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Research and Innovation Transfer in the Field of PPP Applied to Urban Regeneration Actions and Policies

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Abstract. The European Union has recognized the centrality of community in economic development processes by stressing the role of the cities in delivering smart, sustainable and inclusive growth. The European Commission has recently published a study on how to use European Regional Development Fund (ERDF) to make their cities a better place to live and work [1]. “One of the most engaging results of the study is the variable geometry of strategies in place to achieve urban and territorial cohesion through the implementation of integrated approaches. There are relatively few cases in which the place-based approach was combined with a people-based approach – and even fewer where ERDF and European Social Fund (ESF) cross-funding was developed” [1]. Even the urban dimension in the EU cohesion policy is not a new issue, the way in which the Europe 2020 intends to ensure an integrated approach in the sustainable urban development is quite new because it entails both thematic concentration and the community involvement. According to the Commission’s proposals, several ways to support sustainable urban development with the Structural Funds exist: Operational programmes, Integrated Territorial Investment (ITI), Community-Led Local Development (CLLD), Financial Instruments (like Jessica and Jeremie) enhancing new forms of Public Private Partnership. The paper reports some interesting findings of the CLUDs project with respect the role of no-profit organisations in different forms of Public Private Partnerships, used to regenerate urban districts in the Metropolitan Area of Boston (USA). The research funded by IRSES Marie Curie Actions has created an international network of 4 EU universities (Reggio Calabria, Rome, Salford and Helsinki) and 2 US universities (Northeastern University of Boston and San Diego State University) in research and Innovation transfer in the field of PPPs applied to urban regeneration actions and policies.

Introduction: Urban Regeneration and Private Public Partnership

Urban regeneration is a key topic in urban planning, since the great urban renewal and urban regeneration US projects [2] came to fore. In the „90s it massively interested both the Italian planning culture, with the integrated programs experience [3], and the UK context, culminating in the experience of the Social Exclusion Unit [4]. Despite of this continuity, great changes happened in the theoretical background of planning practice in regeneration and its conceptual paradigms evolved by the time. A milestone in turning the deterministic approach mirrored by the models from the “60s into a new one is represented by key-ideas on identity and participation from Jacobs [5] and Davidoff [6].

In the following years, regeneration models based on Public-Private Partnership mechanisms flourished, by emphasising not only the financial opportunities of private investors, but also the further opportunities achievable thanks to a private-led approach. Finally, the institutional theory approach [7] emphasised the importance of involving multiple stakeholders in urban regeneration process, thus merging into the complex concept of sustainability. The 1990s have seen the establishment of public-private partnerships (PPPs) as a key tool of urban regeneration policy [8].

Indeed, the need to attract businesses and industry together with the reduced public resources brought to the implementation of Public Private Partnership to set urban regeneration initiatives. In Europe during “the 1990s urban government faced a movement towards more differentiated forms of governance, and more sectors were getting involved in governing activities and decisions: urban government became urban governance” [9]. This turning point has facilitated the introduction and the

application of PPP as a tool for urban regeneration. Though, defining PPPs results complicated for several reasons, indeed scholars assign them diverse meaning and connotations. However, it is possible to highlight a set of common features from the existing definitions that identify PPP as: a more or less sustainable cooperation between public and private sectors in which services are developed through risk and cost sharing [10]; as arrangements whereby private parties participate in, or provide support for, the provision of infrastructure and to deliver public infrastructure-based services [11]; as means to achieve a number of public policy actions: to fight against social exclusion, integrating the public and the private components of local communities, voluntary groups; as tools to reform local public services, making them accessible for all; used to improve the quality of the policy making process, through business-community links [12] or to allow a municipality to gain access to specific skills, to create strong competitors to improve antagonism in the local market [9]. Further, not all scholars agree on the positive attitude of partnerships, because of private interests on public issues, decentralisation of governments, separation of responsibility for the purchase of public services from that of their provisions, contracting out public services to the private sector: these actions often confuse the private and public boundaries each other [13]. For Hodge however [14] PPPs have a positive role because they are focused on the benefits of both the private and the public sectors.

Though, “Local strategies differ in their policy composition and institutional configurations, reflecting local circumstances and political choices” [15]. For instance, we found there is a strong difference between the use of PPP in Europe, mainly used for infrastructure realisation, and that one in United States, used also for urban economic and regeneration processes. Originally, in Europe it was mostly a form of privatisation to cope with the lack of public borrowing in providing services and infrastructures. Nowadays we can consider PPPs in Europe in two main different ways: “concession contracts, where the company gets paid by user charges – for example in water services, or toll roads” or “contracts typical of the private finance initiative (PFI) in the UK, where the company gets payments from a public authority” [16]. Moreover, the European Commission suggests a kind of “institutional PPP”. By contrast, as concern the urban development processes in USA, “task forces, formal organisations, corporations and even direct subsidies from public entities to private corporations have been described as public-private partnership” [17]. Furthermore, it is useful the distinction between formal and informal partnerships: the first ones, are those based on informal arrangements concerning planning in order to revitalise downtown; belonging to the second ones are partnerships that take place through formal agreements as well as public-private institutions and corporations [18]. Moreover, it can be argued that in USA public and private actors are involved in many ways inside the process and as concern the balance of roles among partners, in PPP public and private parties share costs, revenues and responsibilities [18] and the higher is the sharing the stronger is the partnership [19].

Agreeing on definitions, goals and functions of PPPs broadly recognised, could be a critical aspect on their application, as well for multi-actor and multi-function approaches [18, 19].

	USA	Europe
Causes	Financial crisis in the public sector Increased mobility of capital Increased complexity of government tasks Dominance of neo-liberal ideas	
Autonomy	Private	Public
	UK	
Bureaucracy	Fragmented competitive	Unitary central
Public-public relation	Independent	Dependent
Public-private relation	Stable	Weak
	UK	
Leadership	Strongly organized local business elite	No local business leadership

Fig. 1: National contexts of public-private partnerships (table1.1) [18].

Nevertheless, we can add that, in spite of such differences, a certain degree of flexibility can be traced according to the different shapes that PPPs can assume. The most successful urban regeneration initiatives rest on a proper balance between public and private actors, thus, on an effective implementation of PPP instruments. For instance, the differences between USA and EU are particularly strong as concern autonomy, bureaucracy, public-private relations and leadership matters. On the contrary in UK we can observe, a hybrid system: the approach could be considered as point of contact.

A comparative analysis among PPPs in urban regeneration initiatives in the Metropolitan Boston Area.

The CLUDs research project emphasises the role of the urban district as catalyst of partnership mixed forms according to an urban spatial configuration. Boston has a strong district configuration as far for urban planning instruments and integrated with economic development strategies. In order to understand what are the key factors of PPP initiatives, 12 case studies were analysed distributed in different districts of the metropolitan area of Boston.

The Metropolitan area of Boston is a region with eighth sub regions, among them the Inner Core Committee (ICC) entails the city of Boston with its neighbourhoods. The Metropolitan Area Planning Council (MAPC) is a regional planning agency serving the 101 cities and towns of the Metropolitan Area of Boston, among the 351 municipalities of the state of Massachusetts. The main topics of MAPC are the promotion of a collaborative regional planning and the implementation of the smart growth principles. MAPC is a public agency created under Massachusetts General Law in the 1963. Boston is a city of distinct neighbourhoods. Each neighbourhood has its own culture, history, architecture, and character. There are 19 neighbourhoods. Boston Urban Planning System is based on a Planning District Rationale. The City Zoning Code establishes (Art. 3) the “ Division of City Into Districts”. In 1957, the Boston Redevelopment Authority (BRA) was established by the Boston City Council and the Massachusetts Legislature. The BRA assumed the development powers previously held by the Boston Housing Authority and expanded them beyond public housing. In 1960 the City Planning Board was abolished and its powers were transferred to the BRA.

The BRA's statutory authority was set forth in the Massachusetts General Laws, in 1960. Its broad development authorities include the power to buy and sell property, the power to acquire property through eminent domain, and the power to grant tax concession to encourage commercial and residential development. The planning initiatives are divided in the following typologies: Community Planning, Community planning/MA Air Rights, Community planning/economic development; Economic development, Harbour planning, Housing Planning, Industrial Master Plan, Municipal Harbour Planning, Planning Central Artery, Policy planning, Project and implementation plans, public realm planning, transportation planning, Waterfront planning. The BRA's Economic Development Division guides the City's development review process and manages key services and incentives in support of a strong economy for the city of Boston. Working in partnership with neighbourhood residents, business owners, community based organisations, and developers, the Division provides a clear and integrated approach to economic investment that addresses the current and future needs of the city.

Research method and case study analysis

The methodological approach based on case study analysis has been defined by firstly considering what are the key factors involved in urban regeneration led by local economics that foster Public-Private Partnership initiatives. The aim was to analyse the successful and the unsuccessful factors affecting PPP initiatives in order to accomplish the first objective of the Research concerning: Setting up an analytical process to understand how Public Private Partnership can be both marketable and social sustainable by highlight integrated approach related to Credit access, local resources promotion, job creation, social activation.

The first step concerned the statement of some important assumptions:

- The use of term “public-private partnerships” in its broadest sense;
- The use the term “local” in its broadest sense
- The main focus that characterise the study of urban management tools in Boston related to: (i) Business Improvement Districts; (ii) Community Development Corporations (iii); Urban-agricultural linkages; (iv) Social enterprises; (v) University-focused; (vi) Non-profit assistance/development; (vii) Business incubators.

The selection of the case studies process started with the construction of a list of potential case studies, located in the Massachusetts area. This list was prepared by local experts and included all the potential cases they considered important the research, i.e. 66 cases covering a broad range for topics and goals. A number of 12 case studies was considered by the research team adequate to investigate the topic, and viable with respect to the available resources. According with the initial statement taken, that is “ *The use of term public-private partnerships in its broadest sense*, the proceeding of the case study analysis led to take the most common definition of Public Private Partnership as “*cooperation between the public and private sectors, usually based on formal agreements, sometimes informal as well, to work together towards specific urban development objectives. Public-private partnerships can be understood analogous to business partnerships with profit and risk sharing, general partners and limited partners, and different roles and different objectives for those that are responsible for developing strategies and those responsible for implementing it*” [17].

The huge family of approaches in defining Public Private Partnership promoting the economic initiative within urban regeneration process – which represents the main topic of CLUDs project - , has led to distinguish two main categories. The first based on:

- a) The initial formal or informal agreement among public and private partners;
- b) The involvement of the public sector regarding financing of specific partnership projects and provision of financial or not primarily financial incentives in order to attract private.
- c) The dominant thread concerning infrastructure financing, construction, operation, and maintenance

The second based on:

- a) A general pursuing to establish a partnership based on community development principles dealing with the involvement of citizens, local companies and professionals to improve various aspects of local communities
- b) The legal entity based on non-profit organisation, that allows to participate to a set of advantages, such as tax relieves, special national trust for grant, etc.;
- c) The dominant thread concerning in providing services and programs and engage in activities that support communities.

Table1 Boston Metropolitan Area case studies (source: CLUDs scientific report 2012)

Case Studies	Category	Case Studies map
<ol style="list-style-type: none"> 1. Boston Marine Industrial Park 2. Fort Point District 3. Assembly Square Somerville 4. Concord Commons 5. Downtown Boston Business Improvement District 	PPP led	
<ol style="list-style-type: none"> 6. Urban Edge & Jamaica Plain - Neighbourhood Development Corporation 7. Dudley Square Commercial Business District 8. Washington Gateway Main Street 9. St. Mark's Area Main Street – Dorchester 10. Codman Square Neighbourhood Development Corporation 11. East Boston Main Streets 12. Dudley Street Neighbourhood Initiative 	NGO led	

Concerning the two above different categories, we can argue that the former considers the definition of PPP in its strictly meaning, the latter in a broader sense. Within the second category, we should pay attention on the difference between the BID instrument and the other instruments based on Neighbourhood/Community Corporation. As matter of fact, the BID is not properly community based, but supported by local business lobbies. The common factor is the institution of a non-profit organisation (NGO). The case studies can be organised on the basis of these two main categories.

The explanatory variables used to build a conceptualisation framework of which factors can be considered as really affected the performance of local initiatives fostered by different forms of PPPs are the followings, articulated in 3 blocks: Socioeconomic Welfare, Housing, Economic Potentials.

- The first block, Socioeconomic welfare (Welfare), comprehends:
 - Demographic Fragmentation; b) Per Capita Income; c) Level of Education;
- The second block, Housing, comprehends:
 - a) Housing Unit; b) Vacant Housing Units; c) Owner-occupied Housing Units;
 - d) Renter-occupied Housing Units; e) For Sale only;
- The third block, Economic Potentials, comprehends:
 - a) Employees per sector; b) the budget size of the initiative; c) Market property value.

Welfare Block. The block has been investigated to find a synthetic index of welfare by combining Demographic Fragmentation, Per Capita Income, Level of Education, Unemployment. The index of demographic fragmentation is calculated as the complementary index of concentration (Gini index).

High percentage of the demographic fragmentation depicts a high level of distribution of population race in the area. The index related to the per capita income is calculated with respect the Massachusetts total per capita income as baseline 100. The index of education is calculated by considering the highest level reached about bachelor's degree and graduate or professional degree. The index of unemployment is calculated as the percentage of unemployed with respect the total labour force, with additional information about the composition of unemployed - based on the race.

The Welfare block has been correlated with the forms of PPPs for each initiative - case study selected. The aggregate indexes – demographic fragmentation, education, per capita income and unemployment – have been associated to four grade of values – high, medium, medium low, low – through cluster analysis technique based on finding similarities between data according to the characteristics found in the data and grouping similar data objects into clusters.

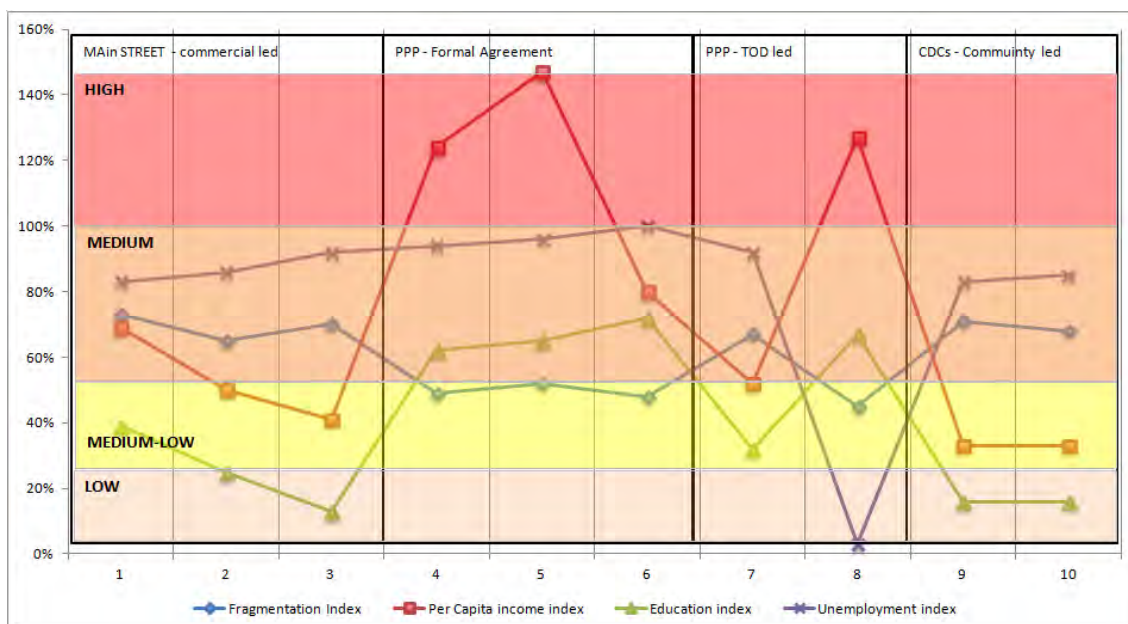


Fig. 2 Cluster Analysis – The Performance of PPP forms with respect to the Welfare Block (Case Study: 1. Washington Gateway Main Street; 2. Mark's Area Main Street; 3. Fort Point District; 4. Dudley Street Neighbourhood; 5. Downtown Boston; 6 Somerville; 7. Boston Marine Industrial Park; 8. East Boston; 9. Dudley Square Commercial Business District; 10. Concord.).

By dividing the PPP forms into 4 categories (cluster thereby) – Main Street Commercial led, PPP by formal agreement between public and private sectors, PPP fostered by Transfer Oriented Development (TOD) and Community Development Corporations (CDCs) – the level of performance is depicted in the fig. 2.

Housing Block. The block considered the following variables:

1. Housing Units – the percentage increase from 2000 to 2010;
2. Vacant Housing Units – the percentage increase from 2000 to 2010;
3. Owner Occupied Housing Units - the percentage increase from 2000 to 2010;
4. Housing for sale only – the percentage increase from 2000 to 2010.

Concerning Housing Block, the cluster analysis led to the following considerations, depicted in the fig. 3.

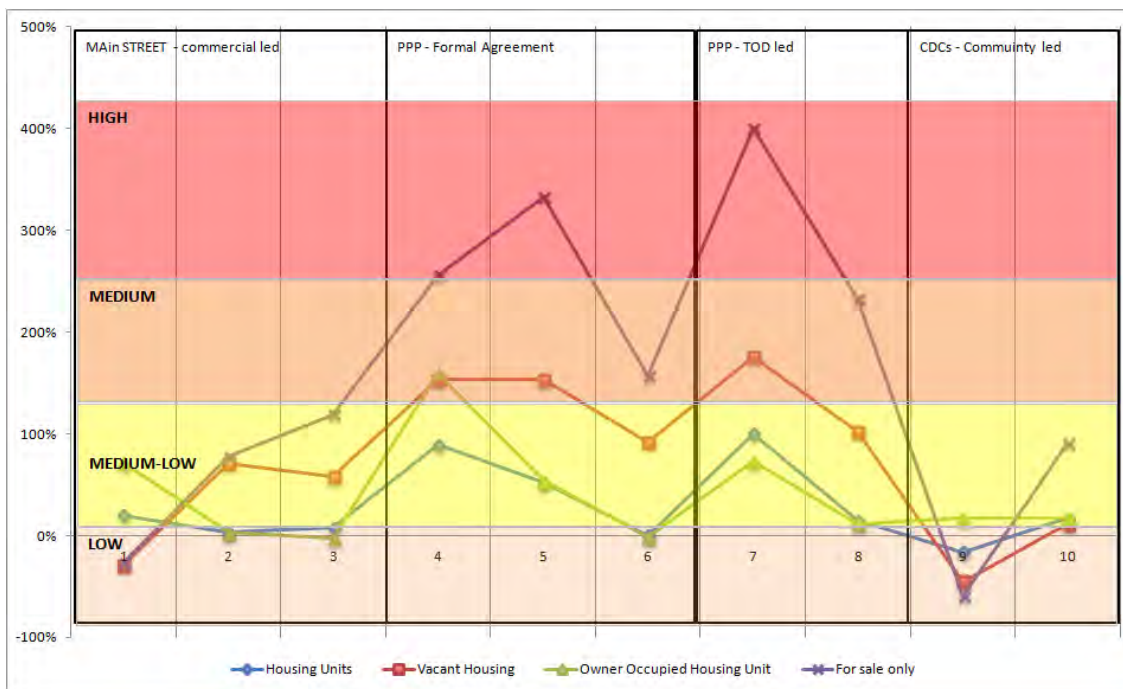


Fig. 3 Cluster Analysis – The performance of PPP forms with respect to the Housing Block (Case Study: 1. Washington Gateway Main Street; 2. Mark's Area Main Street; 3. Fort Point District; 4. Dudley Street Neighbourhood; 5. Downtown Boston; 6 Somerville; 7. Boston Marine Industrial Park; 8. East Boston; 9. Dudley Square Commercial Business District; 10. Concord.).

The PPP formal agreement and PPP TOD led seem mostly affected by the housing block, with a general high level of performance about all representative index of Housing block.

The Main Street and CDCs showed a general low or medium- low performance.

Economic potentials. The block has considered the following variables:

1. Budget size of the initiative for the years 2010, 2011 and 2012;
2. Housing Market Property Value: the sale of housing compared to the prices with respect the percentage of increase during the years 2010, 2011, 2012;
3. Commercial Market Property Value: the sale of commercial compared to the prices with respect the percentage of increase during the years 2010, 2011, 2012;
4. The Employed per sector percentage with respect the years 2000, 2010 and 2011.

The second and third variables have been considered as proxy of the market property value, in terms of how many units and for which price they were sold. Concerning Economic potential block, the cluster analysis led to the following considerations, depicted in the fig. 4.

The PPP TOD led is the only category that reaches high level of performance with respect the employees per sectors. The other categories are on the border of the medium level of performance.

The commercial profile shows the most irregular performance among all categories, while budget size and housing are more steady among them, between high and medium level of performance.

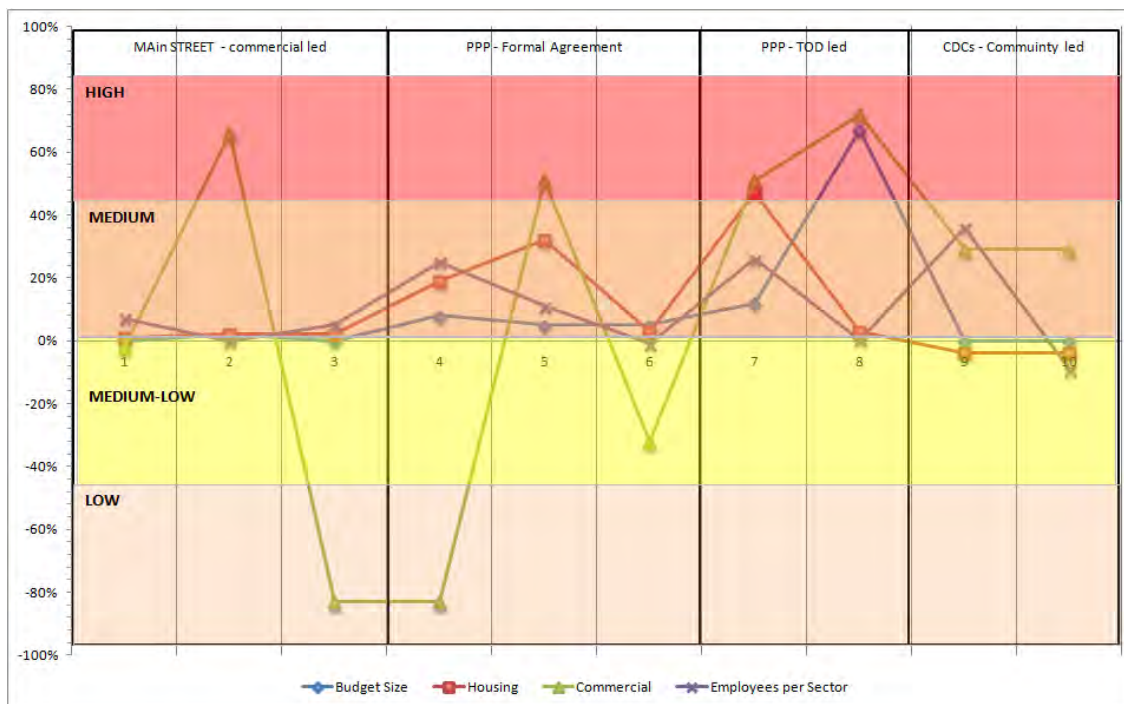


Fig. 4. Cluster Analysis – The performance of PPP forms with respect to Economic Potential Block (Case Study: 1. Washington Gateway Main Street; 2. Mark’s Area Main Street; 3. Fort Point District; 4. Dudley Street Neighbourhood; 5. Downtown Boston; 6 Somerville; 7. Boston Marine Industrial Park; 8. East Boston; 9. Dudley Square Commercial Business District; 10. Concord.).

Conclusions: Matrix of correlation – factors of influence to PPPs performance

In order to understand which factors can affect, either positively or negatively, the four categories of PPP, a matrix of correlation was built.

Through the implementation of a factorial analysis, the results of cluster analysis have been evaluated assigning them a value, within an evaluation range (High, Medium, Medium-Low, Low), and have been correlated to each cluster in terms of performance achieved with respect to each explanatory variable. The correlation matrix shows that the successful or unsuccessful initiatives is based on those factors that can foster or constraint the initiatives themselves.

Table 2 Case studies matrix of correlation

Case Study	Positive factors	Constrains	Cluster
Washington Gateway Main Street Mark’s Area Main Street East Boston	High price of commercial	Education	Main Street – Commercial -led
Fort Point District Downtown Boston Boston Marine Industrial Park	Housing unit for sale, Income per capita, Owner occupied housing units Budget size	Unemployment	PPP – Formal Agreement
Somerville Concord	Housing unit for sale, High price of commercial, high price of house	Unemployment	PPP TOD Led
Dudley Street Neighbourhood Dudley Square Commercial Business District	Medium price of commercial	Low budget size Education	CDCs

The matrix shows how for the first cluster (Main Street –Commercial led) the factor that can foster the success of the initiative is represented by the high price of commercial areas: it means that commercial areas in this cluster are particularly attractive. Conversely, the educational level represents a constraint, e.g. for the lack of cultural initiatives in the area or the low presence of advanced services that require specialised labour force.

The second cluster, that groups initiatives based on PPP with a formal agreement, presents as positive factors: the presence of high number of units for sale, the per capita income, the owner occupied housing units and the budget size. It means that the initiatives belonging to this cluster are really attractive for the real estate and that the high budget size of initiatives is key factor for their success. Here unemployment is considered a constraint due to the fact that job creation refers mainly to white collar jobs, and achievement of mixed-social income is not enhanced to favour weak social categories.

The PPP-TOD led cluster presents some similarities with the previous one. The success of these initiatives relies on the attractiveness of commercial and residential areas. Its main constraint is the unemployment considered in the long-term period. As a matter of fact, the current employment is linked just to temporary works.

The last cluster reported in the matrix (CDCs) shows how the medium price of commercial is a positive factor that affects the performance of PPP, but at the same time the small dimension and the budget of initiatives, and also the lack of proper educational programs that might empower local communities, represent constraints for their effective success.

The distinction between PPP led and NGO led could represent a driver to better understand which could be the model more suitable for Commercial Local Urban District connected with local production. In a very general way, we can argue that, in Europe, the NGO (no profit organisation) seems to play a role more connected with social purposes (see for example the programs under structural funds), while the PPP, in its strictly meaning, plays the main role in urban regeneration process as driver to enhance competitiveness. *In Europe, Non-profit organisations aim to serve public or mutual benefit other than the accumulation of profits for investors or owners. They provide programmes and services to the community in an attempt to improve social conditions. Many of them are membership organisations dedicated to specific types of activities or action. Their areas of interest include different fields such as promoting arts, culture, humanities, education, protection of the environment, health, social services, disaster relief or international and foreign affairs. They draw public attention to many social issues.*

In other words, NGO more direct to convergence policy, PPP more direct to competitiveness policy.

Based on the case study analysis, we can argue that in USA both instruments (PPP and NGO) play a role to enhance competitiveness, the difference is based on community/business led and infrastructure led.

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Territorial Milieu as Driver for Sustainability through Urban Regeneration Initiatives: the Case of San Diego, CA

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Keywords: Sustainable Urban Development, Territorial Milieu, Urban Regeneration, Urban-Rural Interaction.

Abstract. Urban regeneration acquired a powerful role in the shaping of the future of the cities in the Globalization era. It could be considered a public action in a market governed by different powers introducing a more strategic approach in the contemporary urban planning theory and practice. If integration can be considered one of the main objective to get through urban regeneration, and complexity as the peculiarity of urban dynamics related to the context they belong to, we might see the community involvement as crucial toward sustainable urban regeneration initiatives. The intent of generating wider effects in terms of economic development at macro-level (regional thereby) through urban regeneration initiatives has been eluded by the strong local interests even if not homogenous among each others. In order to reach a feasible consensus among all actors involved, the common objective became the job creation to which converge all different urban problems and solutions. Consequently, the sustainability of urban regeneration initiatives is still at the centre of political and academic debate. Economic sustainability, environmental sustainability and social sustainability provide criteria to measure the urban regeneration performance. The paper reports some interesting findings of the second year of the CLUDs (Commercial Local Urban Districts) research project, funded by IRSES Marie Curie Actions, illustrating how territorial milieu can reinforce local urban regeneration initiatives by combining the latest urban rural link research with the detailed analysis of 9 urban areas located in San Diego, CA (USA), where urban regeneration initiatives have been implemented. The CLUDs project has introduced the concept of “milieu” to offer a different source of sustainability within urban regeneration initiatives that is the connections with the surrounding rural areas to reinforce local economy.

Introduction: Innovative and Territorial Milieu

It is possible to identify two aggregative dimensions of milieu concept based on innovation-oriented and territorial-oriented approaches. A relatively common definition describes a milieu as "... a territorialized set in which interactions amongst economies agents develop as they learn about multilateral transactions that generate innovation-specific externalities, and as the learning processes converge towards increasingly efficient forms of joint management of resources" [1]. The concept of milieu is largely associated with the work of the Groupe de Recherche Européen sur les Milieux Innovateurs (GREMI), mostly based on the innovation-oriented approach, and this idea has been continually improved [2]. The “milieu” is defined somewhat differently among the representatives of this approach [3]. In view of the variety of milieu approaches and the lack of clarity with respect to spatial distinctions, it is hardly surprising that quantitative and comparative studies describing and explaining innovative milieux are quite rare. This might be interpreted as a major deficit of this approach [4]. For the advocates from the school of innovative milieux, innovations and innovative businesses are the result of a collective, dynamic process of numerous players in a region creating a network of synergy promoting linkages. Therefore, the milieu

develops from the interaction of businesses, political decision-makers, institutions and the workforce, who work to reduce the uncertainties or technological change through joint and cooperative learning [4].

Accordingly to the territorial oriented approach, a milieu does not necessarily have to be restricted to a region; however, spatial proximity significantly raises its effect owing to the spatial determination of numerous elements of a milieu [5]. In fact, development processes do not belong only to pure economic rationales [6]. Friedman and Weaver [7] indicate how the functional development is related with the planning and distribution of economic activities on a “rationally structured” space, and indicate as territorial development that one based on endogenous potentials, local peculiarities and the role played by the local actors. In this approach the local characteristics (...) natural resources both infrastructural and socio-cultural and local institutions have a crucial role [7]. The main feature of the milieu is the capability to relate physical resources with local actors, by covering three dimensional aspects: the individual (value attitudes, life-style, actions, perceptions); the level of the district/neighbourhood (locality); and the level of the network. Our broader notion of territory is based, in part, on the work of Dematteis [8] who describes the concept of territorial milieu as an evolution from the environmental and physical notions of territory to one that captures the institutional thickness and complex social networks of urban-rural territories. We offer a richer concept of sustainability defined as the interaction among environmental, social and economic factors [9] by incorporating the idea of territorial milieu into our concept of urban management tools.

