....	48
<i>Confcommercio-Imprese per l'Italia of the Province of Alessandria</i>	
Synergies between sport and trade.....	49
<i>Confcommercio-Imprese per l'Italia of the Province of Forli-Cesena</i>	
A Wellness Park in the city centre .....	50
<i>Confcommercio-Imprese per l'Italia of the Province of Cremona</i>	
Summer Thursdays in Cremona: between entertainment and trade .....	52
<i>Local association of Confcommercio of Ragusa</i>	
Microcredit for business start-ups .....	53

## 3 **TOURISM AS A DRIVER OF DEVELOPMENT** *Culture and networks for local development*

<i>Alberto Corti</i>	
Tourism as a lever for urban regeneration.....	57
<i>Josep Ejarque</i>	
From “urban” tourism to “retail-led” tourism .....	59
<i>Eva Degl'Innocenti</i>	
Museums as a driver of territorial development .....	61
<i>Gianfranco Maraniello</i>	
The role of museums in building strategic visions .....	63
<b>EXPERIENCES</b>	
<i>Confcommercio-Imprese per l'Italia Bologna</i>	
Apennine Bike Tour / Apennine Cycle-Track .....	66
<i>Ascom Confcommercio-Imprese per l'Italia of the Province of Turin</i>	
Alps Moto Tours .....	68
<i>Ascom Parma Confcommercio-Imprese per l'Italia</i>	
The role of cultural functions in the city centre.....	69
<i>Confcommercio-Imprese per l'Italia Ascom Padua</i>	
Proposals for tourist enhancement in smaller villages .....	70

<i>Confcommercio-Imprese per l'Italia in the Province of Mantua</i>	
The effects of events on the economic and urban fabric .....	72
<i>Ascom Confcommercio-Imprese per l'Italia of the Province of Ferrara</i>	
Culture and sport to strengthen the tourism industry .....	73
<i>Confcommercio-Imprese per l'Italia Puglia</i>	
Popular exhibition areas and regional networks .....	74
<i>ISCOM Group Bologna</i>	
Product-specific clubs in Emilia Romagna .....	75
<i>Federalberghi Bari - BAT</i>	
The MICE tourist experience and synergies with the city .....	76
<i>Confcommercio Calabria Centrale</i>	
Social networks for the promotion of the territory of Crotona .....	77

## **INTEGRATED STRATEGIC APPROACH**

### ***Urban and economic regeneration in synergy with local authorities.***

4

<i>Luca Tamini</i>	
Trade and the city: themes and development scenarios .....	81
<i>Paolo Mora</i>	
Regional policies for increasing commerce.....	83

### **EXPERIENCES**

<i>Confcommercio Lombardia – Imprese per l'Italia</i>	
The role of companies in enhancing the quality of life in the city .....	86
<i>Unione Confcommercio-Imprese per l'Italia Milano, Lodi, Monza and Brianza</i>	
Local taxation as a lever for territorial development .....	87
<i>Confcommercio-Imprese per l'Italia Trentino – Sec. Autonoma Rovereto and Vallagarina</i>	
RUR - Urban Regeneration Rovereto .....	88
<i>Confcommercio-Imprese per l'Italia Province of Cuneo-As.Com. Monregalese</i>	
Urban regeneration laboratory “Mondovì PuntoZero” .....	90
<i>Confcommercio-Imprese per l'Italia North Sardinia</i>	
Tempio Pausania: redeveloping and regenerating the historic centre.....	92
<i>Confcommercio-Imprese per l'Italia delle Marche Centrali</i>	
Programme for the regeneration of the outskirts of Ancona .....	94
<i>Confcommercio-Imprese per l'Italia Province of Cremona</i>	
An integrated approach to enrich the range of products and services of the centre..	96
<i>Confcommercio-Imprese per l'Italia Province of Varese - Headquarters of Gallarate and Malpensa</i>	
Sequential approach to Gallarate to rebalance trade .....	98
<i>Ascom Confcommercio-Imprese per l'Italia Province of Genoa</i>	
Genoa Laboratory .....	100
<i>Ascom Parma Confcommercio-Imprese per l'Italia</i>	
Strategic plan for small businesses 2018-2020 .....	102
<i>Ascom - Confcommercio-Imprese per l'Italia of the Province of Pordenone</i>	
Enhancing the appeal of city centres with European funds .....	104

## 5 REDEVELOPMENT OF BROWNFIELD AREAS

### *An opportunity for cities and businesses*

---

*Luca Zanderighi*  
Vacant premises and urban marketing..... 109

*Francesco Valesini*  
Urban redevelopment and new paradigms in Bergamo..... 111

#### **EXPERIENCES**

*Unione Commercianti Piacenza - Confcommercio-Imprese per l'Italia*  
Redevelopment of the Piacenza Northern Sector ..... 114

*Confcommercio-Imprese per l'Italia Ascom Padua*  
Redeveloping closed shops with local tax incentives ..... 116

*Confcommercio-Imprese per l'Italia Province of Vicenza - Bassano d. G. District*  
Bassano Excellence and temporary use of commercial premises..... 118

*Ascom Parma Confcommercio-Imprese per l'Italia*  
Property and companies: the role of the Association ..... 120

*Confcommercio-Imprese per l'Italia of the Province of Mantua*  
Mantua's experience of reopening vacant shops ..... 122

*Linkmakers cooperative*  
Link District, renewal of the former Agricultural Consortium of Bergamo..... 124

## 6 REPLICABILITY

### *Best practices: a selection of case studies*

---

*Ascom Bergamo - Confcommercio-Imprese per l'Italia, Chamber of Commerce of Bergamo*  
Implementation of the "Hermes" information system ..... 128

*Confcommercio-Imprese per l'Italia Bologna, Chamber of Commerce of Bologna*  
Organisational scheme of the "Digital Shop 4.0" project ..... 133

*Municipality of Genoa, Liguria Region Chamber of Commerce of Genoa, with the A.B.A.P.  
Superintendence and the trade associations*  
Implementation of the "SCIA 2" decree in the historic centre of Genoa ..... 136

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# NATIONAL LABORATORY FOR URBAN REGENERATION 2018

## Handbook of best practices

*In 2018, Confcommercio-Imprese per l'Italia organized four thematic national laboratory meetings on urban regeneration in different areas of the country, promoting the exchange of ideas between the local associations of Confcommercio, municipal authorities and local partnerships. The method adopted has favoured the practical approach to initiatives aimed at raising the quality of life in cities starting from the role of local trade as a primary urban service.*

*This Handbook is aimed at highlighting the best practices of urban regeneration that were shared during the Laboratory activities. We hope that it can provide useful and pro-active input for addressing the challenges stemming from the changes affecting the economy and society in contemporary cities.*



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