Among the different contributions in the literature about the meaning of milieu, the more suitable explanation, according with the CLUDs project, is the following: “a set of potential expressed by a particular territory that should be recognised and captured by the organisation of local actors in order to be exploited as sources of local development”. Considering participation and identity then, widely explored in the Italian literature by Lorenzo [10] and Magnaghi [11], in the production of values for the territory, urban regeneration better address sustainability. Our premise is that tools that stimulate the growth of new and existing businesses across a territory that includes urban and rural spaces best serve sustainable local development in the 21st century. The role of space in innovative and localised processes depends on its capacity to promote local initiatives, to create a wave of new forms and to activate a territorial dynamic of innovation. The CLUDs research uses the concept of milieu to understand the new spatial dynamics affecting both urban and rural areas and their interdependencies and connections.

A comparative analysis among urban regeneration initiatives in the city of San Diego, CA

The CLUDs project, through the connection of urban regeneration and territorial milieu concepts, aimed at emphasising the role of community and the localised production system in fostering local economic development. Concerning the community, the urban regeneration initiatives will be analysed with respect to their capability to generate benefits. In particular, it will be analysed how the *surplus* generated by urban regeneration (or redevelopment, thereby) initiatives can be spread to respond to local social needs. Concerning the localised production system, the urban regeneration initiatives will be analysed with respect the urban-rural interactions, as a specification of the innovative milieu approach. In order to understand how urban regeneration is linked to territorial milieu, 9 case studies have been analysed, distributed in different districts of the city of San Diego, CA (USA). The theoretical frame of the case studies analysis is focused on the community planning connected to the smart growth principles. Smart Growth principles are incorporated, at the regional level, in the strategies of San Diego Association of Governments (SANDAG), that through the Regional Comprehensive Plan (RCP) adopted in 2004, aims to balance regional population, housing, and employment growth with habitat preservation, agriculture, open space, and infrastructure needs. One of the main aspects of the RCP is the identification of Smart Growth Opportunity Areas (Fig. 1), where SANDAG places a higher priority on directing transportation facility improvements and financial resources. Plan, redevelopment, infill, and new growth will be targeted into compact, mixed-use, and walkable areas

that are connected to the regional transportation system. Higher density and intensity development will be focused around transit stops and major corridors that link residences to employment, shopping, health care, educational facilities, and recreational areas. The smart growth land use pattern will also help cities to address global climate change issues. Through the increase of density in urbanised areas, as implementation of Smart Growth strategies, the plan indirectly affects the surrounding areas enhancing the valorisation of local production, reducing the soil consumption and the sprawl phenomenon.



Fig. 1. Smart Growth Concept Map – San Diego Metropolitan Area – San Diego, CA (USA)

The city of San Diego is characterised by a strong planning tradition based on community planning principles in respect with smart growth strategy adopted at regional level. The California Government Code gives local governments the authority to create land use policies within their jurisdictional boundaries and the ability to create a citywide land use and policy document called the General Plan. The community plans must work as part of the General Plan and be consistent with its objectives, and coherent to other community plans. Community members, with community planning groups, have a critical role in developing a long-term vision for their community through participating in the long range planning process.

Typical elements found in a community plan include: Land Use; Transportation; Urban Design; Public Facilities and Services; Natural and Cultural Resources; Economic Development.

In the City of San Diego there are more than 40 community plans. Within some community plan areas, more detailed plans can be developed. These plans are called Precise Plans or Specific Plans. The combination of all the 40 community plans constitutes the Land Use Element of the General Plan.

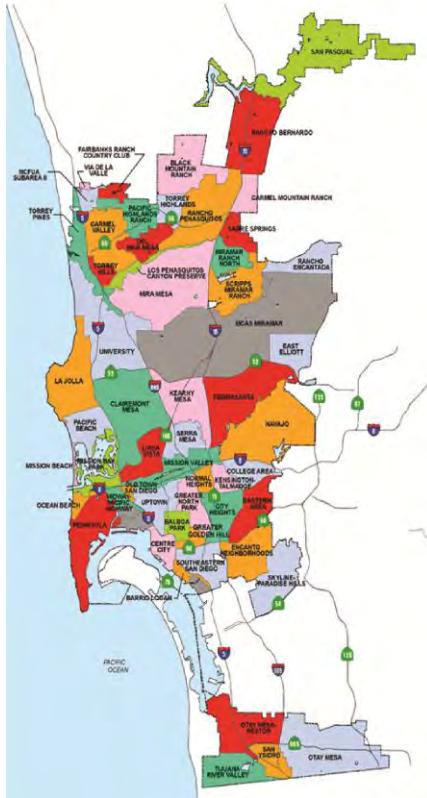



Fig. 2. City of San Diego Community Plans

Urban Regeneration and Territorial Milieu: Methodological Approach

The methodological approach, based on case study analysis, has been defined by firstly considering what are the key factors in urban regeneration initiatives that are able to improve the supply of public services for the local communities. Two are the key factors of the investigation. The first related on the involvement of the community in a PPP initiative as guarantee for a better balance among private and public sector, specifically if the generation of the so-called surplus in market oriented operations can be transformed in social benefit improving the supply of public services. The second, related to all the aspects linked to the local production system that can valorises the link between urban and rural areas, particularly the presence of farmers' market, community gardens and urban agriculture. Nine case studies (Table 1) have been considered adequate to investigate this topic by the research team. Case studies have been organised on the base of two main categories: community-led and urban rural interaction.

Table1. San Diego Case Studies analysed

	<i>Case Studies</i>	<i>Categories</i>	<i>Case studies localisation</i>
1	National City	<i>Community-led</i>	
2	Little Italy		
3	Hill Crest		
4	Jacobs Market Village		
5	Imperial Avenue		
6	New Roots Community (IRC)	<i>Urban-rural interaction</i>	
7	One World Market/Project New Village		
8	North Park		
9	San Diego Public Market		

The explanatory variables used to build a conceptualisation framework in order to understand if the territorial milieu can reinforce local economy are articulated as follows:

- A) Socio Economic structure (individual);
- B) Spatial dimension (district/neighbourhood);
- C) Urban-rural Interaction (network).

The main feature of the milieu is the capability to relate physical resources with local actors, by covering three dimensional aspects: the individual (value attitudes, life-style, actions, perceptions); the level of the district/neighbourhood (locality); and the level of the network.

Further, case studies have been selected also on the base of the urban management tools and the characteristics of the partnership typology, e.g. BID (Business Improvement District), CBD (Community Benefit District), NGO (Non Governmental Organisation), and for the presence of new initiatives that contribute to offer more services to the community, such as farmers' market and community gardens.

The socioeconomic structure analysis has been taken into account firstly in order to understand the effects of the initiatives on the social dimension, that is one of the pillars of sustainability principle, and if the initiatives have generated positive or negative effects for the socio-economic structure in the area. Socioeconomic data have been divided into three main groups accordingly with the structure pointed out for the survey form used to investigate case studies: demographic and housing; labour market; educational attainment and income (Per Capita Income and Median Household Income). Here, we have considered three main socioeconomic characteristics: the Educational Attainment, the Per Capita Income and Employees Per Sector.

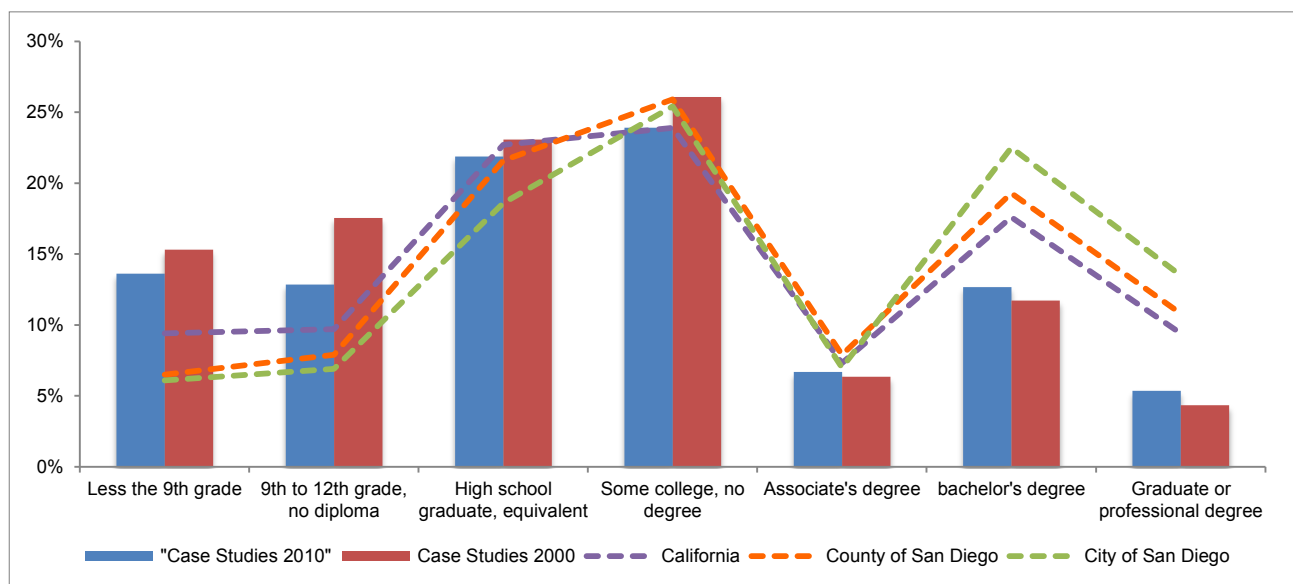


Fig. 3 Educational Attainments for the total of case studies by age 2010. Source: US Census

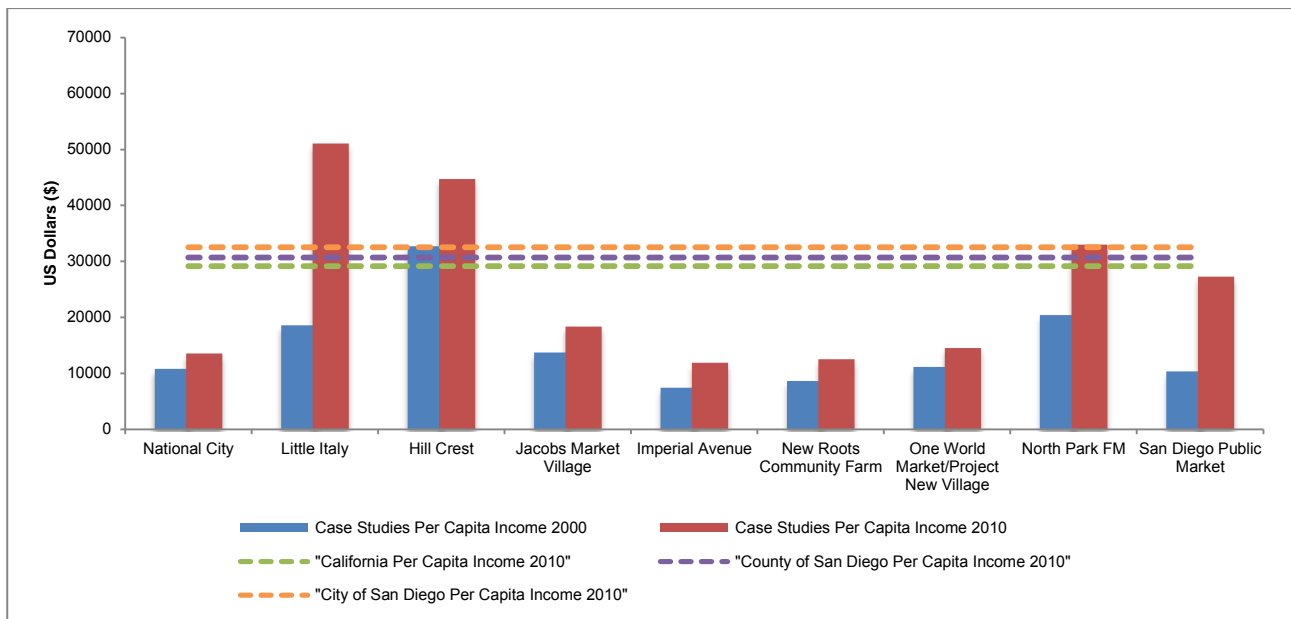


Fig. 4. Per Capita Income Variation (2000-2010). Source: US Census

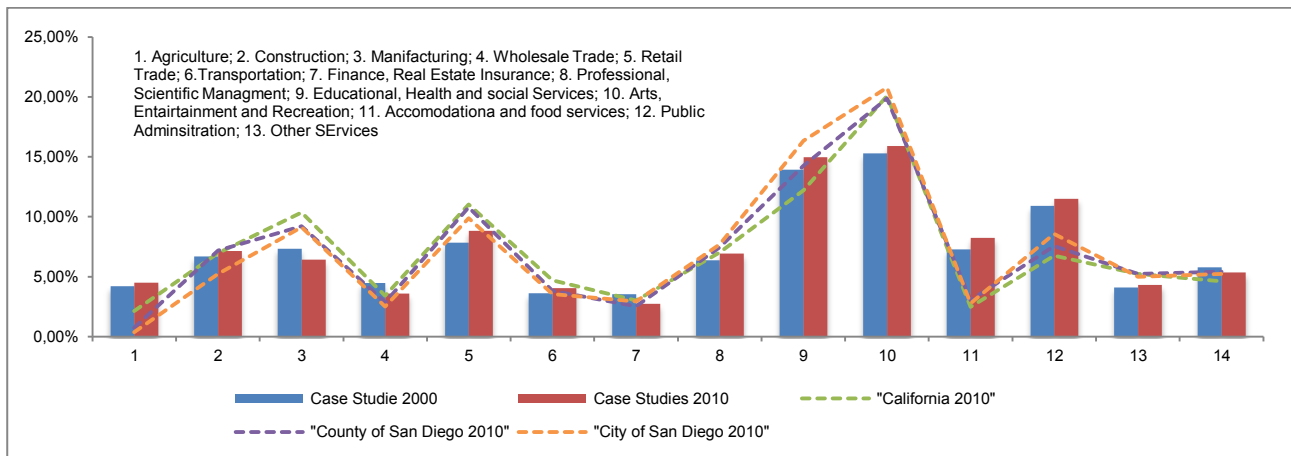


Fig. 5. Case studies Employees per Sector variation (2000-2010). Source: US Census

Charts show that even if the amount of people with degree (associate, bachelor or professional) is lower than the people with no degree (Fig.3) the Per Capita Income in the totality of the case studies is increased (Fig. 4); the employees in advanced service sectors increased (Fig. 5) especially in the public administration, arts entertainment and recreation, educational and health, professional scientific and management, finance real estate and insurance.

Urban-Rural interaction. The second explanatory variable considered refers to the Urban-Rural interaction in the case studies analysed. From the results of the research methodological tools, such as the Interview Form, some interesting finding emerged: the presence of farmers' market and initiatives related to community gardens (Table 2) and urban agriculture phenomena. The definition of the last two categories shows their relevance with the objectives of the analytical activities:

- The urban agriculture phenomenon is defined as "The growing, processing, and/or distribution of good through intensive plant cultivation in and around cities [12];
- A community garden is defined "a piece of land gardened collectively by a group of people" highlighting the involvement of people and communities [13].

From the analysis of the interviews, the presence of both farmer's market and community gardens highlights a strong connection with the surrounding areas in terms of valorisation of local production system and an additional method to involve people in local initiatives. In the following figure the presence of farmers' market in the case studies has been put in relationship with the

presence of local farms in the surrounding areas in order to understand what is the level of connection of the localised production that occurs in urban-rural link.

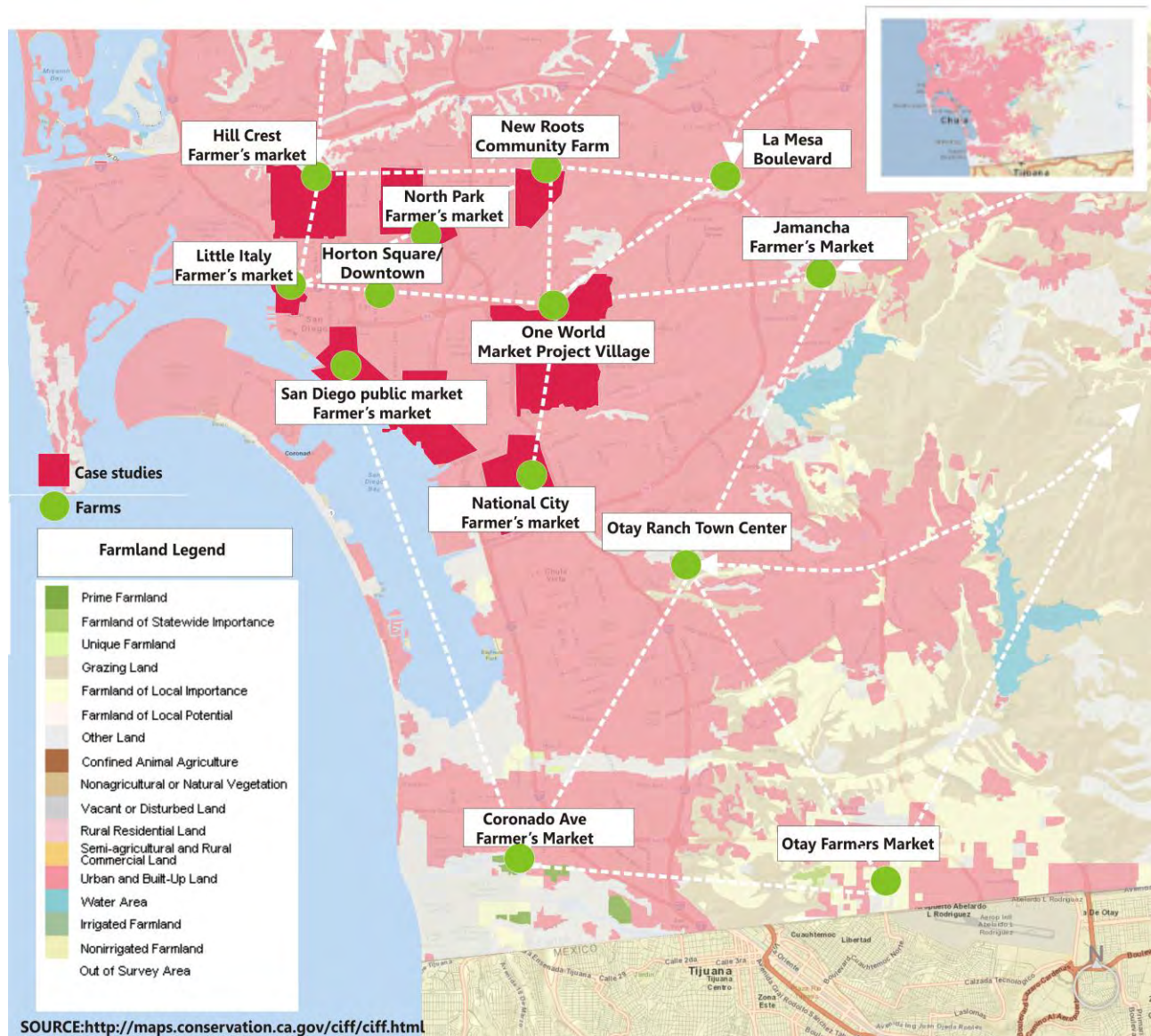


Fig. 6. Farmers' Market in the selected case studies and Local Farms in the surrounding areas (elaboration on the base of GIS SANDAG map) and List of Community Gardens

Table 2. Community Gardens localised in case studies and surrounding areas.

Community garden Network	Address	Size [sqf]
Juniper front community garden (Little Italy)	2260 front street	100
Altadena Community Pocket Garden	3245 32nd St	16
Golden Hill Community Garden	2440 Russ Blvd. San Diego	60
Vera House Community Garden	34th and N.Mountain View, Normal Heights	200
Altadena Community Pocket Garden	3245 32nd St.	16
San Diego Peace Garden	3850 Westgate Place, San Diego	48
City Heights Community Garden	3800 43rd St, San Diego	100
New Roots Community Farm	5326 Chollas Pkwy	600
College Area Community Garden	Access is next to 6246 Montezuma Road	32
San Diego Peace Garden	3850 Westgate Place, San Diego City heights	48
Mt Hope Community Garden	4261 Market Street, San Diego Mt Hope (Southeastern San Diego)	100
Smart farm	1505 F Street	64
Town and Country Community Garden	4066 Messina Dr	50

Source: <http://greensteamcommunities.org>

Land Use. Land Use has been considered as a control variable to understand the spatial effects of the initiative, especially to whom it concerns public services and facilities. “Existing uses represent those uses as they are currently developed throughout the city. Planned land uses are the recommended land use designations as identified in the adopted community plans”[14].

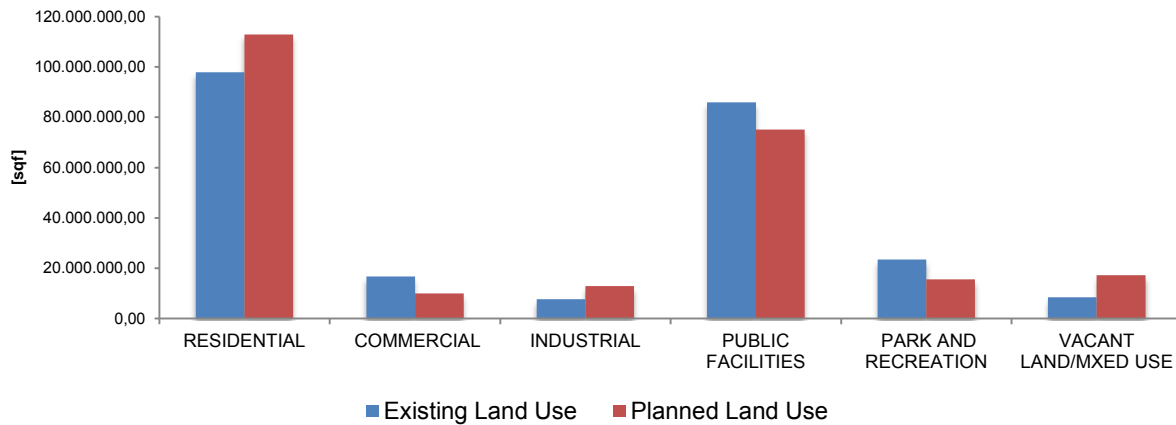


Fig. 7. Percentage of Existing and Planned Land Use by Codes (Source: elaboration on SANDAG GIS data 2008)

The difference between the Existing and Planned Land Use (Fig. 7) for the set of case studies selected shows that the planned residential use increased (+6%), especially in those cases where the level of public facilities was medium-high. In many cases, where the amount of public facilities was high, we registered a low level of residential use with the consequent increasing of residential planned areas, also to improve urban density, one of the principle of the Smart Growth strategy promoted in the County by the SANDAG. Conversely, in those areas characterised by a low level of existing facilities, but with a high level of residential use areas, the level increased jointly with the mixed-use areas.

As emerged from the analysis of official documents, “Public input is essential in ensuring that tailored community needs are addressed in the community plan. Stakeholders in a community, along with the recognised community planning group, play a major role and are key partners in creating a plan that sets forth a joint vision for the future of a community” [14].

Within this process particular attention is given to the public facilities sector in order to “carefully balance how to accommodate growth while also requiring the timely provision of public facilities. Each community must have the opportunity to establish, through its adopted community plan and public facilities financing plan, a specific framework to prioritise the provision of needed public facilities and services. Additionally, each new development proposal must be carefully evaluated to determine both its benefit and impact upon the community to ensure that it contributes to public facilities commensurate with the level of impact” [14].

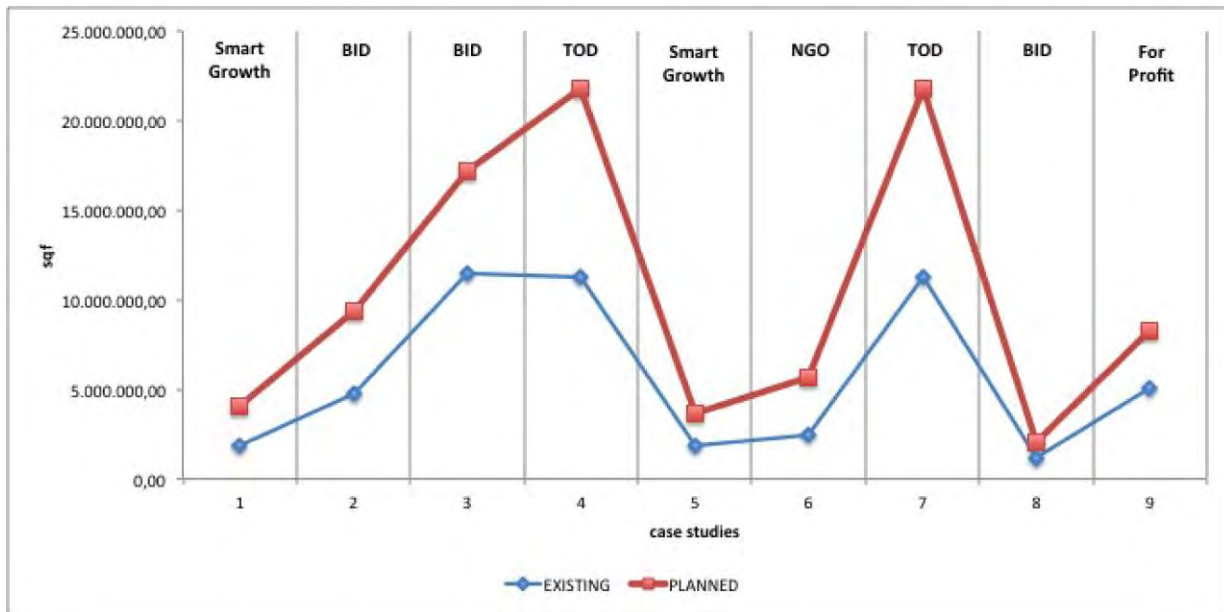


Fig. 8. Comparison among case studies: Existing and Planned Public Facilities and Park Recreational Areas. (Source: elaboration on SANDAG GIS data 2008)

From the analysis of specific data referred to the Existing and Planned Public Facilities (Fig. 8) and services, strong relevance has been given to the educational, healthcare, transportation services, religious facilities and other public services. In the case studies selected the level of Planned Public Facilities and park and recreational areas increased with respect the existing level.

Conclusions: the territorial milieu as driver for sustainability in urban regeneration initiatives

In order to demonstrate how territorial milieu plays an important role in reinforcing local economy by generating a surplus of public benefits, we considered four spatial dimensions of the urban/rural system: accessibility, attractiveness, local system production and surplus of social benefits. Their combination aims at setting the rationale of territorial milieu, generating a surplus of social benefits, coming from sustainable initiatives of regeneration enhanced by the urban rural interaction.

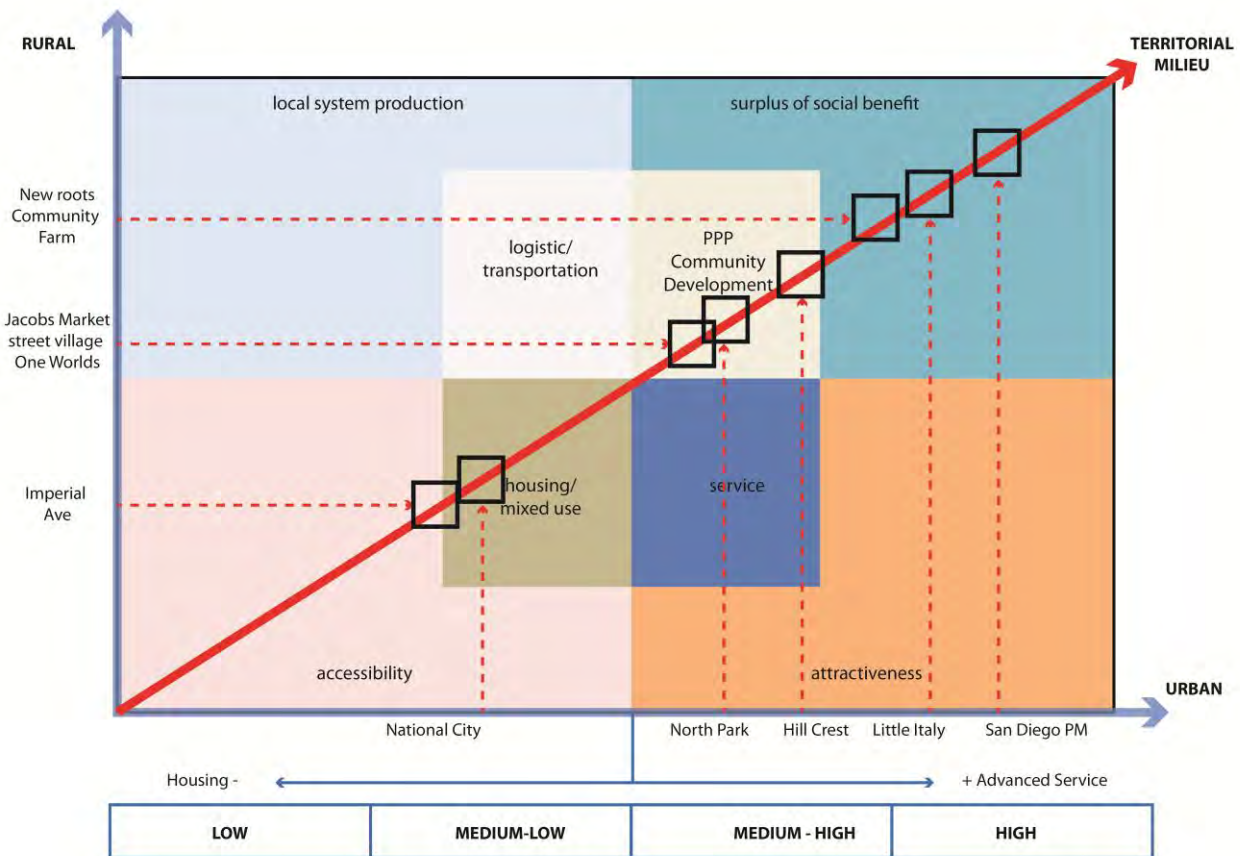


Fig. 9. Relationship between urban and rural case studies in function of territorial milieu

We considered urban and rural in a bi-dimensional system, where the *x-axis* measures the level of urban typology (based on planned land use, high concentration of multi-family residential) and the *y-axis* measures the level of rural typology (based on planned land use, high concentration of multi-family residential).

In the first Quadrant, where both Urban and Rural levels are low (it means that case studies are localised between urban and rural areas), the accessibility increases, due to the presence of sprawl. In the second Quadrant, where the level of urban is high (case studies localised in urban areas), attractiveness increases and we have a high concentration of services. In the third Quadrant, where the level of rural is high (case studies localised in rural areas), economic logistics increases for the local products commercialisation. In the fourth Quadrant, where both urban and rural levels are high (here we have both case studies localised in urban and rural areas), social benefits increase together with exports.

From the comparison of the three variables considered (Socioeconomic Structure; Urban-Rural Interaction; Land Use) we have localised 9 case studies (Fig.9) on an ideal line that represents the progressive increase of “territorial milieu” value. In order to highlight their interaction with the urban-rural system, we have assigned 4 levels of degree (low, medium low, medium-high and high) to each case study, localising them with respect to the Planned Land Use, the supply of services as housing, logistics, and advanced services. At medium level of Urban, according to Planned Land Use, advanced services start growing, whilst at the medium-low level of Urban the supply of housing starts to increase, at the medium-high level of Rural, the supply of logistics services increases.

- Little Italy, San Diego Public Market and Hill Crest, which belong to BID category, show a high number of multi-family residential, so that the Planned Land Use in this area provides an increase of public facilities;

- National Ave and Imperial Ave, under the umbrella of Smart Growth rationale, are localised in the medium-low urban and medium-low Rural systems, and present a good level of “accessibility”. From Planned Land Use the mixed use (social housing and services) emerged;
- Jacobs Market Street Village and One World Market are localised at the medium level of Rural system and the Planned Land Use shows an increase of housing and logistic services;
- New Roots Community Farm has a big production of local products and the presence of the largest community garden. Here the planned land use provides an improvement of logistic services.

Evidences show that the urban regeneration initiatives analysed in the San Diego Area, during the second year of the CLUDs research project, generated benefits for the communities responding to local social needs. This is due to some specific reasons. First of all the context is characterised by the presence of a strong tradition in term of Community involvement and Community planning.

This process also helps the participation of community in the partnership typology analysed: NGO and other community-based associations are indirectly involved in the management of initiatives such as in BID, or directly involved in initiatives such as the CBD in Little Italy or North Park. These processes reinforce the socioeconomic structure empowering local communities, enhance the competitiveness of the urban area attracting both public and private investments and businesses; promote the valorisation of local natural resources, through the valorisation of the network composed by local producers and vendors (farmers’ market) that help to exploit local products valorising the surrounding areas. Findings, resulting from the analysis of the set of variables chosen, show how the initiatives are effectively able to generate a surplus of social benefits for the communities of the case study areas.

The explanatory variable “Urban-Rural linkage” points out how the presence of Farmers’ market and community gardens in the area produce the effect of empowering local communities and the valorisation of the local production system, making effective the link between urban and rural areas, providing more services for the community.

The amount of Existing and Planned areas for public facilities for the case studies selected shows a general trend of increasing supply of public services and facilities in the selected areas.

Considering the evidences analysed, the urban regeneration initiatives based on an integrated approach that valorises the concept of the “milieu” are potentially drivers of sustainability and produce positive effects for communities by improving the supply of public services.

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The Evaluation Culture to Build a Network of Competitive Cities in the Mediterranean

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Abstract. The cities and urban areas are the engines for smart, sustainable and inclusive growth, that is, the places where you play the game of global competition between local development systems.

The role of cities in global competition brings with it a change of scale also in the system of relationships that the cities traditionally wove: this raises the need for their internationalization through the establishment of networks of transnational.

This paper presents a hypothesis for a network of cities of Mediterranean that the city of Reggio Calabria (Italy) could promote to improve its competitive capability.

Introduction. The reference scenarios

The gradual shift of the economic centre of gravity to the east, with the consequent marginalization of the majority parts of Europe, requires an approximation, in a short time, for the Mediterranean's peoples and their cultures to create a common space that will strengthen the interdependencies and complementarities [1].

This scenario becomes crucial to cities such as Reggio Calabria, whose special geographical location makes it imperative to look towards the Mediterranean but this does not imply it should ignore the strategic reference of Europe, and in particular to the program lines drawn for the Union's future, starting with the Europe 2020 Strategy.

In this sense, however, the substantial failure of the euro-Mediterranean Partnership (EMP) resulting from the Barcelona Conference of 1995, that was aiming at the implementation of the Euro-Mediterranean Zone of Free Trade, gives an indication that a significant part of Europe is interested to develop exchanges with Eastern Europe rather than with the southern Mediterranean [2].

Nevertheless, the adoption in 2003 of the European Neighbourhood Policy (ENP) [3] is an initial step towards the direction for major attention to an Area of significant interest for Reggio's city.

Territories and globalization

Local communities, in the minor realities, relying on their ability to self-organization, must build pathways that are able to cope with, at the same time, to two different emergencies. First, do not be crushed by the transformations resulting from the logic of globalization that can mean processes of deterritorialization and/or only production of market values. Secondly, certainly related to the previous questions, the improvement of local living conditions.

They cannot leverage the competitive advantages of the main town, or city systems. The major urban centers associated in most institutions, Metrex, Eurocities, etc. have formulated strategies to achieve a balanced development of their territories, taking note of the choices within the EU in the first place the multimodal corridors and telecommunications networks.

It is very important detect *a delay* that places the southern society/collectivity in rearguard positions on a national scale, moreover already as "national system" backward to the rest of the

more advanced countries. Studies on the factors that determine the success and competitiveness - thanks to the creativity expressed by the various territories, based on the degree of *Technology*, *Talent* and *Tolerance* - see the cities of the South over the last places of the related ranking made for provinces. It is interesting to note that many small and medium cities mostly of the centre and north of Italy (such as. Rimini, Perugia, Modena, Padua, Pisa) are ranked in a good place by *creativity*, thus confirming the potential that also these territorial dimensions have. However it has to be remembered that they enjoy too of the benefits of being set in areas of influence of metropolitan areas. The *closure of local systems* is one of several factors that determine the result not brilliant of the South. Because the more an area is inaccessible to the exchange and to the diversity, the less is open to innovation and change. Turani points out that the percentage of acceptance of the gay population is one of the elements of analysis: the attitude towards this social subject is an indicator related to tolerance towards other cultures [4]. To have a *widespread community* [5] in which the individual is the center and the network, and in which the uncertainty and the consciousness of the limits of knowledge, of learning from error. Participating in the creation of the responsibilities of citizenship for the *formation of the civitas* [6], better if of *urbs*, the essential element is the willingness to listen and the reception of the outside.

After a short decentralization period the *logic of urban hierarchy is reasserting itself*. For two concurrent reasons that are becoming increasingly complementary: the policy choices, both at the national level and those at the local level and the pushes of market forces. State governments, in fact, in order to be able to compete on a global scale as a nation, are supporting their major centers while city governments increasingly seek to offer the cities as “integrated service”, a privileged place for the location of assets and sales center, recreation and enjoyment of the present goods. In turn, the markets seen in the major centers privileged spaces thanks to the presence of denser, richer, demand. There are possible exceptions due to special conditions. So in the liberist North America Atlanta, although not among the top cities in the U.S. as population, however has particular conditions - there are the head offices of Coca Cola and CNN as well as having hosted the Olympics. Already years ago, indicators were developed to explain the discrepancy between the expected position on the bases of the central places theory and the effective one [7].

There is a risk that Calabria, in general the south after Naples, is excluded from the large traffic flows, infact it is proposing what Fusco has hypothesized as the “*Mediterranean croissant*” that goes from Valencia to the capital of the Campania region [8]. “*The heart of the croissant is Catalonia, the regions of the South of France and the North-West Italian. By grouping the regions of Spain, French and Italian, among the richest and/or dynamics of the European Union, the croissant may create a system of the metropolitan centers of the Mediterranean coast (Barcelona, Marseilles, the conurbation French Riviera, Genoa, the binomial Pisa-Livorno) with those of its nearest interland (Zaragoza, Toulouse, Lyon, Turin, Milan, Bologna, Florence). Towards the south, the network would be extended up to Valencia and Alicante, Rome and Naples*”. A second “banana”, which is the counterpart to the south of the “Blue Banana” and of the space of the “Pentagon”, motor of Europe consisting by London, Amsterdam, Monaco, Zurich and Milan [9].

On “macro” level, the relationship between the metropolis of the croissant can only develop in a continuous dialectic of cooperation and competition. For each city, the insertion in a vast metropolitan reticular structure is the main element capable of ensuring visibility and competitive advantage internationally. However, it remains open the question of which metropolitan poles can connect over the network in a position of strength and benefit the most from the lattice structure. Moreover, experience shows that the connection is beneficial for the network as a whole but can be detrimental to the more weak urban realities of the system. The weakness, in turn, derives as much from inadequate size of the city (in terms of population and especially economic) as well as of its low degree of nodality in the network. Milan, for example, node of relationships between many cities of the croissant (Turin, Genoa, Bologna, Italy), as well as of relations with the axis of the development of the italian (North-East Verona, Venice) and the swiss and the rhenish areas, will be

in a strong position compared to cities such as Toulon (simple place of passage of the coastal corridor between Marseille and the Cote d'Azur) or Naples (city connection terminal in the absence of further infrastructure developments towards Bari and Reggio Calabria).

Issue addressed and treated as early as 1993 when it was emphasized that with the option of so-called “cutting dead branches” of the railways associated with the creation of high speed (both still in progress) the result is “to approach who is far” and “turn away who is near”, reinforce already strong urban poles, accentuate unbalanced development socially and environmentally. This choice of infrastructure policy is part of a liberistic philosophy and privatization of goods and services (post offices, pharmacies, etc.) until the recent past considered as “public goods”. It is associated with so-called functional reorganization (e.g. the striking closure of many local judicial offices) based on criteria of microeconomics. All that is making transformations on “macro” scale and it is creating “competitive disadvantages” between areas (as already showed Goddard & Gillespie in 1986 talking about telecommunications). In such a way those “minor” ones are destructured with the consequences of increasing the processes of their abandonment, raising the natural hazards (geological, etc.) and the congestion in the central towns (so disavowing the proclaimed sustainable development). If the choices that reinforce the concentration of population in the major urban centres are not changed, the metropolitan area of Reggio Calabria cannot formed. While the other areas, as part of a hypothetical network among Mediterranean centres, instead thanks to wider political strategies - that is multiple-criteria, i.e. not composed only by a microeconomics rationale - they will be as important actors in the global competition. Basing their policies on the coexistence of the indispensable local identity and the “place based” rationale for the social economic development [10] with accessibility and functionality [11] not watching only at the Mediterranean basin, however privileged, but at entire world.

The building of the network of cities for competitiveness

The Europe 2020 Strategy [12] identifies the cities and urban areas as engines for smart, sustainable and inclusive growth. They are therefore the places where the required action to achieve its objectives and, therefore, to implement the strategy are mainly concentrated.

The condition that the cities can contribute to the implementation of the strategy is given by their competitiveness and attractiveness: in other words, the city will not automatically enjoy the benefits of the new dynamics triggered by the European strategy. These benefits will be reserved for those organizations that will be able to organize themselves as efficient systems, that is, in fact, competitive and attractive [13].

On the other hand, the cities' role in a global competition brings along a change of scale also in the system of relationships that the cities traditionally wove, placing the need for their internationalization through the establishment of transnational networks [14].

Cities must become the protagonists of a season of international relations aimed at negotiated search for innovative input-output, able to insert, "... in the current slowdown in the capitalist expansion, elements of a new sociality... promoting the transition from a market economy, which is functional neo-liberal globalization, towards a more complete democracy, such as possible construction of a new market socialism" [15].

The culture of evaluation "tailor-made" for the construction of the Network

The need to select the cities that respond effectively to the strategy must also be met through procedures that enable it to begin the process in good time: time, as a factor, is one of the main variables of competitiveness.

These requirements can find in the culture of the evaluation a valid scientific and operational support, necessary for the definition of strategies and policies for economic development [16].

To achieve effective evaluations it is not always necessary to resort to sophisticated models, but rather to pay attention to the purpose of evaluation, selecting the methods in relation to any specific assessment requests.

The evaluation process, therefore, basically revolves around three issues [17]:

- The questions of which the evaluation must answer;
- The methods and procedures that the evaluation will use to answer questions;
- The nature of the relationship between the evaluator and the stakeholders.

In this case, a first selection can be made through the identification of a few easily verifiable criteria, consistent with the purpose of evaluation and shared by the stakeholders; the first hypothesis of selection will be then discussed with the stakeholders themselves in order to verify possible inconsistencies.

The evaluation procedure proposed is divided into five steps:

- Step 1: identification of evaluation criteria;
- Step 2: evaluation of the city-target, in relation to which the assessment is carried out;
- Step 3: evaluation of cities potential network nodes;
- Step 4: selection of cities-node;
- Step 5: verification of selection with stakeholders.

The evaluation criteria

The selection criteria must necessarily start from an examination of aspects like metropolitanisation and competitiveness for the cities, among all the factors generally listed in the literature [...] some can be considered *conditioning* factors, others *conditioned*. Some factors, such as the infrastructural facilities, in the short term, in fact, constitute a given that has effects on others, in this sense can be defined *conditioning* factors, while others, such as the productive system, are influenced from factors external to the system itself, such as the infrastructural facilities.

The *conditioning* factors to be considered may therefore be:

- Positional;
- Dimensional;
- Infrastructural;
- Research, Innovation, High Education.

Size criterion

Its easy to hypothesize that the dynamics of metropolitanisation will not be homogeneous in dimensionally very different realities: the dividing line, for example, can be provided by the European classification NUTS which, albeit for different logics, identifies a level 3 for the realities with population between 150,000 and 800,000 inhabitants, the level 2 for the reality between 800,000 and 3,000,000 and level 1 between 3,000,000 and 7,000,000.

Class	Population Threshold Max	Population Threshold Min
NUTS 1	7.000.000	3.000.000
NUTS 2	3.000.000	800.000
NUTS 3	800.000	150.000

Infrastructural criterion

The establishment of a network requires the possibility of a link between nodes. Beyond networks and intangible connections that modern technology allows, it becomes increasingly significant that the physical connection between the territorial realities and the ability to guarantee fast and efficient movement of people and goods. In this sense, then, the selection of the network nodes will take place on the basis of their infrastructure: ports, airports, railways.

Criterion of Research, Innovation, High Education

The central component of the Research, Innovation and Higher Education for competitiveness makes imperative that the network nodes are equipped with facilities of this type, which in turn will develop the synergies of the networks.

The case study: Reggio Calabria and its network of cities for competitiveness.

The acknowledgment of the status of Metropolitan City does not confer itself to Reggio Calabria either attractiveness or competitiveness: at the limit, can be a pre-condition for this to happen. The acquisition of these skills also involves the creation of a network of cities that will allow the necessary synergies to develop.

The results of the evaluation procedure described above, of course, may not be unique for all the organizations to which they apply: the city of Reggio Calabria has to select the nodes of a network functional to their needs, regaining its own planning capacity, that will allow the city to become again an active subject and not merely the executor of strategies designed elsewhere and functional to different situations [18].

The identification of nodes that will build the network can not be accidental, but rather functional to the objectives to be pursued: Experiences such as the ESI - European Network of the Straits, respond to different logics, absolutely partial and non-functional for the purposes described above.

In order to select the cities for which it's possible to network the factors of competitiveness, it is first necessary to evaluate, according to the four selection criteria, the city of Reggio Calabria, which is characterized by:

- the coastal location in the Mediterranean;
- the membership to the class NUTS 3,
- the presence of transport infrastructure such as Gioia Tauro port, airport, railway.
- the presence of research facilities and High Education such as: Mediterranea University, Dante Alighieri University, School of Public Administration, Centres and university research laboratories.

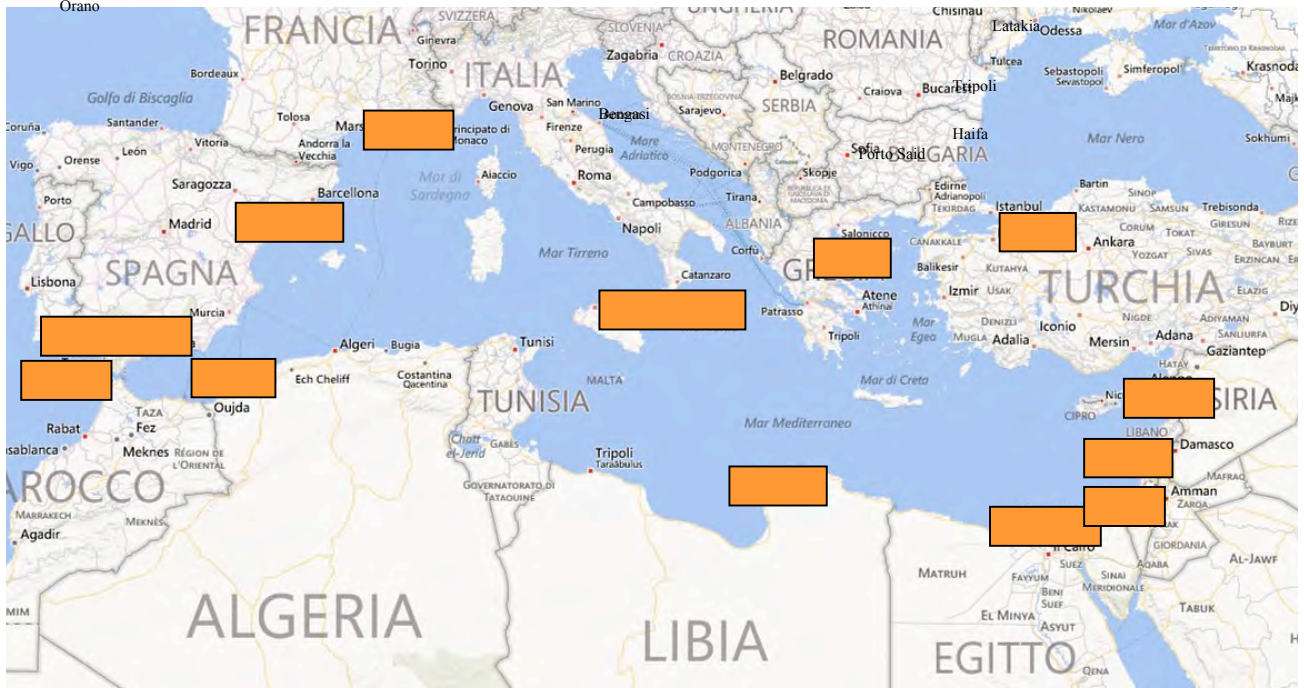
In the specific case of Reggio Calabria, then, attention should be paid to those cities for which there is in a state of obvious competitive disadvantage because of the positional factor: let's consider, for example, the ease relations between the cities located on the two sides of the Adriatic.

The Network of Mediterranean cities.

The evaluation of the cities overlooking the Mediterranean, on the basis of the criteria listed above, made it possible to identify, preliminarily, some potential nodes (Fig. 1):

- Tangier (Morocco),
- Oran (Algeria);
- Benghazi (Libya),
- Port Said (Egypt),
- Haifa (Israel),
- Tripoli (Lebanon),
- Latakia (Syria),

- Cadice/Algecirā



Conclusions.

The results of the research are mostly partial; even the evaluation of potential city nodes of the network are incomplete and should be discussed with the main stakeholders, starting with the business system. Beyond the methodological insights, which may regarding, for example, the most properly evaluation aspects, it's however needed to timely start the phase of the results transfer: as pointed out by Edward Mollica in the editorial *“La società delle culture, della ricerca, dei distretti industriali per uno spazio Euromediterraneo”* (LaborEst n. 3/2009), the time factor is not indifferent to the competitiveness.

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Transfer of Development Rights as Incentives for Regeneration of Illegal Settlements

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Abstract. Southern Italian cities are often characterized by widespread phenomena of illegal settlements, that have resulted – among other things – in a worsening of the quality of life in the urban-rural interface, and the weakening of the considerable architectural interest of the entire city. The goal of this paper is to propose an approach that would help rehabilitate what is already built, and in so doing improving on the quality and liveability of those cities.

This approach is based on a particular methodology based on the promotion of Urban Complex Programs (PUC), which provide a system of development rights resulting from the demolition of unfinished illegal settlements.

The benefits of this approach are many, including improvements in efficiencies and safety, meeting demands of environmental protection and reducing consumption of energy, seismic risk prevention and improving the liveability and attractiveness of the areas with illegal settlements.

These benefits can be obtained only on one condition: that they are based on a system of collective and public amenities in accordance with the principle of sustainability in multiple dimensions (environmental, cultural, technological, political, institutional, social and economic). But for this approach to be viable it needs also to be convenient for the private actors as well.

With this paper we hope to provide first an original approach that can improve the conditions of cities burdened with the problems of illegal settlements that is both sustainable and convenient and, second, an instrument that can provide information for both the public and private sectors on the fairness of the procedure and their mutual interest in pursuing this approach.

Introduction

One of the most significant indicators of the competitiveness of a territory is its capacity to attract people and capital. The aesthetic factor, the beauty of a city is, according to the 47nd Annual Report CENSIS [1] on the social situation of Italy, one of the most important aspects of urban quality perceived by the public and a factor considered when choosing a place in which to live or invest. Additional factors that call for the rehabilitation of urban environmental systems are the movement to combat climate change and the European Landscape Convention that has called for the recovery of degraded landscapes.

Moreover, that in urban policies should give priority to the regeneration and urban requalification in respect to the expansion is a fact absolutely sure, so much in the cultural debate, as in the political sphere. Especially if we reason in terms of efficient use of territorial resources, it is clear that it makes no sense to consume other urban ground, thus expanding the already urbanized land, when in the same time, within the city, there are forms of degradation that dilate ever more with the expansion of the city. The degraded areas (disused or unqualified) in the urban system, unanimously are considered to be important resources for the future of the city: through their redevelopment and reconversion it is possible insert in the urban fabric functions of strategic importance, for the promotion of economic and social development, capable of enhancing the competitiveness of the city.

However, the urban regeneration as well as being hindered by complex and varied situations (related to the property, countered by long and urbanization procedures, from multiple authorization devices, high costs of remediation and demolition, and in any case by the more difficulties in organizing the work that are reflected in higher costs compared to building in areas of expansion), in many cases, it is considered a "market failure" in the sense that the market, through their own efforts, is unable to achieve it [2].

Reggio Calabria is a city characterized by a significant number of buildings built in contrast with the provisions of planning instruments. Most of these buildings were legalized under various laws that have occurred since the Law n. 47 of 1985. Some of these buildings, however, were never completed. Many of them are just building shells, and the rest are in various states of completion. The considerable diffusion of these unfinished buildings in virtually all areas of the city contributes to a deterioration of the quality of urban life.

It is therefore necessary that there is a public intervention that creates favorable conditions for private investment.

The experience of the PUC (innovative programs in urban areas of ministerial initiative) implied precisely this awareness. But these experimentations were practically complete, as well as the financial flows that they had conveyed in our cities.

Several studies have attempted to address the issue of the regeneration of illegal settlements, but little attention has been paid to the system of economic advantages and disadvantages that affect the viability of these buildings.

In the absence of financial and fiscal incentives, the feasibility of the activities of urban requalification is entrusted to the evaluation of public and private benefits and to the creation of more favorable economic conditions for such initiatives.

In the next section we present the concept of the Transfer of Development Rights that we are proposing as a tool to address this issue, followed by a section on the main methodological aspects of an approach to the regeneration of illegal settlements based on the exchange of development rights, in accordance with the principles of sustainability.

Creating and transferring Development Rights

In conditions of fragmentation and decay in urbanized areas, the Transfer of Development Rights (TDR) model could work for the regeneration of sprawling and/or illegal settlements, degraded areas and inactive industrial complexes.

The objectives of TDR programs can be very different and they start from the preservation of undeveloped land and the limitation of urban sprawl, to the protection of cultural heritage and the safeguarding of ecologically sensitive area such as wetlands or coastal zones. It is a technique that has been around for many decades. It was first proposed by Costonis in 1973 and has been attempted in various contexts in the US with some degree of success [3].

It is based on the assumption that all property owners have some (however small) right to development and that this right can be severed from all the other rights associated with land ownership, and transferred to other properties.

Such a program would include the definition of "sending areas", areas that the public entity wants to protect from development, and "receiving areas," areas where densities can be increased through the acquisition of development rights on the part of developers from the sending areas.

Probably the most effective way to implement TDR is to establish a development rights bank where those rights can be bought and sold. Of course, for a TDR system to function, a strong demand for additional development right is necessary, strong enough for developers to calculate that there is enough demand for their product to warrant the acquisition of additional development rights [4, 5].

As the extensive literature on TDRs indicates, there are several potentialities about this technique, especially if compared to the rigid traditional planning tools. TDRs are also an instrument for greater planning equity because they allow for the fair redistribution of the values and disvalues produced through planning. They are more efficient than zoning (thanks to the use of

the market's levers), they lessen the interest of owners for the outcome of planning decisions, and, finally, they allow for the compensation of owners penalized by urban planning's decisions.

We should mention that in the receiving areas, jurisdictions are likely to assign, on the basis of the Master Plan, different potential densities above the base density, depending on the characteristics of the area. In some cases, it is possible that the same density will be assigned to the entirety of a receiving area. We feel that the single index is probably the most appropriate under the circumstances in Reggio Calabria, from an ethical and practical point of view.

As mentioned above, southern cities in Italy are often characterized by phenomena of diffuse illegality that have ended up suffocating settlements of considerable architectural interest thus diminishing their overall attractiveness.

The city of Reggio Calabria in particular is characterized by a significant presence of buildings built against the regulations of the plan for the city. Most of them have been legalized on the basis of several laws (called "*Leggi di Condono*" in Italian), but their legalization has not led, in many cases, to their completion.

Their status varies, with some of them being just a shell, others with the interior completed, but without an adequate façade. These buildings are practically in all areas of city, reducing the urban quality of the entire urban ensemble.

Several studies, have tried to confront the theme of requalification of illegal settlements. While addressing the difficulties posed by the normative framework, these studies have not addressed adequately the issue of the system of economic benefits and liabilities, which could help solve this intractable problem.

The urban system in metropolitan areas and the new building production

Urban Sprawl, i.e. low density and leap-frogging development, is one of the negative indicators/markers of the expansion at the fringes of metropolitan areas [6]. These low densities that characterize the expansion zones of the greater urban areas create significant problems:

- Require significant investments in public infrastructures;
- Make inefficient the services of public transport;
- Produce damaging effects in the hydrogeological territorial asset because of the progressive waterproofing of the land;
- Consume vast amounts of open space, in some cases prime agricultural land

The Preliminary Document of the "Piano Strutturale Comunale (PSC)" of Reggio Calabria [7] underlines the excessive size of housing rather than the real needs of the town including a decline in areas destined to public services. Such a decline is significant especially when referred to the standards of D.M. 1444/1968, a national law that established minimum standards for public facilities, such as day-care centers, parks and libraries. This lack of existing public facilities and inadequate standards for expansion areas makes it difficult the designation of new areas for new building expansion. Together with the collapse of demand, public and private, linked to the negative trend of the economic cycle, this has caused the substantial paralysis of the building sector, with dramatic effects on the local economy and a decline in the employment rate.

A strategy for energizing the building sector

The dilemma concerning the acquisition of the standards area to endow the town of necessities services is of different solution in the short term, because of the lack of public resources to meet the existing deficit. In addition, there are other needs that require attention:

- the crisis of the building sector, and its effects on employment.
- the progressive obsolescence of the real estate stock because of the higher standards, both quantitative and qualitative (energy performance, innovative technologies, etc.);
- the problems of the illegal settlements;

These needs must be satisfied but, within the system of public and collective goals and on the basis of sustainability's principles we must also consider the following objectives:

- the preservation of agricultural soil;
 - no additional development;
 - no monetary cost for the collectivity;
 - optimization of the use of the infrastructures and services.
- The achievement of these objectives is possible through several strategies.

The system of public and private conveniences

The unfinished illegal buildings are a liability for the collectivity and also for the owners. When inhabited, because of their unfinished conditions the buildings have poor energy performances and decay rapidly, even structurally, because of their exposure to the atmospheric agents.

Our proposal is to provide the promotion of PUC Urban Complex Programs, focused on a system of assigning development rights as a reward deriving from the demolition of illegal, unfinished buildings. The owner of the building could then sell those rights to be utilized in appropriate areas of the city.

The so-called "Integrated Programs" or "Programs Urban Complex" (PUC) were born in the 90s (Law n° 179/92) as an innovative mode of action for the redevelopment of the city and, more generally, for the governance of urban and territorial transformations, in a time of scarcity of public resources for the management of urban transformations and limits of practicality of the General Plan ("PRG: Piano Regolatore Generale" in Italian) [8].

The PUC, implementation tools in derogation from the PRG act on three common problems:

1. the complexity of urban transformation (of the functions, of the competences, of the process, of the interests involved, of the management). Overcoming, then the monofunctionality, such as for example Recovery Plans (Law n° 457/1978);
2. the necessity for integration (between public and private actors, between ends and means, between the different sector policies, party interests, etc.).
3. the character "strategic", with a limited number of priority targets shared by the productive forces and social, achievable a time period determined and well correlated with the necessary conditions of administrative feasibility, financial and technical.

Therefore, the valuation ("*estimativa*" in Italian) question proposed is framed, in the context of PUC, by the determination of building rights's quantity to be paid in return of the demolition of cubic meters of illegal volume not completed. In addition, the valuation process imposes the determination of a plurality of values [9]. The total market value to be assigned would be based on calculating the value of the buildings that were legalized, but remain unfinished, if they were to be completed. In addition, the total market value should include the cost for their demolition, including the costs for waste disposal.

The basic assumptions for the construction of the experimental model

The hypothesized model, of an experimental character, is introduced as a tool for overcoming the difficulties presented above. It provides the concession of building rights to owners of illegal buildings that have been legalized but not finished, in return of the demolition of their building. The building rights that had been acquired through the legalization of their structure can now be transferred for the realization of new buildings in the ambit of urban regeneration's programs.

The appraisal model proposed is derived by a model already developed by the authors for the estimation of extraordinary charges from private entities in the ambit of PUC [10, 11, 12].

Used procedure for the quantification of development rights

The process is divided into five phases:

Step 1 - Identification of the property to be demolished.

Step 2 - Appraisal of the value to be indemnified.

Step 3 - Identification of the land area of development rights.

Step 4 - Appraisal of the unitary value of development rights.

Step 5 - Quantification of development rights to be granted as compensation.

Variables to be determined are composed of:

V_i = value to be indemnified.

V_d = total market value of development rights.

V_d' = unitary; value of market development rights.

Q_d = quantity of development rights to be granted for one cubic meter of demolished volume.

V_m' = current market value of the properties to be demolished.

V_c' = Value of the cost of demolition burden including garbage disposal.

I = Incentive to the property owner for the demolition.

In order to verify the economic feasibility of the procedure, it must result:

$$V_i = V_m' + V_c' + I \quad (1)$$

Considering the unitary value of market development rights, we get:

$$V_d = V_d' \times Q_d \quad (2)$$

but since:

$$V_d = V_i \quad (3)$$

substituting in (1) we get:

$$V_d' \times Q_d = V_m' + V_c' + I \quad (4)$$

From which:

$$Q_d = (V_m' + V_c' + I) / V_d' \quad (5)$$

Appraisal of current market value of real estate to be demolished

Being buildings susceptible to transformations, the most appropriate criterion to appraise the market value of the buildings to be demolished is undoubtedly the value of transformation.

Taking into account the high costs of structural adjustment and the completion of the buildings, using this criterion, the synthetic appraisals performed lead to negative values, that is the costs for the adjustment and the completion of the buildings are superior than the market value of completed buildings: it is the demonstration of the lack of convenience for the private owner to take action on their building.

Appraisal of value of the cost of demolition and waste disposal

Given the purposes of a programmatic nature for which the estimated value will be used, it is appropriate to proceed to a synthetic or parametric appraisal.

In the absence of more reliable information, it is necessary to resort to available sources [13]. These data were then validated by means of a comparison with some stakeholders: in particular, the comparison has taken place with the National Builders Association of Reggio Calabria - "Associazione Nazionale Costruttori Edili (ANCE)" and with consultants in the field.

Appraisal of unitary market value of development rights

With respect to the appraisal question under examination, it's necessary to focus attention on one of the factors that contribute to determine the cost of production, that is, the market value of the land. calculated as the rent of land resulting from the assigned development rights.

In effect it is possible to affirm that the market value of land is a function of several intrinsic and extrinsic factors (location, morphology, etc..), that are of particular importance for its building capacity.

It's possible to affirm therefore that, given two parcels of land, A and B, with identical characteristics except for building capacity, the difference between their market values corresponds to the total market value of development rights:

$$V_d = V_{MA} - V_{MB} \quad (6)$$

So the unitary value V_d' of development rights is obtainable as the ratio between the total market value of the building capacity C_e

$$V_d' = V_d / C_e \quad (7)$$

Appraisal of development rights to grant

The amount of building rights to be granted, as mentioned before, must be capable to generate a profit for the owner of the building to be demolished; such a profit is the one that makes the operation economically feasible.

Realfonzo, taking up the work of Forte de 'Rossi [14], believes that the profit for the developer oscillates between 10% of 30% of the market value, which increases with the increase of the market value VM and the entity of the profit will depend on the general economic conditions and the qualitative characteristics of the product [15].

Public Works norms, that estimate estimated unitary prices of construction works, indicates 10% as ordinary profit margin in the construction industry [16, 17].

This percentage may be considered adequate in the first hypothesis, within a logic aimed to maximize the public benefits, so you will have:

$$I = 10\% (V_m' + V_c') \quad (8)$$

Conclusions. Public, private conveniences and sustainability of the processes

The above calculations illustrate what would be the convenience of owners to proceed at demolition.

Why should the public administration proceed in this way? What benefits derive to the collectivity? Possible benefits include the decrease of the real estate's stock and the preservation of the land on which the illegal buildings were located. The decrease of the total real estate's stock in the city would result from a decrease in allowable densities, i.e., the development rights would be less than the existing legalized.

Regarding the consumption of soil, it should be underlined that the building rights would be used in the ambit of urban regeneration programs relatives to areas already urbanized, orienting the investments of the real estate's sector toward those areas, avoiding therefore the expansion of the urbanized zones at expense of open space. The described evaluation procedure is characterized by a remarkable ease of use, giving to the Public Administrations an approach that meets requirements of transparency and equity toward the collectivity, thus obviating a grave lack of current experiences in urban planning's processes.

The illustrated methodology still has an experimental character and it is susceptible, therefore, of further developments and refinements in the light of future insights and desirable disciplinary

comparisons. In a logic finalized to maximize the public benefits, it will be necessary first of all to verify the reliability of the lower thresholds of the subsidies, below which private owners haven't sufficient motivations to participate: this threshold will be the level of subsidies to be utilized in the ambit of the model's application. Future research, will be oriented to make stronger the reliability of estimation model. In particular the questions linked to the variations in the value of development rights will be related to the characteristics of the receiving areas that are linked to the actuation of the PUCs.

Other issues to be explored include:

- verification of the market activity level necessary to make work the model;
- legal profiles related to the land use law.

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Innovative Tools for the Effectiveness and Efficiency of Administrative Action of the Metropolitan Cities: the Strategic Operational Programme

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Abstract. The urban policies and territorial live a period of profound transformation, characterized by a shift to new approaches and governance tools. At the end of a period characterized by the need to overcome the rigidity of the urban plan, which resulted at the operational level extreme fragmentation of instruments and types of intervention, today we are witnessing a phase of overall rethinking of the strategy and operational tools.

Decisive for the purposes of this change are no results the impulse of European urban policy, the uncertainties of the national framework and the new requirements for the financing of interventions related to the lack of public resources. Despite this, there is the general feeling, that current approach to urban policies, is not the proper one to face the new challenges that the city, in a context of increasing global competitiveness, are called to face.

The present work draws inspiration from arrangement of urban and territorial policies hypothesized in the last decade, with particular reference to the role of promotion that the newly founded metropolitan cities could have for economic growth and development of the territories, in order to propose an innovative model of operational planning strategic that seeks to integrate two essential aspect: the strategic component and the programmatic component, in order to lend greater administrative action of the government of the metropolitan cities.

Introduction

Since Eighties there is talked of Metropolitan City and always discussed on meaning of this concept and the implications which derive. Everyone agrees to see the institution of Metropolitan City like an opportunity to rationalize and link many aspects of our territory, from economic to the provider of services to the citizens and businesses [1].

Unlike the consolidate experiences of other countries, the notions of “metropolitan area” and “metropolitan city” (the latter already provided in the article 114 of Italian Constitution as one of local territorial Enties) have been transposed in Italy for the first time on legislative feature with the reform on local autonomies of 1990. The VI chapter (artt. 17-21) of the act 8th June 1990, n.142, outlines in fact a new model of metropolitan govern at supra-municipal scale, according to an institutional organization increasingly decentralized, under the subsidiarity principle.

The need to provide the big metropolitan areas of supra-municipal institutions born historically from several exigences. From one side, the centrality of metropolitan areas is appeared clear in the internationalization and globalization processes, at least in Europe with the announce of the project Grande Mercato Europeo in 1985, which was followed a prolonged period of intense investments from great multinational companies - industrial, financial and commercial- in the “gateways” of big metropolitan cities. The process ended in 1992, the year of project’s approval of Mercato Unico [2, 3], but it was presented again later with more selective characteristics: some cities continued own growth and attractivity, while others - among these great italian cities (Milano and even more Rome) - remained essentially unchanged in the urban european hierarchy and there were surmounted by european cities also smaller size and minor history [4]. On the other part there are intense economic and political processes that lead the great cities to invest on the new large network

of transport and communication. See for example the decisions about the creation of large network of high-velocity transport, which linked the great capitals of North Europe in the '80 and '90 [5].

Then today the urgent challenges for our country - and also for the other european countries - amplified beyond by a strong crisis, are essentially two : the economic, territorial and planning challenges. These are increasingly braided, because an efficient and qualitative territory is an attractive and competitive element and because only a development that can involve the whole productive capital, cognitive and innovative being in the large area can be able to relaunch our great cities.

The recent Draft Law Delrio, ddl n.1212/2013, approved at the Senate the 26th March 2014, nowadays in discussion at the Chamber of Deputies, in the part dealing Metropolitan City discounts an insufficient reflection from the territorial culture and an insufficient political discussion about theme. It's be necessary in fact, as the initial draft law confirms, "*a flexible instrument of govern, with large and strong competences, able to be the engine of development and involving the most productive areas in the great city network of world*":so it's an institution very strong, which delegate from municipal and regional level functions of programming and planning of large area, able to explain the new needs of economy and society relaunching new and wide projectualities.

The legislative proposal goes in a different direction, Metropolitan Cities are similar greatly to the new provinces, in that all fundamental functions are those assigned to the provinces: town and country planning of pure coordination, inner infrastructures and mobility services, environment, scholastic network.

The legislative provisions define the metropolitan cities like local authorities of wide area, with the institutional aim to care the strategic development of the metropolitan area (Draft Law n°1212/2013 "Measures on Metropolitan Cities, the Provinces, the unions and fusions of municipalities").

Among the key functions assigned to the Metropolitan City (art. 8 Draft Law n°1211/2013), are also included the:

- a) adoption and the annual update of the Strategic Plan of the metropolitan area, as an act of address for the institution and exercise of the functions of municipalities and associations of municipalities included in the area;
- b) general land use planning;
- c) structured management of public services;
- d) mobility and viability, including by ensuring the compatibility and consistency of municipal urban planning within the metropolitan limit;
- e) promotion and coordination of economic and social development, including by ensuring the support for economic activities and innovative and coherent research with the vocation of the Metropolitan City as outlined in the Strategic Plan of the territory referred to in subparagraph a);
- f) promotion and coordination of computerization and digitization system.

From a careful examination of the functions attributed to the metropolitan cities emerges that there is still a split between the moment of the strategic choices of development, the spatial organization of the territory in which strategic decisions should be annexed, and the allocation of economic resources necessary to implementation of the same decisions.

In the draft law we still find:

- the Strategic Plan (SP) : a tool of coordination and orientation, that is possible (and very useful) starting also in absence of institutional revolutions, as demonstred by several generations of SP that have been succeeded in Italy since Nineties;
- the promotion of development, leaved totally without resources;
- The general country planning , not better defined in art.1 of law that duplicates and risks to flatten out on provincial coordination planning.

Approaches and limits of the Strategic Planning

The intense economic and social transformations in act in our society are making ever more difficult the fundamental task of territories' govern that subordinates to public administrations.

The public administrations, in order to answer at this exigences and to face the several soliciations coming from society, but another time especially the territorial agencies, are adapting gradually to perform a new role.

In order to face the new challenges imposed by the rapid evolutions of technology and by the growing dynamics of globalized market in all developed Countries are diffusing new and articulated strategies of integrated and negotiated planning between public and private actors, of development's strategy and processes of innovation.

There are new models of programming and projectation of public functions and intervents; these are models built around the processes more opened and efficient of coordination between all institutional subjects (of association of category and trade union and all variegate local world for profit and no-profit). Their principal scope is identifying the principal choices on which focusing to guarantee the economic growt and social sustainability in the medium-long period.

In the last years, in this sense, the processes of integrated planning received an increasing attention from some italian cities, on the base of foreign examples of success, as suitable method to develop new forms of urban and territorial governance [6].

Identifying, through the Strategic Plan, a shared vision of development, in a dimension of wide area and of medium-long period, the integration of politics and dialogue between interlocutors of territory, have given a perception to overcome the limits (efficacy, efficiency, legitimation) of traditional planning (not only at urban scale) and to build a governance model able to make the govern's capacity of city more strong and their repositioning in Italy and Europe [7].

Here we assume "the crisis of some traditional planning models" (Regulatory Plans and derivatives) but even the experiences of advanced planning (think of the structural plans, for example) have encountered many difficulties to achieving the goals for which they were born. It has long been been recognized the inability of traditional planning instruments (Regulatory Plans and derivatives) to effectively govern the urban and territorial transformations; on the other hand, however, these processes are supported by the tools of economic planning, even at the regional level. Also the quality of urban planning instruments from nature normative-regulative is totally unsatisfactory.

It is by considerations like this that from the 1990s onwards has opened the season in Italy of the Complex Programs (introduced by Law 179/92), of the tools negotiated planning and of the Strategic Plans, all tools considered able to respond to limits of the ordinary tools of planning until then used [8, 9, 10].

In particular, the Strategic Plan has been by many considered the necessary completion of the allocation of planning of cities, able to overcome criticality of the past in virtue of its constitutive process [11, 12]. It is in this direction that have chosen to move, at different times, the metropolitan areas, such as for example, Bologna, Florence, Rome.

In fact, the Strategic Plan, borns from participatory processes through which is built consensus around the strategic choices of the territory; for these reasons it is able to deal with issues that can hardly find hospitality in traditional urban planning tools, as for example the:

- dynamic intersectoral;
- integrated approach;
- services of a social nature and environment and, more generally, the organizational aspects;
- selection of priorities for action.

It is also true that, there are also the limits one's own of the Strategic Plan that are its poor operation, imputable to:

- lack of the pre-feasibility and sustainability evaluation of the actions;
- lack of evaluation of the economic resources for the implementation of actions;
- definition of the relative timing of implementation.

De facto we are witnessing a kind of abdication of technical and professional expertise in the name of a supposed democratic choices: paradoxically, it is easier than find hospitality in a Strategic Plan popular choices but damaging to the community, rather than unpopular choices but useful.

In contrast, ordinary tools of economic planning, such as the Regional Operational Programmes, are characterized by the presence of these factors: is defined the period of time, even in the intermediate steps, and they are equipped of the necessary funding.

But, they at the same time, not consider of spatial projection of the investments planned, because allocate the financial resources to the implementation of a strategy distinct from that of the Strategic Plan that of planning instruments.

Innovative tools for the effectiveness and the efficiency of the administrative action of the Metropolitan Cities: Strategic Operational Programme

It is spreading, by now, the awareness of the limits of the dichotomy between the choices territorial planning and strategic and the decisions regarding the allocation of resources [13]. The Region of Emilia Romagna, for example, is oriented towards the Territorial Planning interpreted here as a moment of integration between traditional subdivisions in economic planning and territorial planning, to offer spatial references to development policies.

Is therefore necessary to equip itself of innovative tools, able to switch quickly and effectively from the conception stage to the the implementation phase, able to control some key issues: the time and resources needed to achieve the objectives, the subjects to be involved in the implementation phase, the feasibility and three-dimensional sustainability of the interventions necessary.

Must be tools capable of learning from reality and self-correcting on-going, passed the limits of strategic plans as they are conceived today, introducing inside of strategic plans the programmatic operative component.

The most appropriate tool, therefore, to give real incisiveness administrative action of the new entity created by the Metropolitan Cities, it should be a tool capable to bring a synthesis the specificity of the other tools: we could define it the "Strategic Operational Programme".

Concomitant use of terms such as "operative" "strategic" to designate something it might display a contradiction.

The POS "Strategic Operational Programme" should be intended here as a synonym for "Operative Program of Strategic Actions": in this sense, it should be the last phase of the Strategic Plan.

The passage from the Strategic Plan to Strategic Operative Program is filtered from the evaluations: feasibility, sustainability (a three dimensions), effectiveness and efficiency of operations.

Therefore, according to the classical model of operational programs, after an evaluation phase, at the strategic actions selected are allocated resources, time, subject and method of implementation; in this way are exceeded the weaknesses of a tool such as the Strategic Plan, which, however, constitutes an improvement compared the classical approach to urban planning.

This is the tool that they need Metropolitan Cities for to be an entity that contributes really to the competitiveness of the territory in a manner different from the past.

Assessments as moment accompanying and synthesis of innovative pathways and instruments for the government of the territory.

Public intervention implemented through programs active an application for assessment: beyond the explicit applications contained in the various intervention tools, the decision-making sphere, facing the loss of representativeness of organized politics and the growing complexity of the variables that influence the public choices has the absolute necessity of auxiliary tools that allow you to optimize the use of available resources and at the same time make the decision-making path shareable and transparent .

Evaluations therefore, can make a key contribution to the proper functioning of democratic systems, within a scenario marked by increasing levels of conflict between the social partners and between the geographical areas.

The tools for the programmed intervention on the territory put the public decision-maker faced with the need to choose between alternative programs and projects, in a general condition of scarce resources. The problem of choice, far from being merely technical, invests in full the founding principles of the contemporary democratic society.

The classic problem of public decision-makers, until recently it was the decision to allocate the public resources among possible alternative uses. It was, therefore, to understand how it was maximized total utility, or, in other words, to what extent any possible alternative use contributed in the growth of collective utility.

This, of course, greatly simplifying the terms of the problem, which actually had greater degrees of complexity. Just to name a few, just reflect on the fact that there is no one collective usefulness but the benefits are diversified for social groups, for territorial portions etc. and that have a impact differently on each of the recipients.

The transformations occurred in recent years, in particular the different approach to economic policies, they have also changed the terms of the problem.

The most advanced systems are oriented towards state intervention to private initiative that provides, to private initiative, the informations on future scenarios that will allow it to optimize their choices.

The transfer to private entities of functions previously acquitted by public bodies and the role of promoting the development of the various programming tools, adds an extra degree of complexity, while not radically altering the conceptual framework.

It is no longer only consider proposals for public but becomes necessary to evaluate the extent to which private initiatives contribute to achieving the objectives set by the policy maker.

A further change occurred in the objectives to be pursued: the awareness of the limits of development understood only in terms of economic growth, has changed the very aims of public intervention (considering in this sense also the private sector with public purposes).

The environmental sustainability of interventions, for example, is in addition to the traditional objectives such as increased production or social equity.

First elements for the construction of the evaluation model

The passage from the Strategic Plan to the Strategic Operational Programme is filtered from the evaluations: according to the classical model of the Operational Programmes, after an evaluation phase, to the strategic actions selected, are allocated resources, time, subject and method of implementation; thus are exceeded the weaknesses of a tool such as the Strategic Plan, which, however, has been an improvement over the classical approach to urban planning.

The culture of evaluation, therefore, is the element that pervades the entire program, systematizing and making to dialogue all the necessary specialist contributions in the different phases, from the point of conception to its realization [14].

In a such program the evaluations to fulfill at least two different purposes:

- Improving the effectiveness and efficiency of public action;

- Create the necessary social consensus around such action.

In order for these goals to be pursued, is necessary that the evaluation process meets two fundamental principles:

- The transparency of the decision-making process;
- The scientificity of the process, understood as its falsifiability.

The evaluation activity takes, even in this case, the now customary appearance of three-step process, ex ante, ongoing and ex post. In methodological terms it can be said that in the three phases should be prepared four types of assessment [15]:

- Coherence
- Sustainability
- Effectiveness
- Efficiency

for each of which must be identified the technique instrumentation to use, depending on the specific query of evaluation, and selected the most appropriate set of indicators (outcome, impact and implementation).

The Evaluation of Coherence should be carried out in the ex ante phase and can be either internal or external. To ensure consistency of the program means that the environmental actions / projects planned are comply with the objectives and strategy, while the external coherence is assessed in relation to the plans / programs with which interacts the program in construction.

The assessment of effectiveness is a type of evaluation that belongs to all three phases of the program: ex ante predictions are made about the expected results of actions / projects selected, ongoing will be measured partial results and ex-post the final ones.

The evaluation of sustainability means to move in the frame of sustainable development and therefore means not only to develop programs consistent and efficient but also able to produce economic, environmental and social effects such as to improve the living conditions of the citizens without prejudice to the opportunities for future generations. Synonym for Sustainability, in this context, can be considered the concept of feasibility. The actions under the Strategic Operational Programme will be feasible even to the extent that will be sustainable: the assessments, therefore, will aim to verify the actions in this respect too.

The assessment of efficiency is essentially a measure of the degree and of the mode of implementation of the program, and as such obviously has a character forecasting ex ante, while ex post it accompanies the required monitoring activities.

During the ex-ante evaluation will be built first and foremost an intervention strategy through the prioritization of the objectives identified in a concerted manner by the institutions and the social partners involved. Then will select the actions / projects on the basis of their ability to contribute to the objectives, as measured by the three-dimensional assessment of their sustainability, by pre-identifying indicators to measure it. More in general, then, will be quantified the expected results relative to the entire program.

In the subsequent phases must be checked the distance between the forecasts and the degree of programmatic implementation gradually achieved, identifying the causes of delays, the change of the system of needs and then providing the information to adjust accordingly the program.

Conclusion

Given the growing complexity of the territorial government, the method of strategic planning has established both itself as a reference model that as one of the most important elements of innovation in urban and territorial governance emerged in the last twenty years.

However, as affirm by the OECD [16], in most of the large urban areas of developed countries, the governance structures not appear today suitable to the new tasks, that are those to ensure the economic prosperity, the social cohesion, environmental sustainability and citizen participation.

It is also possible to state that the deep economic and social transformations taking place in our society are making more and more complex the fundamental task of government of the territories which belongs to the public administrations. And so the transformation of the territory constituting the complex decision problems and, therefore, emphasize the need, today more and more urgent to have an appropriate evaluation tools, but also the need for greater integration of the evaluation in the stages of design and planning.

In this perspective, evaluation and design appear concepts inseparable and the evaluation becomes an element of decision support territorial transformation, more effective the more integrated into the process territorial government.

In this respect, the Strategic Planning, despite having introduced "innovations" (process and product) in the urban context, in the actors and in their relationships, has shown limited effectiveness and practicality in the evaluation phase of the alternative scenarios of urban transformation; this latter represent a class of decision problems that for can be solved, need to be placed in a correct "evaluation framework", this guaranteeing the analysis and evaluation of the effects of the choices that for the city can prove to be "strategic" and capable to provide development opportunities for territory and greater competitiveness for the same on a large scale.

These limits, in our opinion, can be overcome through the POS "Strategic Operational Program" that brings together the strategic component with the component of economic planning, and in which the the evaluation becomes an integral element that pervades the entire strategic planning process.

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Land Value Recapture in the US: the Case of San Francisco

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Keywords: Land Value Recapture, Economic Analyses, Planning Culture.

Abstract: During the period immediately after World War II, planning in North America and Europe followed highly centralized, top-down, command-and-control approaches that were based on the rational-comprehensive model of planning, which implies an all-knowing, all-powerful government. Part and parcel of this approach was the government's control of development land and its value. Beginning in the 1970s, as the precepts of an all-knowing, interventionist state clashed with the reality of uncontrollable global forces driven by multinationals and international finance, it became clear that planning had become a market-driven process, a "servant of the market," and that inflexible, detailed plans would not work in most real-life situations. Consequently, such plans were either ignored or overridden. This crisis of planning spurred a search for alternatives based on public-private partnerships, negotiation, and flexibility including ways to transfer increased land values to the public through the development process. This approach is generally known as Land Value Recapture (LVR). This paper presents an example of LVR in the US, a rather unique example in the US. It concludes by suggesting that the belief that the increase in land values is not the result of the landowner's activities, and are therefore "unearned" and should be recaptured for the public benefit, is not part of the American planning culture. LVR, then, might have a hard time supplanting other market-based regulatory strategies that are voluntary for developers and less restrictive of property rights for the landowner.

Introduction

During the period immediately after World War II, planning in North America and Europe followed highly centralized, top-down, command-and-control approaches that were based on the rational-comprehensive model of planning, which implies an all-knowing, all-powerful government. Part and parcel of this approach was the government's control of development land and its value. Beginning in the 1970s, as the precepts of an all-knowing, interventionist state clashed with the reality of uncontrollable global forces driven by multinationals and international finance, it became clear that planning had become a market-driven process, a "servant of the market," and that inflexible, detailed plans would not work in most real-life situations. Consequently, such plans were either ignored or overridden.

This crisis of planning spurred a search for alternatives based on public-private partnerships, negotiation, and flexibility including ways to transfer increased land values to the public through the development process. This approach is generally known as Land Value Recapture (LVR). Calavita and Mallach [1], in their *Inclusionary Housing in International Perspective: Affordable Housing, Social Inclusion, and Land Value Recapture*, developed a table on the extent and explicitness of Land Value Recapture in the seven countries they analyzed. They came up with four different recapture models:

1. Countries with explicit and extensive recapture mechanisms (Spain and England);
2. Countries with explicit but limited recapture (Ireland);
3. Countries where recapture is implicit or ambiguous (Italy, France, and Canada); and
4. Countries where value recapture has not been part of the planning culture (United States).

But the characterization of the US situation is not entirely true. While it might be true that value recapture has not been, explicitly, part of the planning culture of the US, it is also true that over the past thirty years or so, many localities have adopted regulatory financing schemes, i.e., “exactions,” most typically in the form of Development Impact Fees (DIFs). Such fees, that have to be proportional to the need generated by development, can be considered a form of Land Value Recapture. Economists agree that, in the long run, land markets will adjust to the added costs of Development Impact Fees.

The same is true for Inclusionary Housing and Commercial Linkage Fees. In the first case, residential developers have to provide a small percentage of their market-rate units to low-income units. In the second, developers of commercial developments pay a “linkage fee”, based on the need created by their development for affordable housing.

All these exactions were adopted independently by local governments mostly in major metropolitan areas because of the increasing financial need for infrastructure, public facilities and affordable housing at a time of retrenchment of the Federal government.

The fact that land markets would adjust to reflect the added costs of development (a form of land value recapture) by reducing land costs, thus not adding to the costs of development, has not been part of the discussion. The idea that urban land values increase because of public activities and should be recaptured for the public benefit, has not been, in fact, part of the US planning culture; until now. Recently, a few cities have begun to engage in Land Value Recapture. The term that has been used for this process, especially in the San Francisco Bay Area, is “Public Benefit Zoning.” Presumably, Public Benefit Zoning (PBZ) immediately and clearly captures the basic premise of this approach--that is, that benefits to the community should accrue when zoning and other land use changes that benefit the landowner are granted by public agencies. But the real reason for the use of the PBZ term, and not “recapture” is that probably there is still some wariness in engaging in a process that might be perceived as infringing on land-owners’ property rights. As the following case study shows, it takes a confluence of several factors to bring about acceptance of Land Value Recapture, albeit under a different name.

Land Value Recapture in San Francisco: The Case of the Eastern Neighborhoods Plan

It could be argued that Land Value Recapture in the United States was invented in San Francisco in the early part of this century. It came about as a result of the conflicts that arose from the dot.com boom of the late twentieth century, as certain areas east of Market Street – primarily the mostly latino Mission District - experienced rapid increases in real estate values, gentrification, and displacement of families and businesses. This process was aided by city policies that exempted “live-work” spaces in warehouses and industrial structures from processing and Development Impact Fees requirements.

The story of that struggle has been told elsewhere and will not be repeated here [2,3,4]. In this case study we will briefly explain how LVR in San Francisco was an outcome of, and shaped by, those conflicts.

Public-Benefit Incentive Zoning

The coalition that formed to fight the changes occurring in their neighborhoods (the Mission Anti-Displacement Coalition-MAC) decided when the city initiated a planning process for those areas, that they would create their own plan, called the *People’s Plan for Jobs, Housing, and Community*. Instead of reacting to the City’s plans, the neighborhoods decided to establish first “what they wanted” and then “how to get it.”

As part of the *People’s Plan* preparation, the leaders of MAC came up with the idea of LVR. They called it “Public Benefit Incentive Zoning” (PBIZ). They argued that increases in density create “greater value for property owners and sales or rental value for developers,” and that PBIZ, could

create”a mechanism to capture a portion of this increased land value in the form of Public Benefits that would mitigate the impact of the additional development.” In two pages, the leaders of MAC had set up the rationale for utilizing LVR to obtain public benefits through the planning process. While it is impressive that community activists could create such a sophisticated proposal for LVR, it must be remembered that the planning culture and political environment in San Francisco is imbued with the principle that growth should pay for the costs it generates. This policy dates back to commercial linkage fees that were established in San Francisco in the early 1980’s as a result of the surge of office developments that were changing the face of downtown San Francisco. Opponents of the “Manhattanization” of San Francisco and affordable housing advocates found inspiration in the idea of “mitigation” that is an integral part of the California Environmental Quality Act, i.e. that the adverse environmental impact associated with development should be anticipated and mitigated. In this case, office development job growth resulted in an increased need for affordable housing. The mitigation to this impact were the office linkage fees established in San Francisco in 1985, requiring large office developments to contribute to an affordable housing trust fund that would help finance affordable housing. San Francisco was the first city in the country to adopt these fees.

In 2001, this program was re-named the Jobs-Housing Linkage Program (JHLP) and was revised to require all commercial projects with a net addition of 25,000 gross square feet or more to contribute to the fund. The linkage fees were extended to other commercial uses in 2001. In addition to the linkage fee for jobs and housing, San Francisco currently imposes development impact fees for transit and parks, in-lieu fees for child care facilities and inclusionary housing, and a capacity charge for wastewater treatment.

The idea of PBZ was at first rejected by the City as anti-development in 2004. In the meantime, the planning department had begun a planning process for an area that included not only the Mission, but also Potrero Hills/Showplace Square, the eastern portion of South of Market and Central Waterfront – the so-called “Eastern Neighborhoods” (ENs). With the planners in charge of the planning process sympathetic to the goals of the MAC, the principle of LVR was eventually embraced by the City. The question remained as to how this recapture would work. The following sections present the process.

How the LVR program in San Francisco was developed

Needs Assessment

The first step consisted of assessing the existing and future needs in the ENs. This process would lead to the establishment of a “package” of public benefits. A needs analysis was performed consisting of two approaches. The first was an assessment of current and future needs for some key services and amenities prepared by a consultant and based on a land-use scenario prepared by the Planning Department in 2003. A draft of the findings was published in September 2006, and the final consultant report was completed in December of 2007. It was based, in part, on a socioeconomic impact analysis prepared by another consultant and released in March 2007.

This standard-based/quantitative analysis produced a list of services/amenities that would be needed in the future that included, among others, recreational facilities, public health and human services centers, transportation and transit services and affordable housing. It also included projections for maintenance and operating expenses for parks and recreational facilities. The need for affordable housing was based on ABAG estimates that 64 percent of new housing production in San Francisco needed to be affordable. Within the Eastern Neighborhoods, this translated to 1,901 units affordable to very low-income households, 771 to low-income households and 2,044 to moderate-income households, for a total of 4,716 affordable units, over half of the 7,385 anticipated units.

The second approach was based on a series of meetings with the community. This so-called “Qualitative Analysis” incorporated the community feedback from numerous workshops that took place from September 2006 to March 2007 in various areas of the ENs. As a result of these needs

assessments, two major areas of concern were identified. First was the need for affordable housing in neighborhoods that traditionally had housed people working in the service and manufacturing industries in the ENs. Second was the need to fill the gap in the existing infrastructure and public facilities, and meet the needs generated by new development. The cost of the public benefits was calculated to be approximately \$300 million [5].

The Plan

The existing land uses in the Eastern Neighborhoods included for the most part underutilized industrial areas that became very appealing to speculators during the dot.com boom. Because of inadequate land use controls at the time, these developers could turn industrial buildings into “live-work” units, (but actually live-only spaces in the great majority of cases), with a simple conditional use permit, without paying development impact fees. This was potentially very profitable for developers who bought the land at lower, industrial prices, and eventually for landowners because it effectively converted industrial land into more valuable residential land that could command higher prices. The plan’s main task was to identify the areas that could be changed from these “grey” areas (industrial but easily changeable to residential) to mixed use/residential, and those areas where industrial uses, mainly Production, Distribution and Repair uses (PDR) would remain. Much of the discussion was centered on the determination of how much of San Francisco’s remaining industrial lands should be transitioned to other uses, especially needed residential uses. PDR uses were maintained in the more traditional industrial zones. Also, while allowing density increases in all the ENs, the Plan allowed significant higher densities/height only in areas to the North of the ENs, close to Rincon Hill and the CBD.

Baseline and Bonus/Upzoning Fees

In addition to increases in density in all Eastern Neighborhoods, the Plan provided additional benefits to land owners and developers, including height increases, removal of conditional use permits for residential uses in all areas - except for PDR preservation districts – and changes in land-use designations from industrial in some areas to residential uses. The Eastern Neighborhoods Plan offered the ability to reduce the need for additional environmental studies by tiering off the EN Plan EIR.

These changes would generally increase the value of land covered by these provisions, since less expensive industrial land is converted to more valuable residential land, which presently is in high demand in San Francisco. In order to learn more about how much these changes enhanced land values, the City hired a consultant to prepare a residual land value analysis to estimate the enhanced value from these upzonings and land use changes. (An example of this residual land value analysis is presented at the end of this section.) It was based on a representative subset of nine prototypes combining different densities/heights and lot sizes. The analysis showed that “residual land values and profitability are generally higher under proposed zonings and requirements than under current zoning,” even though “value increases are offset to some extent by higher development costs associated with taller, denser development types” [6].

The question remained as to how, and how much of, this value could be recaptured for public benefits.

The City had two choices: 1) to recapture land values through individual project “deals,” utilizing development agreements or similar instruments or 2) to establish *a priori* the level of public benefit to be expected, proportional to the benefit received, exercised through a system of fees. The City chose the second option - what we have labeled the “plan-based” approach. With this approach, the City “aimed to state clearly up front what benefit contributions will be, based on a proxy of benefit gained.

The development community gains certainty about what will be required to contribute, and the neighborhood gains certainty about what improvements can be expected” [7]. The plan-based approach was especially attractive in a city like San Francisco, where the development process is perceived to be extremely politicized with deals conducted behind closed doors.

- The bonus/upzoning fee was only one source of funding for the package of community benefits that had been identified through the needs analyses. Additional revenue sources identified to pay for benefits included Baseline Impact Fees, Assessment Districts, Regional and State Funding, General Fund, Tax Increment and Grants & Bonds.

Baseline impact fees are the fees that can legally be imposed on new development for the needs it creates for capital facilities such as libraries, transportation, recreation and parks and child care facilities. In addition, new development is subject to citywide exactions such as the Citywide Transit Impact Development Fees and the School Impact Fee. In May 2008 a consultant report was released that provided information on the maximum amount that could be charged. Similarly, a citywide housing nexus study prepared in 2006 established the maximum amount that could be required for affordable housing.

The Solution: A Tiered Program of Combined Fees and Housing Options

Tiered Approach

To reflect the relationship between higher densities and increased value for land and development, the City established a “Tier” approach to baseline fees and public benefit fees. (See Table A-1.)

Table A-1. FEE SCHEDULE FOR EASTERN NEIGHBORHOODS PLAN AREAS ⁽¹⁾

<i>Tier</i>	<i>Description</i>	<i>Residential</i>	<i>Commercial</i>
1	Projects that remain at current height. Projects under increased housing requirements (UMU), Affordable housing or other “protected” development types.	\$8/gsf	\$16/gsf
2	Projects rezoned with minimal (1-2 story) increase in height.	\$12/gsf	\$20/gsf
3	Projects rezoned with significant (3 or more) increase in height; other designated districts.	\$16/gsf	\$24/gsf

(1) It should be noted that all fees are based on net addition of gross square feet (gsf) of any use type.

Source: City of San Francisco: *Materials for Eastern Neighborhoods Area Plans Initiation Hearings*, April 17, 2008.

Baseline impact fees are paid by projects that remain at current height (Tier 1), because there is no increment in value resulting directly from governmental action, although values may have increased as housing demand and prices have spiked.

In existing mixed-use areas, a second and third tier of impact fees are triggered where the Plan grants additional heights – specifically, Tier 2 applies to an increase of one to two stories, and Tier 3 applies when three or more stories are permitted. The fees for Tiers 2 and 3 constitute baseline fees plus additional public benefit zoning fees. The baseline impact fees were set at 85% to 95% of the full costs attributable to new development, to make sure that the fees did not exceed reasonable costs, and to make them “generally feasible under current market conditions.” In reference to the public benefit zoning fees, the EN Implementation document reiterated that the rezonings which allow greater height increase “see a significant increase in land value ... resulting in a more profitable project, which is therefore able to pay closer to its full of impact” [8].

Increased Inclusionary Housing Requirements

To fulfill the goal of increased affordable housing production in the ENs, the Plan also requires that in areas rezoned from industrial to mixed (mostly residential) uses, more affordable housing be produced than is required under the City’s inclusionary program. Within these zones, the Plan provides greater flexibility in the way affordable housing requirements can be met so that higher percentages of

affordability are actually achievable (see Table A-2). Thus, properties that are rezoned from industrial to mixed land uses are responsible to meet inclusionary housing requirements as well as pay fees under the City's Program.

Table A-2. HOUSING REQUIREMENTS FOR THE UMU DISTRICT 12

<i>Tier</i>	<i>Description</i>	<i>On-Site Housing Requirement</i>	<i>Off-Site/In-Lieu Requirement</i>	<i>Middle Income Alternative</i>	<i>Land Dedication Alternative</i>
A	Projects that remain at current height.	18%	23%	40%	35%
B	Projects in the UMU rezoned with minimal (1-2 story) increase in height.	20%	25%	50%	40%
C	Projects in the UMU rezoned with significant (3 or more) increase in height; other designated districts.	22%	27%	60%	50%

Source: City of San Francisco: *Materials for Eastern Neighborhoods Area Plans Initiation Hearings*, April 17, 2008

Implementation

The base public benefit fee of \$8 for residential gsf (gross square foot) and \$16 for commercial gsf are dedicated to fund capital infrastructure (open space and recreational facilities, transit, streetscape and public realm improvements). Fees above that base level are also geared toward infrastructure funding, but a small percentage of those funds can also be dedicated to community facilities, such as child care and library materials.

To help implement the plan the Eastern Neighborhoods Citizen's Advisory Committee (EN CAC) was established by the city. As a city site explains: "The EN CAC is the community advisory body charged with providing input to City agencies and decision makers with regard to all activities related to implementation of the Eastern Neighborhoods Area Plans. The CAC is established for the purposes of providing input on the prioritization of Public Benefits, updating the Public Benefits program, relaying information to community members in each of the four neighborhoods regarding the status of development proposals in the Eastern Neighborhoods, and providing input to plan area monitoring efforts as appropriate." Their recommendations are coordinated with the Interagency Planning and Implementation Committee and the Capital Program Committee.

Given the real estate decline that begun at the time of the approval of the EN Plan, the amount of fees collected has been rather small, generating frustration among CAC members. Additionally, encourage development, the city established a fee deferral process. But now (2014) the market is hot again, and fees are starting to pour in. Yet, one has to wonder weather this plan-based approach, with its emphasis on certainty and legal care, has missed the boat in terms of recapturing a significant portion of increases in land values. In fact, with the skyrocketing increases in real estate values at this time, it is probable that fee levels are too low to significantly lower land values.

Example of a Residual Land Value Analysis

Table A-3 provides the residual land value analysis that can be used to estimate the value enhancement from revised zoning. Residual land value analyses calculate the costs of development, including the profit of the developer, and the gains from the selling or renting of the development. What is left is the value of the land. In areas where the market is weak or nonexistent – as in areas in need of regeneration for example - the land value will be negative, and government subsidies would be necessary in order for redevelopment to occur. The following table shows that, with increased density, the value of the land increases.

Table A-3. Residual Land Value
Tier 1, Existing Residential/Commercial Zones, Onsite IH
San Francisco Eastern Neighborhoods [9]

	<i>Current Zoning NC</i>	<i>Proposed Zoning NCT</i>	<i>Difference</i>
<i>Site Area and Zoning</i>			
Lot Size	20,000 Square Feet	20,000 Square Feet	
Lot Acreage	0.46 Acres	0.46 Acres	
Ground Floor Lot Coverage ^a	100%	100%	
Maximum Residential Lot Coverage (Above Ground Floor)	75%	75%	
Maximum Residential Density	600 Lot Sq. Ft. per Unit	N/A	<i>Density Increase</i>
<i>Development Program</i>			
Description	Low Rise Podium	Low Rise Podium	
Maximum Height	50 Feet	55 Feet	<i>5 Feet</i>
Maximum Total Floors	5 Floors	5 Floors	<i>0 Floors</i>
Building Efficiency	80%	80%	
<i>Residential</i>			
Average Unit Size ^b	1,200 Square Feet	925 Square Feet	
Units per Floor ^c	10 Units	13 Units	
Maximum Units ^d	33 Units	52 Units	<i>19 Units</i>
Unit Mix	0% 1 BR 80% 2 BR 20% 3 BR	60% 1 BR 30% 2 BR 10% 3 BR	
Number of Market Rate Units	28 Units	44 Units	<i>16 Units</i>
Number of BMR Units ^e	5 Units	8 Units	<i>3 Units</i>
Parking			
Average Parking Ratio ^f	1 Space per Unit	0.85 Space per Unit	
<i>Revenue</i>			
Market Rate Sales Price ^g	\$717 Per Net Square Foot	\$754 Per Net Square Foot	
	\$859,891 Per MR Unit	\$697,718 Per MR Unit	
Average MR Sales Price Adjusted for Parking ^h	\$859,891 Per MR Unit	\$690,987 Per MR Unit	
Base Price of BMR Units ⁱ	\$242,771 Per BMR Unit	\$223,134 Per BMR Unit	
Sales Expense	4.0%	4.0%	
<i>Sales Net of Sales Expense</i>	<i>\$24,413,318</i> <i>\$739,798 Per Unit</i> <i>\$616 Per NSF</i>	<i>\$31,086,739</i> <i>\$597,822 Per Unit</i> <i>\$646 Per NSF</i>	<i>\$6,673,421</i>
<i>Building Costs^g</i>			
Hard Construction (incl. parking)	\$276 Per NSF	\$289 Per NSF	
Governmental Fees	\$8 Per NSF	\$19 Per NSF	
Permits and Processing Charges	\$6,000 Per Unit	\$6,000 Per Unit	
Additional 2007 Water and Sewer Impact Fees	\$508 Per Unit	\$508 Per Unit	
Inclusionary Housing In-Lieu Fee ^j	\$0 Per Unit	\$0 Per Unit	
School Impact Fee	\$2.24 Per NSF	\$2.24 Per NSF	
Eastern Neighborhoods Impact Fee ^k	\$0 Per NSF	\$10.00 Per NSF	<i>\$10 Per NSF</i>
Other Soft Costs	\$100 Per NSF	\$100 Per NSF	
Construction Financing	\$28 Per NSF	\$28 Per NSF	
<i>Total Building Costs</i>	<i>\$16,295,730</i> <i>\$493,810 Per Unit</i> <i>\$412 Per NSF</i>	<i>\$20,941,517</i> <i>\$402,721 Per Unit</i> <i>\$435 Per NSF</i>	<i>\$4,645,787</i>
<i>Residual Land Value</i>			
Return on Net Sales ^l	15.4%	15.4%	
Developer Margin	\$ 3,759,651 \$113,929 Per Unit	\$ 4,787,358 \$92,065 Per Unit	<i>\$1,027,707</i>
<i>Land Value</i>			
Per Unit	\$132,059 Per Unit	\$103,036 Per Unit	<i>-\$29,023 Per Unit</i>
Per Net Residential Square Foot	\$110 Per NRSF	\$111 Per NRSF	<i>\$1 Per NRSF</i>
Per Gross Residential Square Foot	\$88 Per GRSF	\$89 Per GRSF	<i>\$1 Per GRSF</i>
Per Lot Square Foot	\$218 Per LSF	\$268 Per LSF	<i>\$50 Per LSF</i>
Per Acre of Land	\$9,491,587 Per Acre	\$11,669,429 Per Acre	<i>\$2,177,842 Per Acre</i>
Representative Site Land Value	\$4,357,937	\$5,357,865	<i>\$999,928</i>
<i>Site value increase as a percent of current zoning base</i>			<i>22.9%</i>

Source: Eastern Neighborhoods Impact Fee and Affordable Housing Analysis, Prepared by Seifel Consulting for the City of San Francisco (May 22, 2008)

Conclusions

It took a period of intense urban conflict, sophisticated activism and a sympathetic administration to bring about a Land Value Recapture scheme for the City of San Francisco. A few other cities, such as Santa Monica in California for example, are engaging in land value recapture. It is not clear at this point if this approach will take hold, or municipalities will continue to engage in other “market-based” regulatory strategies” [10] particularly incentive zoning. Incentive Zoning, or Density Bonus, is an approach that closely resembles LVR, but with some important differences. Under incentive zoning, when a developer buys a piece of land that has been up-zoned, he/she pays the increased value of the land. Under LVR, some of that increase is captured for community benefits to be paid for by the developer, and so the developer is bound to pay less for the land.

With incentive zoning it is the developer who, for additional density, voluntarily provides additional benefits. It should not affect the value of the land if the incentive is no more and no less than what is necessary to have the development work out financially. With LVR, the public, and potentially the developer, get more, but in a country with a strong support for property rights, that might not be enough to move in the direction of LVR in a significant way. Until now, the belief that the increase in land values is not the result of the landowner’s activities, and are therefore “unearned” and should be recaptured for the public benefit, is not part of the American planning culture. LVR, then, might have a hard time supplanting other market-based regulatory strategies that are voluntary for developers and less restrictive of property rights for the landowner.

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“Transit Oriented Development & Social Equity: from mixed use to mixed framework”

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Abstract: The paper aims at exploring the Transit Oriented Development’s (TOD) potentials, focusing mostly on social equity aspects. Since TOD has totally embodied Smart Growth’s principles, it is widely adopted world-widely to densify and connect urban areas, turning them into urban polarities. Its coherency also with Sustainable Urban Development’s principles makes TOD suitable to European Urban Regeneration’s initiatives, however entailing similar negative social externalities. We will identify those sensitive factors which constrain the achievement of social objectives, studying two cases of TOD, one in Europe and one in the USA. We will assert the need to go beyond concepts as mixed use and mixed income, supporting a mixed framework approach.

Introduction

In 1970s, the American suburbs, which experienced sensible growth during previous decades, started to face a decline due to worsening traffic congestions which encouraged people enjoying a less stressful commute to work [1]. The lack of amenities forced “suburbs (..) to become more than bedroom communities.” [2] A shortage in family size, coupled with an enhancing immigration pace favored the spread of “non-family house” demand. Smart Growth theory faced these environmental and social issues with the following principles pointed out by Pacione [3]

- Mix Land Use;
- Take advantage of compact building design;
- Create a range of housing opportunities and choices;
- Foster distinctive, attractive communities with a strong sense of place;
- Preserve open space, farmland, natural beauty and critical environmental areas;
- Strengthen and direct development towards existing communities;
- Provide a variety of transport choices;
- Make development decisions predictable, fair and cost-effective;
- Encourage community and stakeholder collaboration in development decisions;

Transit-oriented development (TOD) embodies all the above mentioned principles and for those reasons has gained popularity as a means of redressing urban issues, such as traffic congestion, affordable housing shortages, air pollution, and incessant sprawl. Several factors have strengthened the public interest in TOD. [1]

Beyond calling for new transportation infrastructures, TOD aims at maximizing benefits of transit conceiving stations as new “urban hubs” which should drive towards investment attractions, businesses attainment and in general to a neighborhood revitalization. It is certainly consistent with urban design principles highlighted by Calthorpe: [4]

- organize growth on a regional level to be compact and transit-supportive
- place commercial, housing, jobs parks and civic uses within walking distance of transit stops
- create pedestrian-friendly street networks that directly connect local destinations
- provide a mix of housing types, densities, and costs

- preserve sensitive habitat, riparian zones, and high-quality open space
- make public spaces the focus of building orientation and neighborhood activity
- encourage infill and redevelopment along transit corridors within existing neighborhood

Although TOD has no universally accepted definition, it is feasible to take into account the one provided by Still: "mixed-use community, that encourages people to live near transit services and to decrease dependence on their driving"[5]. In general, TOD does have three commonly-agreed upon characteristics: a high-quality walking environment, a mix of land uses, and higher-density development within a designated area (typically one-quarter to one-half mile) surrounding a transit station or stop [6]. Its function aims rarely to 'create' new growth, but more typically to redistribute growth that would have taken place without the investment"[7].

Since TOD seems compatible with the Urban Sustainable Development's principles, it can be a useful as a tool for the European Urban Regeneration strategies and its principles are pointed out in Table 1:

Table 1: Urban Regeneration Policies [8]

DIMENSION	CONCERNS
Economic	Job Creation, income, employment, skills, employability, development
Social/Cultural	Quality of life, health, education, crime, housing, quality of public services
Environmental	Infrastructure, built and natural environment, transport and communications
Governance	Nature of local decision-making, engagement of local community

For those reasons, in last decades, Transit Oriented Development is booming all over the world [9]. However, TOD's Benefits showed in Table 2, are only one side of the coin.

Table 2: TOD's Benefits [10]

Class of Benefit	Public Sector	Private Sector
Primary	<ul style="list-style-type: none"> - Increase ridership and farebox revenues - Provide Joint development opportunities - Revitalize neighborhoods - Economic development 	<ul style="list-style-type: none"> - Increase land values, rents, and real estate performance - Increase affordable housing opportunities
Secondary	<ul style="list-style-type: none"> - Less traffic congestion and VMT-related costs, like pollution and fuel consumption; - Increase property values and sales tax revenues - Reduce sprawl/conservate open space; - Reduce road expenditures and other infrastructure outlays - Reduce crime - Increased social capital and public involvement 	<ul style="list-style-type: none"> - Increase retail sales - Increase access to labor pools - Reduced parking costs - Increased physical activity

Transit improvements, as public infrastructures and services, affect property prices in several ways as they might enrich the location desirability of properties improving "user's quality of life, hence increasing the demand, and, in turn, the prices of property"[11].

An extensive literature [12] witnesses the way in which land property values rise when a transit system is implemented within the nearby area.

In fact, the Center for Transit-Oriented Development estimates that the overall demand for housing near transit will grow from 6 million to 15 million households by 2030 [13].

The rationale is that housing and transportation costs are on the increase in the U.S. TCRP estimates that one in three American households now spends more than 30 percent of the income on housing, and one in seven spends more than 50 percent.

TOD and social sustainability: a “mixed framework”

It is widely known that the rise of property values generates gentrification. “Gentrification is a neighborhood change process characterized by increasing property values and incomes [14]. Another possible effect of the transit implementation might be the displacement defined as “a pattern of change in which current residents are involuntarily forced to move out because they cannot afford to stay in the gentrified neighborhood”[15]. Several factors might address gentrification in different measures[16]. Kahn argues that “the introduction of *Walk and Ride* stations induces gentrification, while *Park and Ride* stations attract the poor to live nearby”[17].

Another unintended consequence regards the potential loss of core riders. In fact “Transit-rich neighborhoods are more racially diverse, less wealthy and contain a higher proportion of rental housing than other neighborhoods”. Therefore displacement phenomena could directly affect those groups of population (mostly blacks or hispanics, in majority low-income people) who represent the core riders. As Pollack claims, “if these residents are displaced from their neighborhoods and replaced by higher-income, less diverse residents, the transit system that rely on them may suffer as well”[18].

According to Wardrip, “when accessibility benefits lead to rising housing costs in lower-income neighborhoods, long-time residents can be displaced unless appropriate policies are implemented to prevent this from occurring”[19].

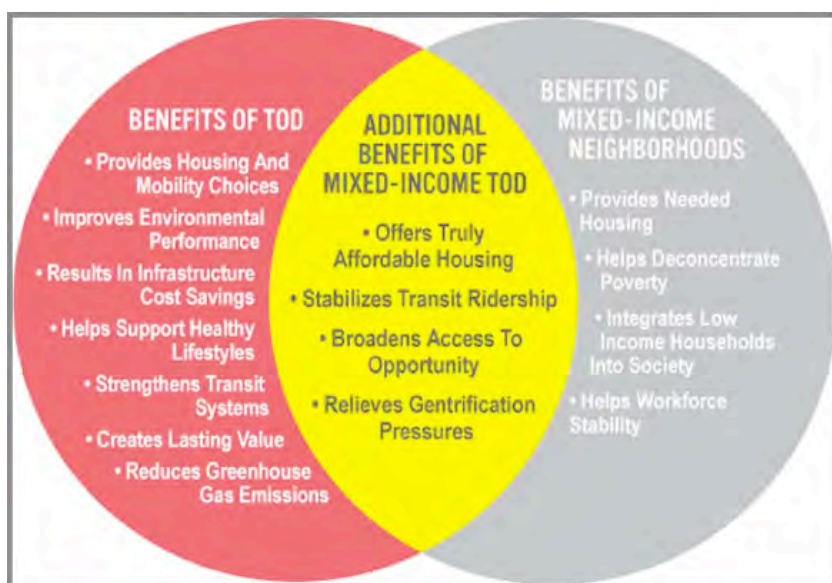
In order to preserve existing communities, usually TOD projects provide new affordable housing units. However, their number, and distribution coupled with public amenities' availability (such as schools, health care, markets etc.) influence and affect directly the resilience of the existing residents. Thus, it is required a broader policy aiming at mixed-income communities near Transit.

According to Reconnecting America's Center for Transit-Oriented Development (CTOD) there is a growing consensus that communities providing housing for a mix of incomes produce better

economic, social and environmental outcomes for all residents.

Mixed-income housing (...) makes it possible for people of all incomes to live in safe neighborhoods near well-funded schools and good city services, with greater access to a wider variety of jobs and opportunities [20].

Image 1 shows how mixed-income transit-oriented communities combine the separate benefits of TOD and mixed income communities, while improving synergistic benefits that come from bringing



the two together.

On one hand the integration of low-income people into neighborhoods with more affluent residents might produce what has been described as “Positive Gentrification”[22]. This means the middle class would play a role as a model of behaviors and attitudes, promoting and fostering mainstream social norms and expectations [23].

However, such kind of integration is still based on a market-driven development. Hence, higher income people will likely exert pressure to maintain safety and order in the neighborhood, enforcing rules to protect their investments [24] and threatening this physical coexistence.

Beside the mixed-income approach, the involvement of the communities during planning and implementation project processes seems to be fundamental to prevent the creation of new urban social struggles.

Therefore, we support the “mixed framework” (mixed use, mixed income, mixed partnership) that might be a way to paraphrase Lefebvre’s concept of “the right to the city”[25] aiming at whole community development (physical + social + economic). Citing Joanna Duke : “Mixed income housing has the potential to overcome some of the barriers that are exacerbated by segregation, but it will take more than just physical integration. ‘Right to the city’ provides a foundation for social integration that goes beyond a superficial level of social interaction. Through encouraging diversity, a respect for different cultures can be fostered. Through appropriation, residents can feel meaningful connections to their communities, and through participation, residents can help shape outcomes for their communities”[26].

The social impact: TOD in Italy and California

We focused on two study cases (Rome, Italy and Fruitvale, Ca, USA) in order to show how TOD, in different urban contexts and with different private public partnerships may experience social equity troubles.

Extension of Metro Line, San Basilio, Rome, Italy;

Fruitvale Village Oakland, California, USA;

The methodological approach is based on an evaluation design of possible policy areas that can foster or hamper social advantages.

Beside the spatial configuration, these study cases have been chosen for three main reasons:

- Firstly, TOD in Rome is one of the first experiences in Italy of this kind of urban development strategy, so it’s interesting to understand how a Smart Growth’s tool performs in an Urban Regeneration plan;
- Secondly, the two study cases share a comparable development physical change and have an already existing community on which evaluating, in a qualitative way due to the lack of all needed data, social impacts of transformations;
- Thirdly, since the two study cases conduct different kind of PPPs with different trade-offs, they can show different unintended consequences related to that specific kind of PPP.

Rome, Italy:

In the study-case concerning Rome, the intervention comprises the extension of subway line B. The Track will be built totally underground for 3,8 km long. Along the line the building of two stations, San Basilio and Torraccia/Casal Monastero, is expected. The Latter represents the terminus of line B and takes its name from the two neighboring quarters. Just in the area outside the GRA (the freeway ring around Rome), an underground depot for trains is going to be built. On the ground, differently, a large car parking will be built, including a bus station. The biggest inter-regional and international bus lines which today get to Tiburtina Rome Station, will stop there. The principal aims of the intervention are:

- to let the extra regional lines stop in area of interest as, up to now, they pierce the GRA area to get to the Terminus in Tiburtina;
- to drain the vehicle traffic permitting the road railway frog, outside the GRA;
- to drain the daily traffic jam in via Nomentana and via Tiburtina;

- to requalify the areas in San Basilio and Torraccia, offering a territorial inclusion, which is partial at moment;
- to serve the industrial area of “Centrale del Latte”;

Fruitvale Village Oakland, California, USA:

Fruitvale Village transit-oriented development located next to the Fruitvale Bay Area Rapid Transit (BART) station in the Fruitvale district about 4.5 miles (7.2 kilometers) south of downtown Oakland, California. It is the central core of Fruitvale Village, a 19-acre (7.7hectare) area that includes a new housing development for seniors, extensive facade and street improvements, and both surface and structured parking spaces.

Developed by the Unity Council, a local nonprofit community development corporation, the Village comprises the following:

- 257,000 square feet (23876 sq mt) of building space built on former BART parking lots.
- An active, retail-lined connector between the BART station and the neighborhood’s primary retail artery. This pedestrian street and plaza also serve as a major community-gathering place;
- 220 units of mixed-income housing and 68 units of HUD-assisted housing.
- 114,000 square feet (10591 sq mt) of community services (clinic, library, senior center) and office space (including the Unity Council’s headquarters);
- 45,000 square feet (4180 sq. mt.) of neighborhood retail (shops and restaurants);
- A 150-car parking garage within the buildings (plus a large parking structure for BART).

Findings:

Even though both cities used TOD as urban regeneration tool, the development process and the stakeholders’ involvement were different, resulting in different outcomes.

We focused on social outcomes identifying one main policy area concerning the social equity. We pointed out two policies developed to either prevent or constraint social phenomena we describe. In particular, for each policy we addressed specific questions (Table 3):

Table 3: Evaluation Design

Policy Area	Questions
Land Value Recapture (Rome)	<ul style="list-style-type: none"> - Has been adopted any LVR plan during the project implementation process? - Has LVR guaranteed any real redistribution of benefits (in terms of public services and spaces)? - Were they ensured within the entire area affected by the development?
Community Involvement (Fruitvale)	Has the power in fact redistributed through negotiation between citizens and powerholders or has the community been involved only in the design process?

Rome:

Has been adopted any LVR plan during the project implementation process?

In Rome, the project economic coverage follows a project financing experiment with “value capture” obtainable through the estate valorization of six areas indicated by the City, subject to the city planning variation of current P.R.G (Italian urban-scale zoning tool). Limitations. On them, the Developer, identified by means of a call for bids, will be allowed to build development to sell to a third party for the economic return of the operation. In the areas close to new Subway Stations, the City specifies that the interventions, as resulting from the forecasting of Metro B s.r.l., will produce flats in 6-storied blocks (40,000 sm), shops (10,000 sm), green areas (14,133 sm), public parking area (6,637 sm), underground parking area (20,000 sm). Among all areas, where the Developer will be allowed to build, it is expected that a total amount of 252,900 sm for Residential use and 105,100

sm for not Residential use will be built [27]. In the other hand hand, the private Developer will cover all economic costs related to the building of the Extension of the Metro line (around 556 € Billion) benefiting of around 200 € Billion of public funds.

Although the formula is named “Value capture”, it is not intended to capture the “transit premium” effect on land values due the implementation of the projects. But It is oriented to exchange private investment into public infrastructure, such as metro line.

But I is oriented to exchange private investment into public infrastructure, such as metro line.

Has LVR guaranteed any real redistribution of benefits (in terms of public services and spaces)?

The Developer is in charge of the building of the following public infrastructures: the extension of metro line, affordable units, a bike path and the restoration of the main square in San Basilio neighborhood.

Were public services either services ensured within the entire area affected by the development?

Considering the map of all placed where the Developer is allowed to build dwelling, the entire amount of affordable units will be placed in a marginal zone as showed in Image 2:

Zone	Residential Use (sm)	Non Residential Use (sm)
Monti Tiburtini	13400	900
Monti Tiburtini	15500	3700
Tiburtino	25000	6000
Torraccia	160000	80000
Torraccia/ Casal Monastero	18700	12500
Rebibbia	20300	2000

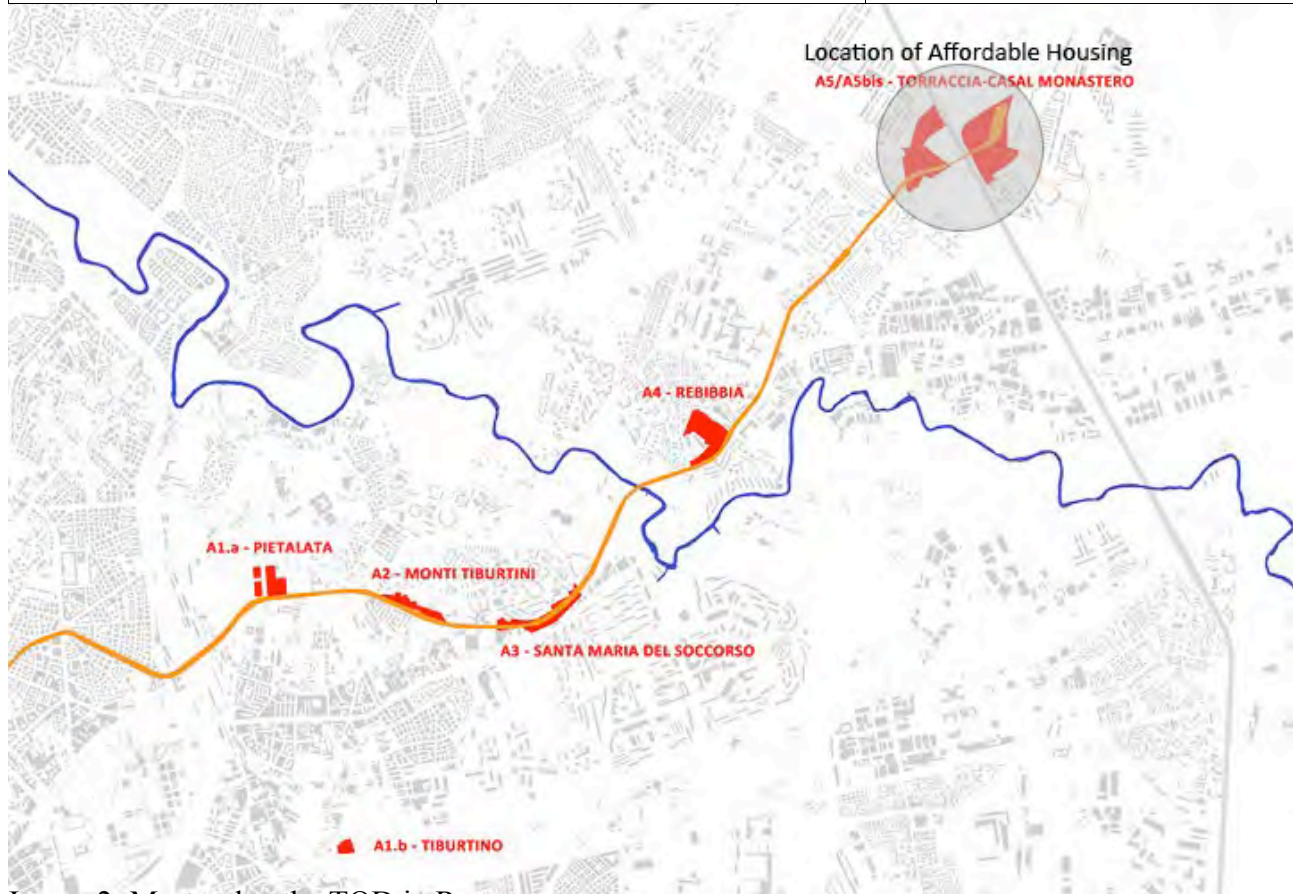


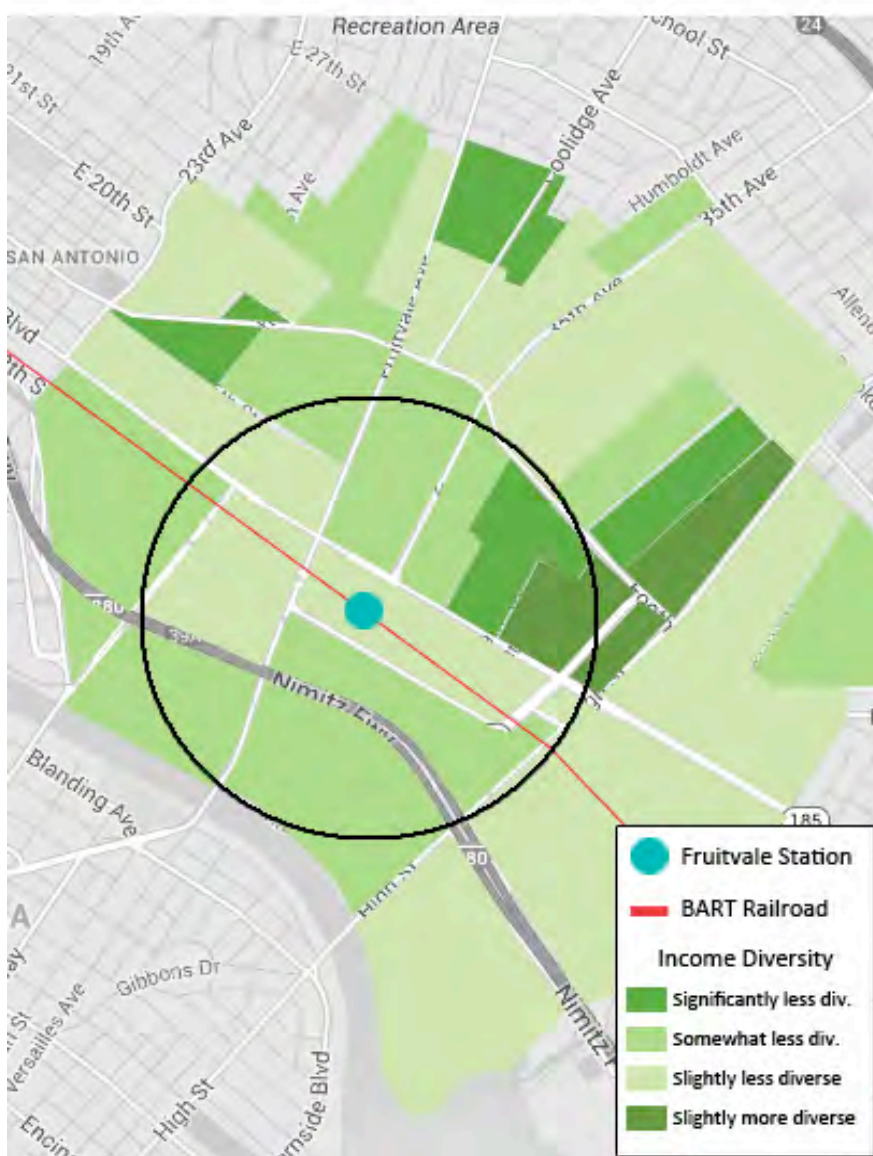
Image 2: Masterplan the TOD in Rome
Fruitvale Village

Has the power in fact redistributed through negotiation between citizens and powerholders or has the community been involved only in the design process?

During the implementation process, one community design symposium has been held by Unity Council to conduct, during which architects offered designs for the development, inspired by ideas voiced by community members in attendance. Unity Council, as community advocacy, organised several public meeting to share with residents ideas and goals of the project [28], (Transit-Oriented for All: The Case for Mixed-Income Transit-Oriented Communities in the Bay Area). However, the degree of participation of community can't be classified as "Partnership", according to Arnstein's "Ladder of Citizen Participation"[29], but only as "Consultation".

The Unity Council performed more as community advocacy and social service agency, rather than an actual development partner, charged to guarantee the fair number of affordable houses. For this reason, the rising of housing costs, between 2000-2006, made the potential for displacement in the area very real and also made useless the participation process developed by the Unity Council during the first phase [28]. Image 3 shows income diversity within half-mile radius from BART station. As we can see has not been achieved a real mix of different incomes so far.

Image 3 _Income Diversity in Fruitvale [28],



“Significantly less diverse” is more than 1.65 standard deviations less than the Bay Area median; “somewhat less diverse” is between .825 and 1.65 standard deviations less than the Bay Area median; “slightly less diverse” is between 0 and .825 standard deviations less than the Bay Area median; and “slightly more diverse” is between 0 and .825 standard deviations more than the Bay Area median[28].

Conclusions

The evaluation design shows the importance of a well-balanced governance. Beside the public and the private, CDCs (community development corporations) as an actual decision making partner can be the missing element to enrich PPPs' performances and therefore reaching a "mixed framework" in which all the stakeholders are taken in count. In Rome, the project will enhance segregation and poverty concentration rather than those benefits that TOD is predicted to deliver. Whereas, in Fruitvale the premises concerning mixed income approach did not turn in reality as it is described in the picture above.

The mixed framework we support, not only guarantee deconcentration of poverty and at the same time protection of communities by threads as gentrification and displacement, but above all allows communities to be the first interlocutor of public and private sectors.

Communities, in this way, will play a role of main characters for the improvements of their neighborhood, according to their needs, their desires, their expectations: *"The question of what kind of city we want cannot be divorced from that of what kind of social ties, relationship to nature, lifestyles, technologies and aesthetic values we desire [30]."*

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Credit Access and Urban Regeneration in the United States

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Keywords: Appalachian Regional Commission, Boston Community Venture Fund, Community Development Corporation (CDC), Community Development Financial Institution (CDFI), Credit Creation, Economic Growth, Entrepreneur, Financial Intermediary, Innovation, Joseph Schumpeter.

Abstract. A key objective of the Commercial Local Urban Districts (CLUD) project is to explore different ways in which local economic activity can serve as a catalyst for urban regeneration. One approach to realizing this objective is to examine the linkages between local commercial activity and the broader urban environment, including various types of public private partnerships and their role in fostering local economic development. In particular, it is widely accepted among economists that a healthy commercial sector depends, among other things, on a reliable system for the creation and distribution of credit.

The Problem

One of the questions motivating the research agenda of CLUDs is whether or not it is possible to devise economic growth strategies centered on local and regional initiatives rather than on global and national ones. The reason for emphasizing local and regional economic growth strategies is that the overall goal of CLUDs is to explore new tools for local urban regeneration broad enough to be applied in a variety of cultural and historical milieus, yet sensitive enough to capture the unique qualities of different locales. Specifically, local strategies can draw on a variety of market-based development initiatives that draw on community resources without waiting on national and global capital to trickle down [1].

One approach to studying the processes of economic growth and development that stresses the importance of local and regional factors is Joseph A. Schumpeter's theory of the entrepreneur and innovation [2]. Schumpeter's ideas can be used as a framework for identifying important economic means of urban regeneration by focusing our analytical attention on those circumstances that serve best to create and sustain a local entrepreneurial culture.

Various regional and local experiments with entrepreneur-based strategies of development pre-date the CLUDs project. Interesting and well-documented examples of these experiments in the United States are associated with the activities of the Appalachian Regional Commission [3]. In addition, several participants at President Barack Obama's May 2010 Presidential Summit on Entrepreneurship raised theme similar to those of the CLUDs project. Jerry Yang, co-founder of Yahoo!, told participants that in order for entrepreneurs to flourish their needs to be "an entire ecosystem" that includes "education, capital, and research and development"[4]. Ehab Abdou, from the Brookings Institution's Middle East Youth Initiative, echoed Yang's view of what it means to create a culture of entrepreneurship and outlined the work to be done in a series of questions: "What kind of networks does it establish? What kinds of funds will come out of it? What kind of ... concrete recommendations for legal reforms need to take place?" [5].

The relationship between economic development and a vibrant local culture of entrepreneurs can be expressed in simple terms: entrepreneurs are those individuals who "revolutionize" the local economy through innovation, which means the introduction of new products, new technologies, or new markets [6].

Perhaps the single most important institutional requirement in order for entrepreneurs to succeed in their role as economic innovators is access to financial means in order to hire the resources

needed to produce and market products [7]. The financial sector in a community that lacks either an active, homegrown commercial sector or the means to attract outside commercial interests is unlikely to have sufficient funds or the inclination to take a risk on novice entrepreneurs. The obvious problem in such communities is how to stimulate new entrepreneurs when the requisite financial means and institutions are absent. While the funds necessary in order to stimulate innovation may come from public sources, the aim of CLUDs is to explore novel methods through which local entrepreneurs can obtain financing with the help of institutions that are either private or some form of public-private collaboration.

Private credit creation

Entrepreneurs typically seek financing from a bank or other financial intermediary in order to hire the labor, capital, and raw materials required to start a new enterprise. Assume that a local start-up entrepreneur must rely on local commercial banks in order to secure the financing necessary to get his project off the ground because he has neither his own funds nor access to more complex types of financial intermediaries. Banks are, of course, profit-seeking enterprises in the business of buying and selling a product called “credit.” A bank “buys” credit when it exchanges its debt (a liability of the bank in the form of an interest-bearing account) for the assets of a depositor (now the owner of the bank’s liability and not the funds they deposited at the bank).

A bank “sells” credit whenever it agrees to loan money, in our case, to an entrepreneur. The interest rate the bank charges for its loan is the “price” the borrower must pay when he buys the bank’s “product”.

The metric a bank uses in order to price the credit it sells to entrepreneurs is of particular importance to answering the question of whether or not the creation of an entrepreneurial culture is a realistic tool of urban regeneration. Banks consider a variety of factors when determining the prices they will charge for credit.

The ultimate goal of a bank is to earn a profit on the spread between what it costs them to “produce” credit (what they must pay when they “buy” credit in the form of deposits from their customers) and what they earn when they sell credit (what the entrepreneur or other borrowers must pay when a bank “sells” them credit in the form of a loan).

Banks in communities with little or no economic growth are likely to have a low and predictable volume of depositor activity, meaning that their costs of producing credit are known. However, these same economic conditions suggest a high price for the credit sold by banks. The metric for setting the price of credit includes, for example, the creditworthiness of the borrower, the level and sustainability of the local demand for new product, as well as intangibles such as local tastes and preferences.

In relatively poor communities the outcome of applying this pricing metric will often lead to little if any credit creation. The risk and uncertainty of selling credit to an entrepreneur, who by definition engages in a risky and uncertain form of economic activity, are simply too high from the bank’s point of view. If possible, it makes more commercial sense for the local bank to invest its assets elsewhere where the returns are less risky and greater than they are in the local community. In general, the expectation that bankers will calculate that it is profitable to make loans to untested entrepreneurs for untested products is not good.

Consequently, if the aim is to create an entrepreneurial culture, stimulate local economic development, and open a path to urban regeneration, institutions other than traditional commercial banks or public agencies must serve the important role of providing access to credit, the lifeblood of entrepreneurs.

Alternative financial institutions

One form of urban management tool identified in several of the case studies carried out in Boston is the community development corporation (CDC). Broadly defined, a CDC is a non-profit organization incorporated for the purpose of stimulating and supporting community development in a well-defined geographical location, using a variety of economic, social, and educational tools. Examples of CDCs in the Boston area include the Asian community development corporation, the Jamaica Plain neighborhood development corporation, and the Codman Square neighborhood development corporation.

One type of CDC, known as community development financial institutions (CDFIs), is of particular interest to the challenge of creating an entrepreneurial culture in areas where existing financial institutions are unable to justify financing entrepreneurs according to the metrics employed by a for-profit enterprise. The Boston Community Venture Fund, part of Boston Community Capital, is an excellent example of the sort of institution that can support a broad range of financial services in communities that lack an active financial sector. In the words of the Boston Community Venture Fund:

BCVF . . . invests throughout the Northeast, providing equity investments in high-potential businesses that create a "double bottom-line" of financial and social returns. We view job creation as a primary indicator of social return but also invest in businesses that provide quality goods and services to lower-income communities or other disadvantaged populations, enhance the stability of lower-income or rural neighborhoods, or are women or minority-owned business enterprises. In addition, we seek companies that produce products that enhance the environment or reduce pollution [8].

There are a number of different forms in which CDFIs operate in communities across the United States [9]. The list below illustrates the variety of options available for creating local financial institutions devoted to economic development, in particular, and urban regeneration, in general. Included are the names of one of the first organizations created in each category and the date it was founded.

1. Community Development Banks: South Shore Bank in Chicago, 1973
2. Community Development Credit Unions: Center for Community Self-Help, Durham, North Carolina, 1980
3. Community Development Loan Funds: nonprofit financial intermediaries, Revolving Loan Fund operated by the Institute for Community Economics, Springfield, MA, 1979
4. Micro-enterprise Loan Funds: 340 micro-enterprise programs in 46 States helped start 40,000 businesses, 1998

Conclusion

An important finding of the research carried out in Boston is the way in which public private partnerships provide a foundation for urban regeneration, often focusing on economic factors as the catalyst for sustainable local initiatives. As an extension of this research it would be interesting to explore further the potential for community development financial institutions to serve as the spark of local financial development. It would enhance the analytical scope of the CLUDs project if the research could demonstrate how and to what extent CDFIs can improve credit access, stimulate entrepreneurial culture, and support a broader process of urban regeneration.

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Natural Commercial Centres: Regeneration Opportunities and Urban Challenges

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Abstract. In the history of European cities, public spaces always played a pivotal role, representing key places for developing social interactions and for enhancing the sense of community. Squares, commercial streets, market places as well as traditional retail and art-and-crafts areas can be considered the core of the city. The social, economic and demographic crisis and the loss of cultural identity has affected the capacity of attraction of local small retailers, giving the floor to aggressive strategies such as suburban shopping malls, centres, arcades or precinct, forming a complex of shops, movie theatres, restaurants and food courts with interconnecting walkways [1]. Typical expressions of a globalized economy, the different categories of suburban shopping mall have transformed behaviours and paths at a large scale [2]. One of the consequences can be identified in the loss of traditional commercial activities within the city centre, producing a situation of urban decline, mirrored by the impoverishment of public spaces [3, 4, 5, 6, 7]. This paper suggests that, by activating the existing cultural and socio-economic capital, it is possible to undertake a successful regeneration process based on a participative approach and on public and private integrated tools. By focussing on the experience of the *Centri Commerciali Naturali* (natural malls) – established in Italy as partnership between Municipalities, cultural operators, public services providers and associations of shops owners to exploit the commercial activities in the historical centres – the ongoing research is oriented to explore successful experiences of private-public partnership to be implemented in a regeneration process of areas traditionally dedicated to retail and art-and-craft small enterprises. The paper discusses the potentiality and the criticism of the *Centri Commerciali Naturali* as engine for the redevelopment and regeneration of the inner city abandoned retail areas. In so doing, the experience developed in Campania (Southern Italy) will be analysed in order to show how the activation of the social capital within the framework of the *Centri Commerciali Naturali* could contribute in renovating the traditional commercial identity of the area, supporting the public spaces regeneration process. This paper aspires to offer useful insights to all those policy makers, city managers and planners who seek to revitalise traditional market areas in European city centres.

Issues and criticism embedded in the loss of traditional retail areas in the city centres

In the European city, retail activities in public space have been the engine of local identity for centuries. Still in recent time, Jane Jacobs [8] highlighted the role of traditional retails in maintaining the identity of a neighbourhood, while the urban sociologist Oldenburg [9] explained the importance of “good places” in allowing socialisation within the city. Nowadays, many urban design codes explicitly require city centre blocks to provide *active* ground floor edges to the street, also for safety matters – in order to ensure social control on the streets. The mutual influence among traditional retails, public spaces and social life suggests that a comprehensive approach is recommended, and that regeneration initiatives which include traditional market areas should pay great attention both to the physical quality of the urban design and to the valorisation of social networks embedded in the commercial activities. Many cities are plagued by a decrease in the number of commercial activities within the city centre, also due to the development of suburban commercial areas that offer cheapest location and attract globalised competitors [4, 5, 6].

The long historical and cultural tradition of European cities reveals the importance of public space and the role of retailing in the enhancement of historical centres [10]. The market areas have typically been considered the key places for social interaction and development of urban communities [11], as well as the morphology of European cities over the centuries has been influenced by local patterns of commercial development [11, 12] [8]. Therefore, the healthy condition of those districts reflects the image of the neighbourhood and the city [13]. Both the economic crisis and the loss of cultural heritage has resulted in a spatial reorganization and alignment with the new technologies [14], and this has affected the historical centres of European cities: the natural malls – result of the slow sedimentation of productive and commercial activities – have been abandoned or transformed in open-air museums as background and scenario for the exhibitions of the global market firms [15]. This phenomenon feeds imbalances and conflicts [16] visible in the signs of urban decline [17, 18]. At the same time, we can observe the development of numerous sanctuaries of the prominent commercial firms in which the values of public space are often lost [18]. Both logistic issues and globalization trends have determined the economic success of the suburban commercial areas, offering the opportunity of producing the critical mass for maximizing the revenues and for dealing with the increasing of e-commerce and other smart ways of interpreting dreams and needs [2].

This paper focuses on the progressive impoverishment of public places traditionally dedicated to commercial activities in the inner city – due to a complex combination of factors such as the spread of suburban shopping and leisure centres and of the e-commerce experiences – discussing possible strategies and partnerships for addressing these phenomena in an innovative way. In so doing it discusses the *Centri Commerciali Naturali*, introduced by law in Italy (Campania Regional Law 1/09) and established in several urban areas nationwide through an agreement between municipalities and retail owners. This approach, which can be considered the Italian way to the Town Centre Management schemes [19], has been developed in order to deal with the progressive abandonment of former catalyst retail areas in the consolidated city by introducing a new form of public-private partnership able to support regeneration processes centred on the preservation of a vibrant mixité of activities and uses [20]. The paper suggests that the socio-economic capital activation can contribute to undertake successful regeneration processes based on a participative approach and on public and private integrated tools. The renewed forms of cooperation between economic and social subjects (i.e. retailers, artisans, tourism operators, social workers, public services, professional firms and other business) and public institutions aim at providing incentives for revitalizing significant areas in terms of cultural identity, with the added value of job creation and local redevelopment [1].

The empowerment of local communities as strategy for better regeneration policies [21] is supported by referring to planning documents and case studies. The Italian planning culture in the '90s, with the integrated programs tools [22], has been characterized by experiences of regeneration oriented to incorporating participation and identity in the production of values for the territory [23]. The European forthcoming programming period 2014-2020 identifies the community-led place-based initiatives as key players in the delivery of the European expenditure. This trend stems on the experience of the Local Action Plans developed within the framework of European projects such as the URBAN and URBACT initiatives on how to integrate socio-economic and physical actions on urban target areas characterized by both a strong local identity and problems of deprivation and decay. The main aims of these experiences can be considered to promote job creation and to revitalize the neighbourhood economy. The impact of these initiatives is testified by several cases in Europe [24].

These experiences show how community empowerment, also through community led specific initiatives, can contribute to achieve regeneration goals, specifically in the current context of reduced public expenditure. According to this scenario, the survey of tools and initiatives oriented to deal with the progressive deprivation of areas of the inner city – characterized by a strong local tradition of small art and crafts enterprises – has been developed by promoting an intense social activation. At this purpose, the paper first discusses the role of traditional urban retail and artisanal

areas in enhancing regeneration processes by preserving local identity and culture, advocating the recasting of local development issues within a more communitarian oriented conceptual frame. Selected initiatives developed in the USA have been analyzed in order to understand issues and potentiality in addressing the integration of typical handicrafts, dense residential uses, traditional commercial activities and the historical character of public places dedicated to identitarian artisanal and commercial activities that have been partially abandoned due to the societal transformations. Secondly, the research explores this nexus as interpreted in Italy by promoting the Natural Commercial Centres. Findings and conclusions are oriented to highlighting possible takeaways for practice and future research lines.

Inspiring partnerships tools for promoting regeneration processes: experiences in the USA

The main challenge in establishing effective partnership tool for urban regeneration is represented by the protection and revitalization of vibrant public spaces or public use characterized by a historical *tabernizzazione* and a commercial vocation and leisure that strongly characterize the local identity and representing a heritage to be treasured. The risk of losing those values that have made the European city the eligible place for liveability – the human scale and the open and inclusive cultural identity – has been exacerbated due to the current crisis scenario. These trends leading to focus on some underestimated assets that lagged behind in opulent times, such as the added value potentially embedded in urban social networks, the so-called civic economics [25]. According to this concept, this paper seeks to unveil the nexus between urban regeneration and the preservation of places and activities related to artisanal and retail local traditions, by investigating the community-based partnership schemes as inspired by the experiences developed in USA in the last decades.

Referring to the USA context, where the discussed phenomena started earlier, we can appreciate two important elements: first, the issues related to the suburbanization of the retail and leisure activities can be addressed in its wider form; secondly, trends could be anticipated and strategies could be understood by observing this mature scenario. In the U.S.A. scenario, we could be inspired by strategies and policies developed abroad in identifying informal place management schemes or hybrid partnerships which could be effective in delivering positive outcomes for urban communities [20:74]. In order to develop and maintain the traditional commercial areas in the city centre, is important to have strong management leaders, urban critical mass and the capacity of building a shared consensus in order to deal with the regeneration issues [26]. The general theory of neighbourhood regeneration is paramount to merge public, private and non-profit sectors [13] in order to improve a durable development based on the job creation and the credit distribution [27], [13].

Complex partnerships have been analyzed by their funding sources and structural formality using a case study approach under the umbrella of the Commercial Local Urban Districts (CLUDs) rationale as interpreted within the framework of the CNR IRAT project Urban Regeneration Tools for Re-branding Natural Commercial Districts [28, 29]. Different typologies of public-private partnerships have been identified and different case studies have been analyzed in challenging the market oriented vision of the globalized economy – dominating until the 80s in urban renewal initiatives overseas – by introducing a more communitarian oriented approach to the economics [30]. In so doing, the research is dealing with rigidly structured experiences, such as the Business Improvement Districts, informal or hybrid bottom up initiatives, as in the case of the Community Development Corporations, rural-urban linkages developed through farmer markets networks, as well as experiences based on the preservation of historical and cultural heritage, such as the Main Street Program initiatives, based on the conservation of values, morphologies, human scale and vibrant public spaces of the traditional commercial areas [31].

Each category of partnership has been analyzed in terms of the added value of community and local stakeholders engagement in promoting, developing and managing regeneration processes. The role of community engagement in urban regeneration policies – lacking public-led initiatives in the field – has been recognized in the United States in the early 1990s, as the Clinton administration




fostered a clearly community empowerment led approach to urban regeneration, pursued through the Empowerment Zones. This initiative “required unprecedented level of participation by community” [32]. Typical expression of this trend are charitable organizations called Community Development Corporations, non-profit corporation serving an area “that is economically disadvantaged” [32]. The importance of Community Development Corporations in contemporary urban regeneration is testified by their success all around the States. A best practice in this area could be considered the experience of the Jamaica Plain Neighbourhood Development Corporation in Boston – symbolic case of Community Development Corporation based on industrial archaeology, place-based retail, green economy and community facilities [33].

These and other experiences in U.S.A. might appear naive when compared with the complex layering of the European cities. But the spirit of these initiatives and their contexts - which could be a foretaste of what is going to happen in Europe – could be inspirational for the discussion on how to promote and support social activation and public-private initiatives in contexts of crisis. According to this scenario, a focus on the experience of the natural malls schemes has been developed in order to address issues and potentiality of the different combinations of funding sources and structural formality for retail-led regeneration processes in the Italian context.

The initiative of the *Centri Commerciali Naturali* in Campania: new perspectives and criticisms

The experience of the Region of Campania in Italy can be considered relevant in dealing with the abandonment and decay of historical market places in the inner city due to the wide spread of suburban malls and the transformation of behaviours and profiles of users and consumers. The Campania Government has approved a law and a specific budget to promote natural mall which could be defined the Italian way to the Anglo-Saxon experience of the Town Centre Management.

Table 1: Natural Commercial Centres in the Region of Campania

Provinces	Natural Commercial Centres	Owners	Economic resources	Pictures
Naples	Antico Borgo Orefici	75	€ 200,000.00	
	Consorzio Antiche Botteghe Tessili	25	€ 200,000.00	
	Consorzio Infiniti	80	€ 200,000.00	
	Epomeo dal 1985	750	-	
	Consorzio Borgo Ischia Ponte	35	-	
	Venuti Panoramica	20	-	
	Terrenziano	-	-	
	Borgo Partenope	25	€ 610,296.08	
Caserta	Le Botteghe del Centro	120	€ 200,000.00	
	Consorzio Piazza Umberto I	-	€ 172,500.00	
	Il Basilisco Borgo Normanno	29	€ 308,453.00	
	Normanno Aversa Città	-	€ 76,211.50	
	Capua Arte e Cultura	-	-	
	Consorzio Alife	40	€ 99,817.75	
Avellino	Lionincentro	104	€ 55,375.50	
	Ariano Centro Storico	101	€ 483,225.64	
Salerno	Facciamo Centro	-	€ 120,000.00	
	20.10	-	-	
	Cava	17	€ 677,997.15	

The idea of promoting natural malls, the so called *Centri Commerciali Naturali* starts, being discussed in Italy since the late '90s with the goal of transferring tools and schemes of Town Centre Management in the regeneration processes in declined city centres. In particular, according to the

Campania Regional Law 1/09, the Region of Campania needs to promote processes of aggregation and enhancement of small business enterprises and art and craft initiatives through the establishment of *natural malls* in order to boost traditional and identitarian retail activities in the historical centres. The Resolution No. 160 of the Campania Regional Council (approved on June 3, 2013) has defined the characteristic needed for the establishment of the natural malls and the related funding.

The *Centri Commerciali Naturali* have been established “to promote the retail-led initiatives in order to favour the redevelopment of historical urban centres, by promoting processes of aggregation and enhancement of commercial and artisanal small businesses under the umbrella of natural malls” (Regional Law 1/09). In particular, this kind of natural mall should be: “the aggregation, at neighbourhood level, of small enterprises, medium-size facilities, public services, art and craft initiatives as well as tourism providers which have been developed spontaneously in homogeneous urban areas, recognizable because of their own autonomous organizational structure; these integrated entities need to promote the critical mass for enhancing the customers demand, for optimizing services and supplies, for innovating the supply chains as well as for developing a shared revitalization of the area” (Regional Law 1/09). The *Centri Commerciali Naturali* could be thematic if the offer is related to a specific category of goods and services or could be territorial if the character is related to local traditions or productions, both oriented at promoting the partnerships for the local development and the attractiveness of the retail and tourist areas. Each natural mall has the following aims: organizing a local system of integrated supplies for manufacturing, retail and tourism initiatives; branding or re-branding the area according to the local traditions and cultural resources; promoting research and innovation in the field and the dissemination of initiatives; implementing joint programs of retail, cultural initiatives and tourism; providing services to the members; managing accessibility and uses of public spaces in order to favour urban re-development and regeneration. The critical mass to create a non-profit consortium for establishing a natural mall starts from 25 units (Thematic) and from 40 units (Territorial).

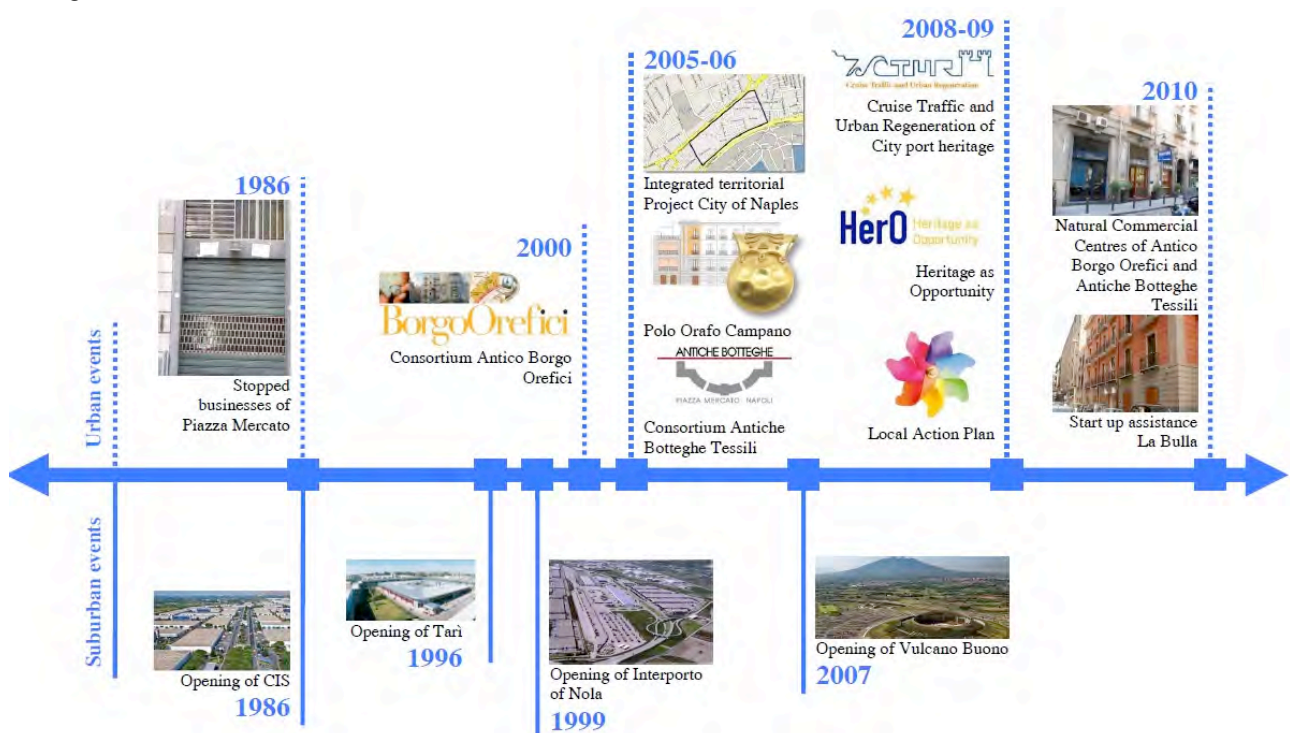
In order to appreciate the trends, the schemes of partnerships and the funding possibilities for developing a regeneration process according to the founding principles of the *Centro Commerciale Naturale*, a case study approach has been developed in Campania. According to the research methodology developed in the USA within the framework of the CLUDs rationale, a purposely selected study area has been analysed with a case study approach [34]: the historical marketplace of *Piazza Mercato* in Naples (Italy) and the surroundings, characterized by a strong retail and artisanal tradition. The historic marketplace and the goldsmith and textile districts, included in the historical centre of Naples have been selected due to the official establishment of the *Centro Commerciale Naturale* Consortium and the coexistence of different typologies of bottom up and top down processes of refurbishment and redevelopment. Another important element as been identified in order to better appreciate the complex web of economic trends, customers behaviours, logistic needs and cultural heritage: the relationships between abandonment and decline of the area and the opening of the bigger wholesale centre, the so called *Centro Ingrosso Sviluppo* (CIS), in the metropolitan area.

In order to achieve a comprehensive view of the current scenario of the historical market area of Naples and the related thematic retail clusters, the two commercial polarities – the one in the inner city and the one located in the suburbs – have been analyzed together by identifying the main events that have occurred in defining the current structures and the current flows of people, goods and resources. The first step of the ongoing research process has been the definition of the following time line depicting the events that, in a synergistic way, have defined the development of both the areas (Fig. 1).

The *Centro Ingrosso Sviluppo*, opened in 1986 in Nola within the metropolitan area of Naples, can be considered one of the greatest non-food centre in Southern Europe and the catalyst of the migration phenomenon of productive activities from the area of *Piazza Mercato*. In the early 90s, small enterprises, artisans and retailers, due to logistic supplies and the support services provided, have chosen to transfer their activities from the inner city to the new suburban commercial hub.

Around the 2000 the wholesale mall was enlarged and integrated with other nodes such as the *Tari* – dedicated to the Goldsmith enterprises – and the intermodal logistic hub named *Interporto*. The complexity of the multilayer relationships among those areas needs to be investigated by using a complex approach. Nevertheless, cause-effect relationships could be addressed by collecting quantitative data trends related to the enterprises operating in both the areas: number of employees, opening and abandonment of recorded enterprises, number and surfaces of shops, financial balance sheets. The first set of data collected provides evidences of a progressive decline between 1981 and 2001 of the enterprises in the inner city, coupled with increasing of the suburban pole. At the edge of 2000 the decline of the historical commercial district of *Piazza Mercato* was relevant, producing effects on the quality of the everyday life: abandonment and decay of public spaces, loss of vitality of the area, high perception of insecurity.

Figure 1: Time line



The artisanal and retail tradition was challenged and the risk of the loss of the original cultural heritage was high; in order to deal with this trend the entrepreneurs, the local authorities, the activists and part of the local communities decided to start cooperating for developing integrated actions. The first spontaneous private partnerships have been built for the preservation of the cultural traditions related to the textile and goldsmith production and sale: the Consortium *Antico Borgo Orefici* (2000) and the Consortium *Antiche Botteghe Tessili* (2006) were established in order to start an integrated process of community-led urban regeneration [35]. The initiatives supported by the consortia could be considered the engine for the different typologies of initiatives which concur in the area. According to this, the European-funded integrated project for Naples developed by the City Council within the framework of the Regional Operative Programme (2005-2008, € 3,555,000), has been dedicated to the refurbishment and requalification of public places in the area.

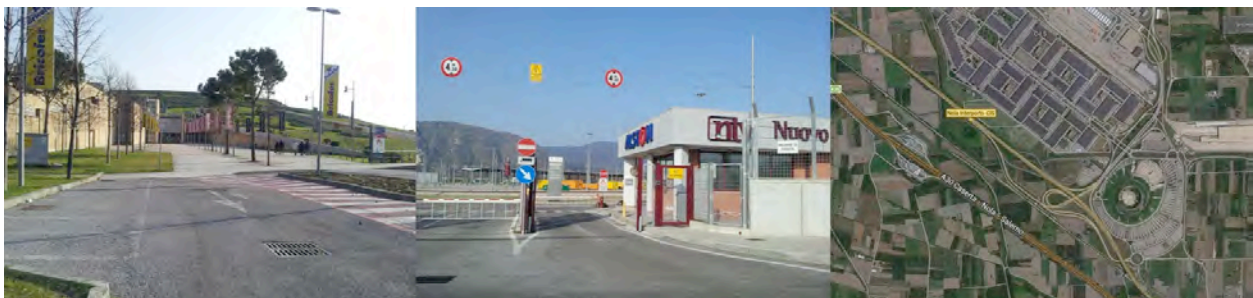
Both the consortia, in cooperation with other minor enterprises and local community associations, need to enhancing the civic participation to the regeneration process on the one hand and, on the other, need stimulating the public participation and co-funding for dealing with the gentrification process and the general decline of the inner city. While the suburban pole of the *Centro Ingrosso Sviluppo -Interporto* has been enriched with the new signature shopping mall *Vulcano Buono* (2007) designed by Renzo Piano – reinforcing the territorial hub in Nola, the civic activation in the historical market place is operating by attracting resources and attention through

the URBACT projects managed by the City of Naples. Synergies among social and economic stakeholders, local administrations and international networks have produced a sort of compensation against the loss of critical mass in the studied area. Thanks to the European projects, funded within the framework of the URBACT initiatives, “Heritage as Opportunity” and “Cruise Traffic and Urban Regeneration of City Port Heritage” a Local Action Plan have been developed [24] by promoting a Local Support Group oriented to deal with integration of the historical market place in the cultural, touristic and maritime systems of Naples. The last steps of this complex and articulated process have been the establishment (2010) of the Business Incubator *La Bulla* in a building owned by the City within the historical complex of Sant'Eligio, in order to favouring start ups and other initiatives for job creation and urban regeneration. In the same year the natural mall in the area has been constituted and partially funded by the Campania Regional Law n. 1/2009 (Tab. 1).

Figure 2: The Piazza Mercato and the Borgo Orefici. Spaces of historical city and their location.



Figure 3: Entrances of the Vulcano Buono and Interporto Campano. Spaces of suburban city and their location.



The process described supports us in interpreting the current scenario and the impact of the *Centro Commerciale Naturale* on the local regeneration processes and on the urban-suburban linkages related to the commercial activities. The fieldwork has been developed by interpreting the context through data collection, active observation, participation in public initiatives, charrettes and events as well as visual analysis and interviews. Dedicated survey forms have been defined in order to combine direct and indirect analysis with quantitative and qualitative information from different sources. After developing the context analysis and trends, a consultation phase has been opened, administering semi-structured interviews to the key stakeholders operating in the study area (Tab. 2). The interviews scheme has been purposely built in order to address the issues related to the natural mall establishment: participation in the initiatives, perception of security, quality of public places, availability of services and supplies, criticism and opportunities, regeneration priorities. The one-hour interviews have been recorded following the research protocol and interpreted according to the findings of the analysis of the built environment, the cultural heritage and customer behaviours in the area.

Table 2: Classification of interviews

Sector	Number of interviews	Interest level
Safety and security issues	11	National, metropolitan, local district

Data collection and management	2	Local district, city wide
Territorial	10	Metropolitan, city wide
University	9	Local district
Groups, companies, associations	19	Local district, city wide
TOTAL	51	

The findings of the first phase of the research can be summarized in the following points:

- There are complex relationships between the abandonment of the historical marketplace of *Piazza Mercato* and the development of the suburban commercial hub of *Centro Ingrosso Sviluppo -Interporto-Vulcano Buono* which need to be analysed in depth in order to identify the possibilities in terms of mutual influence and cooperation for dealing with the economic crisis.
- New forms of solidarity, networking, mutual support and social activation in areas challenged by societal and economic crises could be more effective in context characterized by ingrained traditions and attitudes such as the textile and goldsmith art and craft production and sale.
- The establishment of the natural mall has been important in achieving the critical mass of human, cultural and economic resources in order to facilitate the activation of integrated actions and to optimize investment and results.
- Since the establishment of the *Centro Commerciale Naturale*, four years ago, cultural experiences, exploitation events, security enhancement programmes and marketing initiatives have been accomplished; nevertheless, a vibrant development could not being still appreciated and the needed integration of the regeneration processes is still a wish.
- The scheme of the public private partnership implemented in the current natural mall experiences needs to be adapted to the transformed conditions and limits, in order to make it consistent with the globalization dynamics and the acceleration of processes.

Conclusions and takeaways for practice

The experience of *Centro Commerciale Naturale* in Campania, although very promising, is still an empty box because the experiments undertaken have not yet experienced a real boost to the redevelopment and urban regeneration. The local consortia of place-based enterprises have been engines of a positive civic activation and have played a pivotal role in re-branding the area, according to the cultural traditions. Nevertheless, there is a lack of structural long-term results: the cooperation between stakeholders needs more continuity, the bureaucracy curbs enthusiasms and initiatives and the scarce political stability reduces the positive impact of investments. Although the strong identity of the area, the cultural heritage and the density of traditional artisanal productions could be considered the engine for developing integrated regeneration initiatives, a critical mass of human, cultural and economic resources is needed in order to activate an integrated and exhaustive regeneration process, optimizing investment and results. In so doing, renewed public-private partnership schemes for urban regeneration purposes need to be adapted to the specific contexts in order to favour the participation, the investment and the positive effects on territory as a whole.

The ongoing research aims at interpreting the experiences of *Centro Commerciale Naturale*, combining qualitative and quantitative approaches, in order to identify criticisms and opportunities of this tool and to re-define the appropriate public-private partnership schemes. According to the inspirational platform performed within the framework of the CLUDs project, an integrated survey model has been developed in order to capture the partnerships schemes and to promote their effectiveness in different contexts. The strategies and policies developed overseas have been analysed in order to identifying informal place management schemes or hybrid partnerships which could be merged within dynamic public-private partnership models to be implemented successfully in Italy. The bottom up initiatives needs to be facilitated by flexible and dynamic partnerships and accompanied through funding schemes and bureaucratic paths in order to support creativity and enthusiasm of communities and operators in being effective and consolidating the results on the long term.

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Food Hubs: Reconnecting Alternative Food Networks and the Conventional Food Supply Chain

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Keywords: Food Hubs, Agro-Food Districts, Supply Chains.

Abstract. This paper considers whether it is possible to apply the concept of food hubs to the area of Piana di Sibari in Calabria, which has been established by regional law as a Quality Agrifood District (Distretto Agroalimentare di Qualità or DAQ).

After identifying some features of the food hub concept in the biggest cooperative of the context, the paper will highlight how this situation represents an opportunity for small farmers to access conventional food supply chains from which they would otherwise be excluded.

In this view, food hubs are a mixture of alternative and conventional food networks and constitute a way to solve the problem of economic viability of local food initiatives like community supported agriculture.

Introduction: The food hub concept.

In the scientific literature some agrifood practices, such as community supported agriculture or farmers' markets, have been contrasted with conventional, industrial and global agrifood systems [1,2].

This literature has shown that the former, unlike the latter, are sustainable from a social, environmental and economic viewpoint. However, some studies have questioned the economic sustainability of such practices [3]. Thus food hubs contain the potential to economically support small and medium size enterprises through aggregation processes which facilitate economies of scale.

These arise when the food hub is based on aggregation and distribution enables a number of producers to put their products together and sell them in larger volumes than small producers could achieve by themselves.

The key to the food hub consists of a management team which coordinates supply chain logistics. Some food hubs focus on the supply side in order to support and train producers on sustainable agriculture practices, packaging techniques, certification, and food security. At the same time food hubs can also focus on the demand side by coordinating their work with other distributors, processors and wholesalers and also consumers, in order to meet the growing demand for local or regional produce [4].

Many farmers are penalised by the lack of distribution and processing infrastructure which would give them access to the retail sector and to food markets generally.

For large-scale producers food hubs can guarantee product differentiation strategies which ensure the highest possible market price.

For wholesalers, distributors, retailers and sellers of food produce who wish to buy larger volumes of local or regional produce, food hubs lower transaction costs by offering a single sales point.

Some food hubs are simply local food distributors, but generally they are much more than this: they are innovative business models which aspire to be financially sustainable and at the same time to have a positive impact on the community from the economic, social, and environmental viewpoint.

From an environmental viewpoint food hubs may work closely with producers to provide technical assistance to encourage the use of sustainable production practices in the field of pest management.

Food hubs are generally classified either by their structure or their functions. Classifying food hub by their structure generally means looking at their business structure which may include: non-profit organizations, corporate structure, cooperatives or public held food hubs. The figure 1 below shows the categorization of regional food hub based on the 2012 report of the United States Department of Agriculture [5].

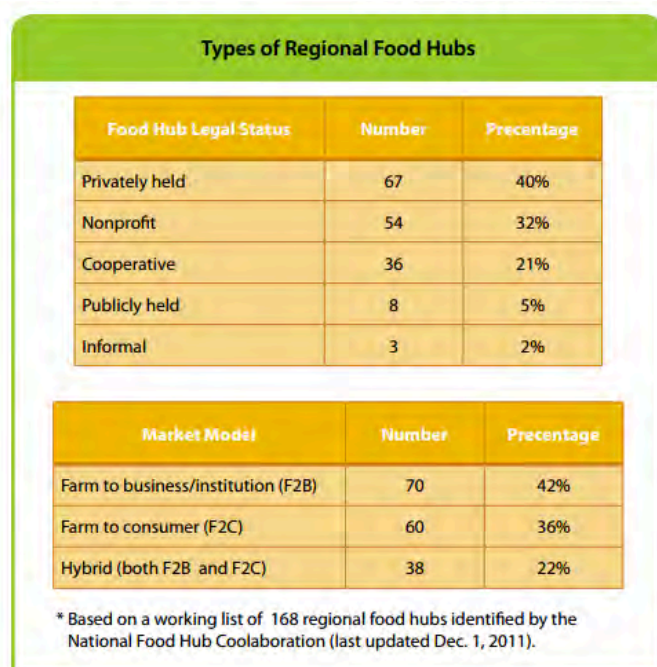


Fig. 1 - Types of Regional Food Hub according to the United States Department of Agriculture [5].

The context of Piana di Sibari and the agrifood district.

The case study is represented by an agrifood district covering 32 municipalities, over a surface area of 185 thousand hectares with more than one hundred agricultural firms working in a consortium.

Piana di Sibari is characterised by agricultural and agrifood specialisation which includes a great number of typical and quality-marked products, such as citrus fruits, olives, fruit and vegetables, dairy and meat.

In Piana di Sibari there is no urban focal point which in terms of size, geographic location, quality, or complexity in terms of development and functions to act as a driver for the economy and local organisation. To this may be added a lack of social urban services and a dissipation of territorial, landscape, and environmental capital and a significant dispersion of the population over the area.

In the cities and urban areas of Calabria there are almost never any manufacturing and tertiary activities, offices of the public administration, interchange points, and commercial activities of major retailers. Facilities and collective services are found scattered at random, often in peripheral, decentralised areas which are poorly served by public transport systems.

The Agrifood District of Sibari contains 96% of the surface area dedicated to citrus fruit growing in the whole province of Cosenza and around 33% of that of the Region of Calabria.

Table 1 Agriculture products per UUA in Calabria Region and in DAQ (Source: Calabria Region - regional Statistics centre).

UAA (utilized agricultural area)	Typical agricultural products per UUA		
	Grapes	Fruit and vegetables	Olives
Calabria	13,825.81	65,506.64	165,297.28
DAQ	1,362.19	17,082.88	24,317.94

Piana di Sibari produces 12% of all Italian citrus fruits and 50% of the total production of Clementine (Table 1).

In general by measuring agricultural GDP against the total wealth produced in all Italian provinces, it can be seen that Calabrian provinces are among the leaders.

In Italy quality agrifood districts are governed by national (D.Lgs.228/01) and regional law (Legge Regionale 16 aprile 2002) and take the form of public-private partnerships (PPP) and act to

unite the urban and rural area. For the district to be created, in accordance with national and regional law, the minimum prerequisites must be present, such as:

- the realisation of one or more products which are similar, certified or protected pursuant to the EU or Italian law in force, which may be traditional or typical products, whose production is significant in terms of the regional agrifood economy.
- the presence of a consolidated system of contact among agricultural and agrifood companies.
- real interest from local institutions in the district in order to create cooperation and agreements with agricultural and agrifood companies.

In this study we have set ourselves the aim of verifying whether, besides the formalisation of the district by law, there are particular characteristics which are indicated in the scientific literature as typical of food hubs.

The competitive potential of companies arises from some structural features of the key production area: the produce of the single sectors, which is in some cases traditional and typical produce, is of a similar type and is certified and protected. There are also forms of integration among agricultural and agri-food companies.

There are also forms of integration between small agricultural companies, with an average size of 4 hectares and which represent 73% of producers, and large-scale companies [6].

Conclusions: The Cooperative as Food hubs.

A key role is played by the cooperative through which small agricultural companies transfer their produce to a single, large company which arranges to market the produce, purchase fertilisers, pesticides, and agricultural machinery. Collective purchases of these products enable prices to be paid which are well below what individual producers would pay by themselves and enable a marked lengthening of payment terms. All the produce from the cooperative's members is delivered to the refrigeration centre which has a covered surface area of 20,000 sq. m. and refrigeration capacity of 5,000 tonnes. The produce delivered is measured and put together in a uniform way in terms of its quality and size, with the allocation of codes or microchips which guarantee the possibility of tracing it back to the producer.

The end market for the cooperative is 90% covered by major retailers in Italy and Europe and the remaining 10% by the local market through the opening of direct sales points in the local area or town market and by online sales.

As for sales planning and transport logistics, the supply chains for the major retailers, such as Esselunga, Conad, COOP Switzerland and COOP Austria, send their own transport to the main company where all the produce is transferred, thus avoiding the dispersion and costs which would arise with the need to collect from a number of outlets.

Without this form of cooperation between the small agricultural companies and the larger, technologically advanced company, the large-scale retail market would be off limits to small producers. This depends not only on the limited quantities produced by small companies in the Sibari Agrifood District, which is insufficient to satisfy the requests of large retailers, but also on the certification prerequisites which large retailers require. In fact obtaining certification or applying innovative and environmentally friendly techniques for cultivation entails costs which are unsustainable for individual small producers. In particular the BRC standard, which is obtained by the larger company where all the logistical operations take place, is internationally recognised and is often an essential prerequisite which is requested by purchasers from large-scale distribution.

Another feature of this food-hub is that the biggest partner of the cooperative, where most of the logistic take place, can plan the production with buyer and producers in advance of the season making projections of product demand. This would allow producers to schedule planting and project sale for the season, but sometimes seasonal fluctuations is a challenge to overcome when there is too much fruit because of variation in demand, which, in turn, depends on consumers taste.

At the same time small producers may make use of some environmentally friendly techniques tested by the biggest partner of the Cooperative through research work undertaken in connection with the University. For example, in order to reduce the number of anti-parasite treatments, the method of sexual confusion is adopted using pheromones, and, consequently, limiting the reproduction of harmful insects.

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Sustainability Valuation for Urban Regeneration. The "Geomatic Valuation University Lab" Research

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Abstract. Starting from the awareness that the world is experiencing a severe ecological crisis due to the increase of pollution [1], research of "Geomatic Valuation University Laboratory at Mediterranean University" Uni Lab has embraced the imperative mission to better understand the causes of increasing environmental decay. Going further, Uni Lab is trying to address a strategy of global warming mitigation, paying particular attention on the role of the construction sector [2]. In the last decades, the environmental negative impact of the construction and building sector worsening down, due to energy over-consumption. Consequently, pollution has increased considerably due to wrong architectural management. A heap of crisis that makes desirable and urgent general mitigation measures as well as a strong incentive toward architectural sustainability. Research set-up a methodology to mitigate energy consumption in historical and new buildings. Additionally, research analyzes the eventual increase in market properties value due to the sustainable interventions for thermal behaviour amelioration.

1. Background

Urban appraisal has been a pillar in urban management giving a relevant support of urban activities, through valuations of:

- intervention, construction, running and management *costs*;
- building future *rent* and *income*;
- asset market future *value*;
- real estate *price data* collection and related market analysis;
- environmental footprint and estimate of ecological impact of buildings and settlements.

Nowadays, demand from urban management to urban appraisal for valuation support is large and growing.

Support is provided to many sectors of urban life such as maintenance and construction, in private sector and public institutional city government.

Appraisal might support innovative integration of environmental, economic and social concerns, which is the cornerstone in new approach to urban management.

Urban policies, in fact, are increasingly oriented towards:

- sustainability;
- energy efficiency;
- conservation;
- reuse;
- retrofitting;
- revitalization of the existing city;
- effective management of historical and architectural heritage.

In an urban context, sustainability is a process and it describes the potential that, in the medium or long term, the city has to improve environmental, social and economic levels.

Sustainability concerns both new construction and existing buildings and the systems for its assessment can be a fundamental framework and tool to support strategic choice between alternatives: planned existing built settlement retrofit *versus* spontaneous land transformation.

In the last few years, several approaches and methods to assess urban sustainability have been developed and experimented to evaluate buildings from both the energy and environmental point of view [3]. An emerging choice toward architectural and urban sustainability is the buildings (new and existing) “passivation” through roofs and walls insulation and ventilation by using bio-ecological materials allowing the dramatic reduction of thermal dispersions and consequently an efficient buildings energy management.

As described above, this paper aims to investigate how choosing sustainable scenario and long-lasting natural bio-ecological materials, characterized by excellent physical-technical performances (energy efficient), might mitigate energy consumption in historical and new buildings and might also increase market value of properties [4].

2. Cognitive aspects. The role of digital archives for urban regeneration

Architectural and urban conservation contribute, respectively, to urban regeneration and revitalization of historic buildings.

Urban history studies land dynamics and evolution, and its transformations and stratification. For general urban regeneration activities, historical knowledge is very useful, both in terms of documentation (building design and construction), and for the choice of measures toward conservation and enhancement.

This information, if systematically organized, support the identification of clear recovery actions for the land, cities and urban and architectural heritage treasuring [5].

Knowledge for the revitalization, restoration, and enhancement projects is going to be organized in computerized archival heritage.

Understanding and awareness of the historical values are important in supporting the treasuring, rather than replacing, of historic urban non-reproducible heritage.

Frontier projects, as expressed in more detail in the following paragraphs, have as objectives: energy optimization; improved seismic performance; technological upgrading. That will inevitably lead to a modular design based on the history as well as status at present time of the individual city blocks.

Archives Documents, coming from public as well as from private sources (“fondi”; professional architects deposits; enterprises), allow to get extremely rich documentation: sketches; list of prices; working drawings; old pictures of buildings under construction; old urban picture useful to record city development processes [6].

Archives preservation, supported by new computerized technologies, is utmost useful for both historical research as well as coherence among historical knowledge, revitalization project and practices.

Urban and building history (settlement, architectural and construction analyses) helps to define policies encompassing the most appropriate actions for: historic settlements recovery; building energy performance improvement [7].

The preservation of archive collections allow to keep for posterity the memory of historical sources, avoiding the risk of time degradation.

3. Urban and architectural regeneration to foster-up Mediterranean Smart Cities

Architectural design derives utility from the historical knowledge addressed in the previous paragraphs. Enhancement of existing buildings has great cultural significance because it revitalizes assets of historical and architectural value (also known by the archival contribution). They are the memory of the city. Treasuring of heritage is a choice of great civilization, is the innovative action

needed to reverse the contemporary trend of architecture and urbanism. The innovation in the field of architecture, consist of "maintain" (instead of "replace") for the understanding of the existing city.

Urban quality, due to aesthetics and amenities (discussed in the next section), is taking characters and technical implications, related to spatial and urban future. In fact need for the quality control has taken an important value influencing urban management in choosing urban retrofitting with ecological characteristics.

Ecological retrofitting, is a form of wisdom architecture, enhanced by a constructive dialogue between old and new, past and future. The result is a new way of creating spaces, camouflage (no increase in volumes) or ephemeral (related to the power of the image as part of redevelopment of urban space).

The primary objective of the ecological retrofitting is the regeneration of city and existing buildings to reach the best of performance: energy; seismic; housing; quality; aesthetic. The ecological retrofitting consists of all innovative solutions in the energy management fields, such as: lighting, heating, building materials, floors, and curtain walls. All of this, with a specific focus on environment and related certifications.

This new way of making architecture actually means optimizing investments and unlocking new markets for: builders; developer; all the construction companies; designers; and those involved in architectural design and construction process [8].

The ecological retrofitting improves comfort, well-being and productivity of human life, with a quick return of investment cost in term of permanent saving in energy bill.

Conservation and functional reuse of existing stock that pursuit the bio-climatic and energy approaches are realized through prototype yards. These are a living manual to show real examples for people who had to do building restoration.

Prototype might be and become a good example and create replicable abacus actions for urban settlement.

These concepts can be generalized at the urban scale and can ensure the activation of a green economy if linked to architecture finalized to large energy consumption mitigation.

4. Costs, effects, benefits estimation of construction

Uni Lab research encompasses real world prototype yards, as described above, that allow interesting testing and experimentations including direct costs and resources observations, survey, monitoring and control.

In urban regeneration, costs have a key role since they might guide designers, than it comes to light the importance of providing a predictive costs system [9].

Full knowledge of intervention price \ quality ratio might be the right way to make a correct choice between materials alternatives to be used in retrofitting design.

Through the direct observation and analysis carried out on buildings in real world prototype yards is possible to identify first cases of sustainable right interventions [10]. These virtuous examples allow to immediately verify (through ex-ante, on-going and ex-post evaluations by data loggers) the effects generated on building climate behaviour by choosing sustainable and long lasting natural materials, characterized by excellent thermal and ecological characteristics (energy efficient).

Benefits achievable in the middle and long term are:

- better indoor climate behaviour.
- energy consumption reduction;
- CO₂ emissions reduction;
- energy management costs reduction;
- maintenance costs reduction;
- expected increase in building real estate market value.

The need for building revitalization and restoration becomes an opportunity to implement and promote sustainable architectural conservation, i.e. architectural - ecological - energy retrofitting.

Such action may be designed according to different alternatives. The choice of the best alternative is driven by the intervention costs as well as materials characteristics and benefits achievable in the short, middle and long term.

Alternatives, or intervention scenarios, differ from each other just in the use of different material, while processing, indeed, doesn't change.

Cost differential, higher in sustainable scenario, depend from the higher quality and much longer durability over time of the specific material used, otherwise the technology is not distorted but remains very similar.

The initial costs of the sustainable intervention are higher if compared to a business as usual one, but the over-time valuation shows how this differential is rapidly equalized thanks to dramatic saving in annual: energy bill; costs; maintenance costs.

In conclusion each interventions should be driven not only on the basis of the pure initial intervention costs, but paying special attention to the overall overtime balance of costs and benefits, the latter refer to technical benefits set out above, as well as to future potential real estate market positive impact as introduced below in subsequent paragraph.

5. Valuation as a support for settlement and architectural quality

Urban regeneration strategies (described above) might improve real estate capital by enhancing buildings features and amenities and might increase market value [11].

Urban regeneration design and planning shall be supported by real estate market analysis, to provide the range of property values involved in the actions that form the basis of public private partnership (PPP) and negotiations.

In real estate market occur: property construction and purchases trading of different types of objects (residential, industrial, commercial) than is a heterogeneous market; segmentation, objective in transaction as well as subjective and analytic, in order to distinguish the commodities and facilities for valuation. A segment is the set of units, or commodities, with similar characteristics, often defined by building type, and not only.

In real estate, the value of commodities (dependent variable) depends upon a number of variables (independent), especially location [12,13].

Focusing on housing market, quantitative analyses are focused on the influence of the urban services and the distance from the centre, searching for the structural relationship between disposable incomes, travel costs as commuting, housing market prices.

Recently, other features or characteristics, begin to influence the market price, in terms of environmental quality [14], comfort and aesthetics. New themes are emerging as well as the issue how to evaluate these amenities that might have a considerable influence on the real estate market performance, and then on the housing prices.

Amenities might be qualitative in nature and can make an improvement of architectural context and housing. Uni Lab research attention is directed toward detection and testing of a potential economic premium for amenities, or for the benefit of all those features produce.

Uni Lab research investigated influence of features and amenities on residential property values, with the use of regressive stochastic models. Influence of ecological retrofitting on market price is a research frontier.

All this makes possible to improve knowledge of real estate markets through a continuous observation on the influence of emerging variables and the subsequent development of prices. Also allows raising the quality information on real estate in an urban settlement, through a systematic updating.

A valuable contribution comes from geomatics, useful to create a real estate GeoDataBase [15] containing, for each property useful characteristics to estimate real value: location; conservation; net area; room number age.

6. First conclusion

Urban regeneration aims to overcome the lack of productivity, one of the major gaps of national economy, by ameliorating the milieu and fostering-up proximity and integration among urban factors of modern production: University; research firms; innovation incubators; young people; skilled workers; metropolitan environment. Besides strengthening the economic productivity, other features arise as feasible goals of urban regeneration projects: the opportunity to plan, design and ecologically enhance the building stock by implementing sustainable retrofitting programs.

This calls-up appraisal to provide assessments for useful valuation to make possible regeneration programs. Appraisal provides several supports such as: computerization of urban archives; design of interventions; urban dynamic analysis; valuation of any involved costs, prices, values.

Regeneration design promotes the ecological retrofitting at the urban and architectural scales by pursuing the great objective of energy efficiency in building and less energy slavery and geo-strategic dependence of the national economy. Initial larger higher costs of ecological retrofitting encompassing energy regeneration, compared to common maintenance and Business as Usual scenarios, are paid back in the short term thanks to a huge energy saving generated by virtuous interventions.

Ecological improvements make possible higher real estate selling prices giving a “market premium” to virtuous owner. Investigations of this key aspect is the frontier of research: “market premium” might drive private sector to pay for long term sustainability and energy independence due to high quality and everlasting natural ecological materials.

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Landscape Quality Valuation for its Preservation and Treasuring

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Keywords: Landscape Quality Appraisal, Landscape element Assessment, Multi Criteria Valuation, Land Transformation, Landscape Planning.

Abstract. Pollution, environmental disruption, oversized urban development and infrastructure new construction jeopardize landscape integrity and people's quality of life. Research deals with the landscape protection and enhancement providing governments and decision makers with a comprehensive Decision Support System to assess the quality of natural and cultural heritage and address planning measures and policy actions for landscape treasuring [1]. Research set-up a methodology relying upon GIS tools, to spatially discover, detect and define landscape units, so called "Landscape Elements" ("*Elementi di Paesaggio*", EdP), along with their endowment such as natural, ecological, historic, cultural, and urban resources. Then evaluate them through a multi criteria analysis tool set-up by the research team and integrated with a GIS. Research developed a Case Study in the European Mediterranean Basin, validating the whole census system and the performance and support of valuation tools [2,3]. Results achieved open the possibility to generalize the prototype application at the regional, country and federation levels and therefore support the planning implementation for landscape enhancement.

1. Background

Countries are increasingly subjected to the pressure of "urban sprawl", infrastructure densification, soil water - proofing , construction of new pipeline systems, whose "unplanned" localizations and combined cumulative negative impacts are causing land consumption and progressive ecological degradation (for a summary: [4,5,6,7,8]).

As a result, the threat to agricultural and forestry areas, as well as to natural and agrarian landscapes, full of qualities, risks to turn them into unproductive and dangerous semi-urbanized lands.

To cope with this ongoing dramatic change, states, governments, international organizations, as well as local and regional communities, have gradually built-up a framework or system of actions for the protection and improvement of environment, territories, soils, agricultural areas, forests; open land.

2. General objective of the research

Research goal is to outline and apply the planning frameworks to protect and treasure Landscape and local resources, by designing and planning specific operational phases and also by developing valuation and appraisal tools. Both support programs devoted to mitigate the negative landscape and environmental impacts (such as the further destruction or decay of farming and forest areas) due to unplanned, therefore uncoordinated, human actions, like new construction and expansions.

Research is addressed to all community members and institutional actors to contribute and foster-up:

- (a) new policies and strategies to prevent the destruction of arable and forest resources, promoting the treasuring of agrarian and natural landscapes;
- (b) new ways to ameliorate construction of building and infrastructures with smaller impact on the environment to preserving the Landscape Elements.

These actions and features are implemented and tested in a specific and real world Case Study introduced below.

03. Landscape Unit

A spatial information and valuation system has been built up to provide a possible answer to questions that are historically unresolved and related to the construction of a systematic detection and knowledge of Landscape Areas (AdP), Landscape Units (UdP) as well as a multi-dimensional valuation of Landscape Elements (“*Elementi di Paesaggio*”, EdP). Landscape Units are the basis of geographic management of Landscape resources and elements. Information is derived from objective basis, both documentary and directly surveyed.

The methodology developed indicates the criteria and operational stages for the identification of the AdP and related UdP, through a systemic and relational vision, with the "prevalence" of the morphological factors.

Therefore, the boundaries of these areas derive from the interweaving of historical, geographical, hydro-geomorphological, ecological, settlement, and identity features.

The result obtained with this heuristic-intuitive methodology consists in the identification and interpretation of landscape areas in which some elements \ factors have peculiar characteristics, while others are less “qualitative”. All that has the purpose of a brief identification of areas as homogeneous landscape units.

The discovery of excellent historical topographic maps led to a breakthrough in the accounts of landscape resources allowing the verification and valuation of their existence on the basis of objective data. The result is a GeoDataBase within the General System of Valuation (SGV) in which all the landscape resources are documented and articulated in categories and sub-categories. The GIS tools allow to create layers of Landscape Elements to be then enriched with information related to their location, i.e., within the AdP and UdP (*Fig. 1,2*).

04. Methodological framework

A framework has been devoted for protection and enhancement of *paysage* resources and Landscapes Elements. The devoted framework is structured as an integrated tool focused to support landscape planning. The tool is part of a complex General Valuation System (SGV) for valuation and appraisal [9,10] and it contains logical sequences that foresee specific operational functions, including those summarized below.

- *Knowledge and total inventory function.* Data collection on the field and building-up of a complete total knowledge (so far fragmented and unsystematic) of resources, i.e. of agrarian, landscape and environmental assets, in the territories.
- *Geographic information function.* Accurate spatialization and geo-referencing of the above information. It directly support landscape and urban planning, avoiding the overlapping of new constructions in sensitive areas, characterized by landscape high values.
- *Preventive conservation function.* Outline through a rigorous buffering the Landscape Elements and the agricultural areas embodying highest values to be preserved.
- *Planning function.* Transferring of all information (produced by the research) in the institutional tools of landscape preservation planning. It formalizes the existence and location of Landscape Elements to prevent conflicts and overlaps with further new urban development and additional spread. Disseminating this knowledge to society and to individual citizens, via the Landscape Networks.
- *Enhancement and promotion function.* Create the institutional conditions as well as the operational and entrepreneurial *milieu* to promote actions of total enhancement of the Landscape Elements inversely proportional to their embodied and incorporated values and graduated as follows: preservation; existence; indirect use; subsidiary direct fruition, use.

05. Action for landscape knowledge and preservation

The mitigation of the “aggression” of new construction against the environment must therefore be one of the goals of landscape planning along with the enhancement of specific resources.

These objectives push the research to provide conceptual and operational tools to as follows.

- Classify and taxonomize landscapes components per homogeneous clusters and categories. This by surveying all landscape elements and features and organizing them in a total systematic inventory.
- Define and outline homogeneous landscape areas (so called “*Unità di Paesaggio*”, UdP) according to shared criteria.
- Comparatively assess Landscape Elements with ordinal approach through specific Multi Criteria Analysis tools. Derive hierarchical ranking of resources to support the deployment of actions to actively protect and enhance them.
- Outline an agenda for treasuring of single elements and their correspondent clusters.

06. Multi Criteria Analysis and GIS system

Landscape Elements can be articulated in different categories. In order to promote their comparative protection and enhancement it is necessary to estimate their ranking value and attractiveness per homogeneous clusters. From the ranking it derives the priorities of protection according to their intrinsic values. Then, valuation and information tools are strongly needed. Valuation is the only approach that allows outlining an agenda of action based on the actual characteristics and quality levels of the Elements.

The valuation process to support preservation, protection and enhancement of resources is based upon a multi criteria tool allowing valuers and assessors to analyze each Landscape Element as a bundle of characteristics. Each characteristic is intended as a criterion for valuation. Assessors assign an ordinal score for each characteristics of each Landscape Element, building up a matrix [11,12]. It is the basis to manipulate ordinal scores applying multi-dimensional algorithms of multi criteria approaches. Result of the valuation methodology is an ordinal rank order of each similar element analyzed in the set. It can help to figure-out priorities in preservation and project for Landscape treasuring.

Valuation methodology is articulated in the following steps.

06.01. Identification-census of the resources in a specific area

The Landscape Elements are researched, detected, counted and valued according to their relevance and subsequently categorized or grouped in homogeneous clusters for multi criteria valuation and ordinal ranking for their protection and enhancement.

The total census on the area provides quantitative assessment and numerical digits of entities, resources, objects. This becomes an element of measurement to:

- estimate and derive the intensity of Landscape and Elements features in the space;
- identify areas with particular quality to be protected;
- set up the knowledge to derive the perimeter - boundaries of Landscape Areas (AdP) and Landscape Units (UdP).
- set up goals to pursue landscape quality.

06.02. Identification of AdP and UdP

Potentials have been identified to promote a sustainable treasuring of Landscape Elements through: ecological conservation of Earth values; compatible activities harmonized with imperative protection.

06.03. Sustainable enhancement

In an articulated process applied to a complex topic (as Landscape) the valuation approaches and instruments are necessarily diversified and of different types such as the following.

- Detecting and enlisting resources and categories.
- Accounting single element in general and categorical lists.
- Perform heuristic initial assessment of embodied quality in each resource.
- Play multi criteria valuation for most important Landscape Elements.
- Estimate potential touristic impact of resource treasuring.

06.04. Operative Tools

Operative tools are articulated as follows.

1. Definition of different types of landscape resources and elements is done with the systemic approach of Taxonomy.
2. Real census on the field is done with an accounting tool named "Taxonomic Inventory", which populates the systematic scientific structure of preview introduce Taxonomy.
3. Spatial system of knowledge and protection with the buffering is done with the information tool of the GeoDataBase.
4. Specific valuation system to estimate the "values" in the territories, to support landscape planning, belongs to the broader integrated "General Information System for Valuation, SGV", which is an economic and urban tool for the territorial government of large areas (Massimo, Musolino, Barbalace, 2006). The analytical estimate with multiple criteria is done by adopting one of most reliable approaches, algorithms and related software. Among them, there are the Analytical Hierarchy Process (AHP) by Thomas L. Saaty [13] and the Dominant Regime Method (DRM) by Peter Nijkamp [14,15,16]. Census derives a high number of Landscape Elements to be valued with multiple criteria, and the need to continuously monitor their quality and their inclusion in the appropriate cluster.
5. The identification of potentials for the sustainable treasuring Landscape Elements of agricultural landscape with compatible activities is made with the tools of intuitive \ heuristic logical frameworks typical of business. The subsequent testing of the original intuition, i.e. the analysis of potential targets respectively agricultural, commercial, recreational and tourist, and the resulting regional impacts, will be carried out in the future research with statistical and econometric tools of Microeconomics (potential) and Regional Macroeconomics (impacts).

07. Case study

The methodology has been tested in a specific Case Study in one of the most surprising Landscape area of Calabria: the so-called "Costa Viola Landscape Unit (UdP)", already known to the poet Boccaccio (*Fig. 3*).

The expected result is an extensive survey and classification of Landscape Elements (*Fig. 4*).

Case Study looks for a prior treasuring program and plan.

Priorities of conservation and enhancement are derived adopting the multi-dimensional valuation able to perform the above specified comparative assessment of Landscape Elements, deriving their general quality ranking (*Fig. 5*). Consequent actions are planned on the basis of the Landscape Element ranking, and progressively classified as:

- protection of Elements with the highest value;
- conservation of high value Elements;
- treasuring of other parts within the "Costa Viola Landscape Unit (UdP)";
- development of the remaining urban settlements.

08. Prevailing Landscape Element: vineyard terracing

The relevant inventory of resources has confirmed the persistence of characterizing Landscape Element: i.e. the "Costa Viola vineyard terracing". They are characteristic and typical terracing on the cliffs of the coast, from zero to 300 meters above sea level. For over a millennium they have been an extreme case of "heroic viticulture" and "heroic lemon trees". This has typically played a multifunctional role since it has both carried out an economic function and at the same time as a geo-morphological and hydraulic stabilizer of the slope. For a thousand year the vineyard terracing has been made of dry stone walls. The overall impressive length is estimated to be over a thousand kilometers, and has made it possible to start a high quality wine production characterized by the wine known as "Costa Viola". Their areal extension has been gradually reduced overtime from 1940 to present. Furthermore, it has been carried out an analytical verification through a synoptic quantitative and comparative reading of the current aerial photo (2011 coverage), with two parallel highly detailed Topographic Maps. The latter has been produced by the Italian Military Geographic Institute (IGMI), in 1959 and 1993 respectively. These maps allowed to detect a significant reduction in acreage of vineyard terraces.

09. First actions and conclusions

Spatial information and integrated multi criteria analysis and valuation tool (MCA) represent a decision support system in "landscape valuation, preservation, treasuring, planning".

The availability of such a system provides decision makers with the ability to focus on the most significant landscape values, mitigating further urbanization in the highly sensitive areas.

The integrated valuation MCA system estimates the density of landscape values and processes the hierarchical comparative ranking of each Landscape Elements within homogeneous categories. It provides society, actors, stake-holders, and decision-makers with important information about most important Landscape Elements ("relevant" and "prevalent") on which focus the enhancement. So then these "prevalent" Elements will pull into the treasuring cluster other elements that are less attractive.

Research has, so far, performed Landscape Element comparative ordinal valuation using a long time tested DRM approach and algorithm [14]. It has been detected the need for a further MCA algorithm, more powerful as well as spatialized within the SGV and the GeoDataBase framework. In the future, research will focus on built-up the new valuation system McaGis to be within future Case Study, and used to compare the results with those of the AHP and DRM systems, testing if there is a substantial and significant convergence of their hierarchical ranking.

Research performed applicative Case Study in the Costa Viola Landscape Unit.

After a thorough Landscape Element census, taxonomization, valuation, the age-old "vineyard terracing" is indicated by the MCA as the first in the rank, therefore as the most interesting and "prevalent" element in the area. A coordinated enhancement action has been designed and valued. It started from the revitalization of the typical wine production, encouraged by the continuing success in the world of the Italian high-quality enology. Action integrated, coordinated and connected:

- the first Landscapes Element of the rank order ("vineyard terracing");
- the dense and intense palimpsest of cultural and environmental assets (none of which is as extensive and significant as "vineyard terracing") of the Costa Viola Landscape Unit;
- conventional as well as innovative tourism activities.

The designed connection made possible a system of economic actions which in fact represent a spatial "ecological-museum": landscape; wine; culture; summer tourist conventional activities.

Protection, ecological conservation, agricultural production, cultural tourism can therefore be arranged to be "ecological-museum" in a synergistic way through the "landscape planning".

It has been finally activated on the network an experimental "landscape forum" as a point of meeting between public-private actors to foster cooperation between citizens, municipalities, provinces, regions and national government and trigger a more fervent participation in the cognitive processes related to growing knowledge and census of Landscape Elements (*Fig. 6*).

Figures



Fig. 1, Province of Reggio Calabria. Landscape Elements. Categories. Total census in GeoDataBase



Fig. 2, Provinces of Reggio Calabria and Vibo Valentia. Mega 3D in GeoDataBase. Landscape Units. Singling out



Fig 3, Province of Reggio Calabria. Landscape Areas and Units. Case Study. Comparison between “Costa Viola vineyard terracing” Unit and “Palmi terracing” Unit

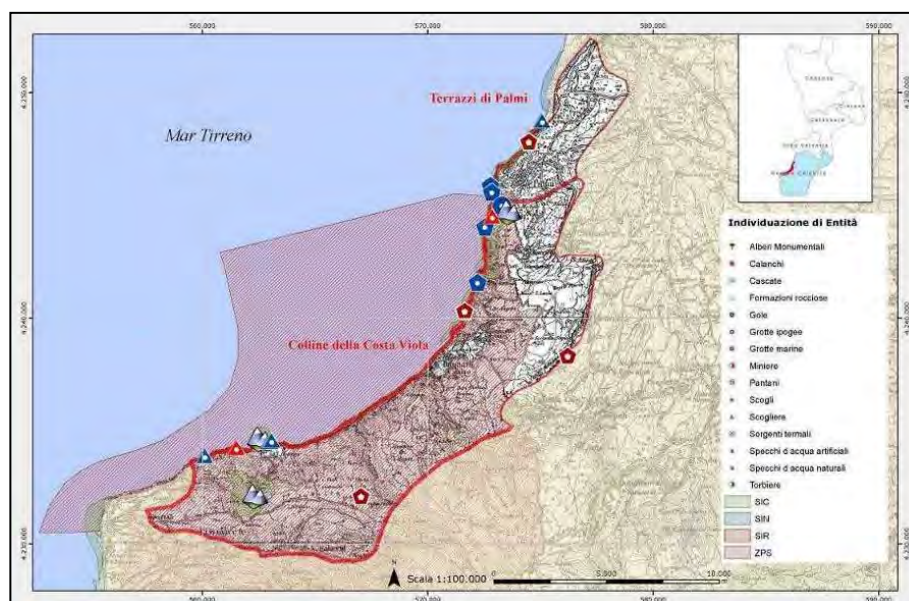


Fig. 4, Costa Viola Landscape Area. “Costa Viola vineyard terracing” Unit and “Palmi terracing” Unit. Landscape Elements. Total census in GeoDataBase

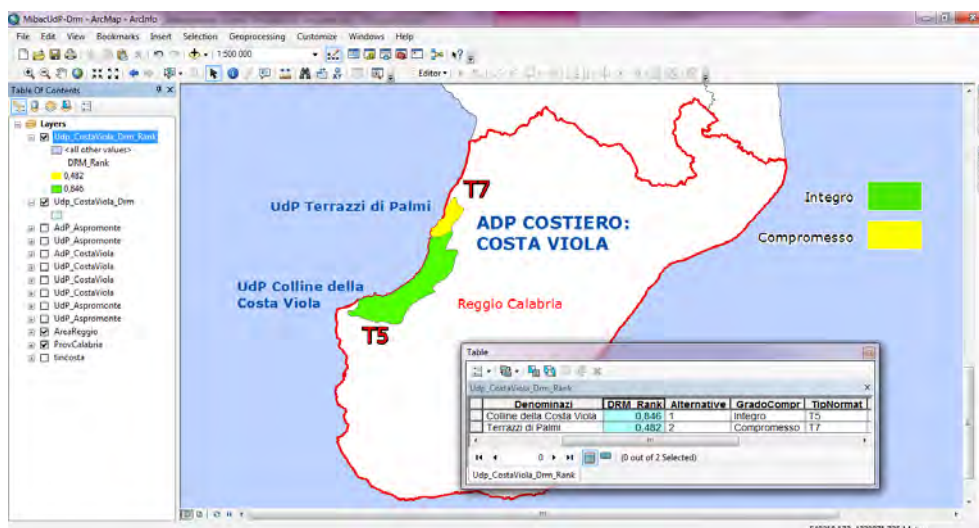


Fig. 5, Costa Viola Landscape Area. “Costa Viola vineyard terracing” Unit and “Palmi terracing” Unit. Intrinsic value density given by ranking and number of Landscape of Elements. Unit ranking in GeoDataBase

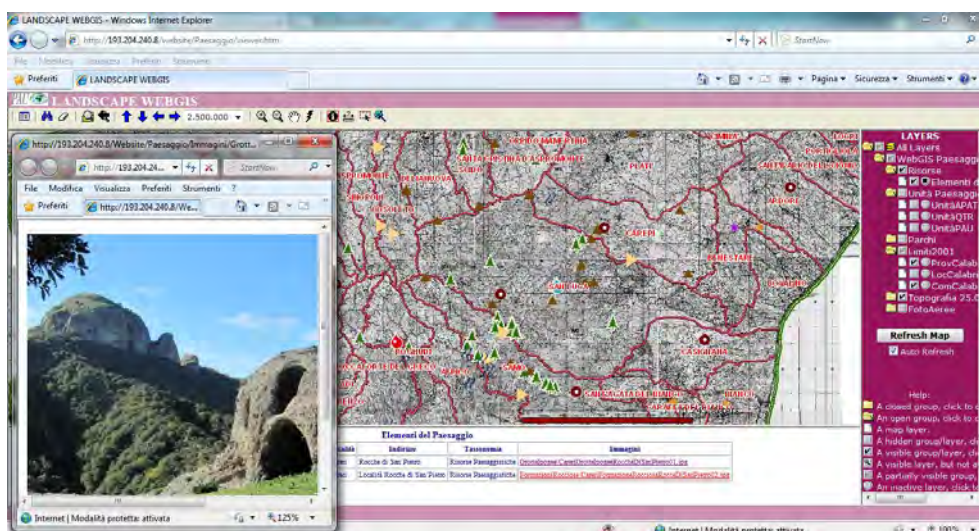


Fig. 6, Province of Reggio Calabria. Landscape Elements. WebGIS for general knowledge and evaluation of Landscape Elements

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The Public/Private Partnership for Urban Regeneration in the USA

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Abstract. The paper examines the cooperation consists of the public/private partnership in the American environment, starting from the definition of the same, as experience shows partnership to represent the local government an alternative way to pursue growth and improvement in respect of sustainable development. In this context also shows the need for local government to work with business and the community to promote the territory's competitiveness, and wellness of local residents. The case of San Diego, California, shows how virtuous interaction and collaborative subjects (private, public, non-profit) has led to the economic and social development of different neighborhoods.

Introduction

The public-private partnership is a cooperation which is funded and operated through a partnership of government and one or more private sector companies. both parties, the government and local authorities on the one hand and the private sector on the other hand, realize joint projects with reciprocal benefits, taking advantage of their potential to achieve both economic and social objectives. The attainable advantages concern both cooperation partners, but in particular they concern members of the community, who are the ultimate recipients of services. In the American context it is clear that this model of cooperation operate, in most cases, to initiate processes of urban regeneration, thanks to the many government funding that can stimulate the participation of private individuals. The obtained results show the possibility of partnerships to define the territory in view of the economic sustainability of the interventions.

The concept of public-private partnership

The public/private partnership is a model of cooperation very popular in the U.S. for urban development especially since 1950 with the opening of the Renovated Urban Programme. The PPP can be considered a form of decisive action in the face of demographic changes and the cut in funding under the consideration that the government only with the support of the private sector could aim at solving social and economic problems related to the restructuring of the city. We have numerous definitions about the PPP. The Community Economic Development (CED) defines the public/private partnership as a cooperation between individuals and organizations in the public and private sectors for mutual benefit. This cooperation has two dimensions:

- a political dimension, in which they articulate the goals of the community;
- an operational dimension, in which these goals are pursued.

The cooperation's objective is to interact these two dimensions so that they are carried out not only benefits the community but also those of the partners constituting the partnership [1]. National Council for Urban Economic Development (CUED) cooperation Public/Private Urban Development involves the sharing of resources, expertise and coordination of activities. It is a negotiated deal in which they shared the risks, benefits and profits, in other words, that defines a multi-faceted process designed to gaps in the local investments, such as unavailability of capital, higher taxes and the weakness of potential demand for the project [2].

Another distinction Development Partnership identifies three types:

1. Partnership indirect, provide loans, tax incentives and public subsidies to private;
2. Partnership aimed, in which the government plays a subordinate role as a partner and can be formalized in the BID (Business Improvement District)
3. Joint ventures, where the local government can have position stock certificate.

The spread of the PPP in American cities is mainly due to the effective organizational capacity of the private sector, in which a key role is played by the non-profit associations, numerous incentives for cooperation connected to the autonomy of local governments in the federal system of USA. This independence allows the negotiation between sectors and deal-making.

Of course, the incentives vary according to the different legal structures of the different systems of government. As well as national circumstances and institutional differences have an impact on the forms of PPP. We have in principle a "partnership model of European Strong State" and a "market-oriented United States" [3].

The partnership provides a means to achieve greater efficiency in the use of public and private resources through negotiations and contractual agreements. In fact, city governments have a lot of power to be able to use for the purpose of territorial development: provision of financial powers of taxation, power to expropriate authority to and Tax-Increment Financing (TIF). We can differentiate between financial incentives, non-financial and administrative incentives. In particular, the financial incentives are used in order to stimulate investment and concentrate them in targeted areas; administrative incentives can be used by local authorities when a project promotes public goals. The local government provides development assistance through the acquisition of land. A fundamental change in the role of local government in urban development took place with the commitment of the public sector in direct debt and equity financing. Traditionally, equity financing "represents an investment of an owner or part owner of a company," while the debt financing "refers to a loan made by a bank to provide capital to an entrepreneur" [4]. With the system of direct debt, a public body makes or guarantees loans or subsidies. In contrast the detention of even partial ownership of a company or a development project becomes more risky for local governments, since the recovery of investment by the municipality depends on the success of the company or project. In addition, the loan guarantees are also a means to reduce the risk of get funding from private lenders. Debt financing is very common, if it can distinguish three types: direct loans, loan guarantees, bond financing income. The loan guarantee is a means to lower the cost of credit. In this situation, the local government provides to a private creditor that a specific portion of the loan will be repaid in the event of default. Therefore, it reduces the risk to the private lender. The bonds sold by municipalities are tax exempt from federal taxation, for which the cost of borrowing through tax-exempt bonds are lower for the town than it is for private lenders.

The investment partnerships are much more prevalent and visible of social partnerships in the United States, these are geared to the economic development of Downtown and the Center Business District (CBD), while social partnerships, in contrast, are to support the development of the district, municipal services, housing and jobs, (Fig.1). These partnerships are more "inclusive" and aimed at a wider participation and distribution of social and economic development. The program of the Federal Empowerment Zones and Enterprise Communities (EZ / EC) can be considered an appropriate example of such "new" partnership approaches [5,6], in the United States. In this context, a more defined role since 1980 has been played by non-profit organizations. An example of such associations working for the betterment of the neighborhood are the Community Development Corporations (CDC).

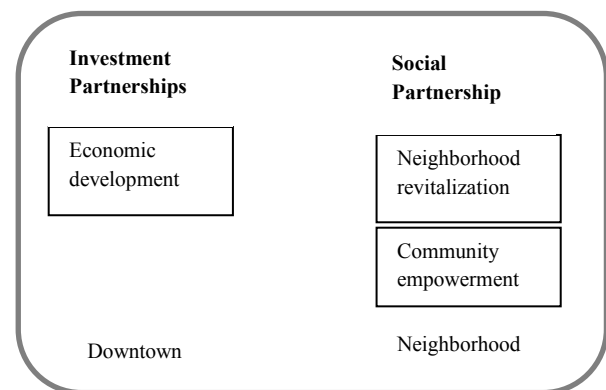


Fig. 1 Investment and Social Partnership

The main models of urban management in the U.S.

In this category are:

Business Improvement District (BID), examples of public-private partnership, in which there emerges the leading role of municipal governments to promote community-based solutions to the problems of the community [7,8], and are among the policies at the international level to improve the economic vitality of urban communities, promote the revitalization of urban areas and promote an innovative approach to the provision of public services [9,10]. A BID is a private organization in which small companies integrate public services and programs, in addition to what the municipality can provide to keep neighborhoods clean, improve operations, transportation, and aesthetics of public places. It can be initiated by a non-profit organization, to public-private partnerships or by a public body - not profit. Depending on state law, the BID can be financed in a variety of ways, including through a tax assessment, mill levy or tax increment financing (TIF) on the property tax, and therefore managed by non-profit agency. The innovative factor introduced is based on the flexible form of urban governance offering, which is a partnership designed to bring together public, private and civic organizations to achieve the overall objectives of the Community [11]. In California, the establishment of the BID is authorized by two state laws: one that allows for the creation of commercial districts based on a special assessment districts for the property. In both cases, the majority of business owners or commercial property owners in a given area may decide to acquire special benefits and pay independently of the benefits obtained. The organization is required to provide financial reports on the use of funds for evaluation. The municipality is also authorized to inspect and review the financial condition of a BID, (Fig.2). In this way the city assists the BID with the review, so that the special assessment is used according to the budget. The city then assumes a certain role in the BID program and the relationship that you create with the companies can be described as a formal public-private partnership with a low involvement of the public sector.

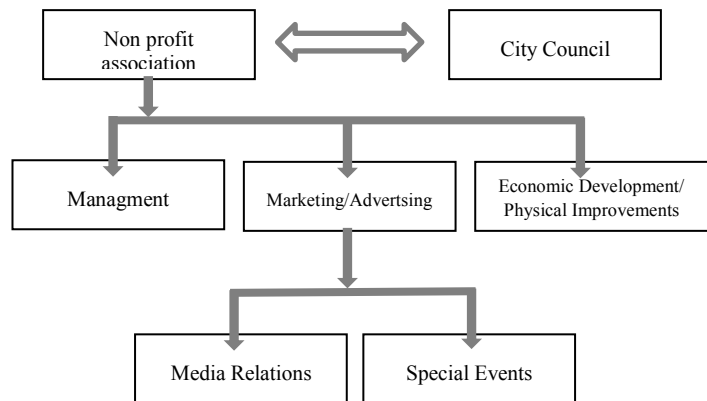


Fig. 2 The braided relationship between the public and private interests in a BID

The Community Development Corporations (CDC) are non-profit organizations that aim at social and economic development of the communities in difficulty and low income. Their action has become more poignant since 1980, showing mainly active in providing financial assistance for the construction of low cost housing in projects to commercial and industrial development, and the promotion of small businesses in their communities. They provide equity capital, loans and technical assistance to businesses. This type of authority are characterized by an Internal Revenue Service (IRS) 501 (c) (3) tax-exempt status for nonprofit, which allows them to avoid some federal taxes [12] and to better carry out their purposes social. The areas of intervention are generally urban neighborhoods or only portions that show a weak social and economic structure, characterized by disinvestment and high rates of unemployment, which is also the reason why for-profit organizations generally avoid these areas. The principle that is the basis of their actions is that neighborhoods can be effective in generating economic growth and employment thanks to cohesion and mutual support that can be found within the same community.

Differently from private entrepreneurs and government institutions, the CDC are able to respond quickly to opportunities for development, in addition to the achievement of their strategic goals becomes to maintain strong ties with the community, involving residents in their governance and development, to ensure that development projects meet the needs of the community. Demonstrating the involvement of citizens in their activities, CDC can also advance a valid claim on the financial, technical and political. But the CDC are designed to do more: their goal is to catalyze a chain reaction of improvement at the neighborhood level. CDC has a fundamental role in building the

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wealth of the community for several reasons: it increases the real estate capital through the development of residential and commercial properties, ranging from affordable housing to shopping centers and even businesses; allows direct participation in the process decision given that at least one third of the board of a CDC is typically made up of community residents, promotes accountability for the actions of residents, working with them to improve the conditions of the community.

There is also the approach Main Street, which is a tool of economic development based on conservation that allows the community to revitalize the downtown and the business district using local resources, historical, cultural and architectural as well as the firms. This was launched in 1977 by the National Trust of Historic Preservation. The local non-profit organization operates through a partnership between local businesses, property owners, residents and members of other local associations, and is structured into several committees, combining different activities in four themes that intersect:

- Organization, to build consensus and partnerships between stakeholders;
- Promoting and marketing, to create a positive image that allows you to rediscover its identity to the community and improve the confidence of consumers and investors in the commercial district, through special events and retail promotions;
- Design, to create an attractive environment by directing attention to all its physical elements: public and private buildings, storefronts, signs, public spaces, car parks, street furniture, public art, landscaping, merchandising, window displays, and promotional material. This aspect also includes the dissemination of good maintenance practices in the commercial district, enhancing the physical appearance of the district through the rehabilitation of historic buildings and by raising awareness of entrepreneurs about the quality of the design and long-term planning.
- Economic restructuring, to strengthen existing local activities, to diversify its economic offer and attract new investment [13].

The key aspect of the approach Main Street is the need for a full time manager and a strong public-private partnership, as well as the knowledge that a strong organization, effective promotions, a commitment to design quality and economic diversification are necessary to achieve historic preservation [14]. The approach is based on the Main Street historic preservation as a tool to exploit the abundance of old buildings and underutilized and trade as a lever for the regeneration of urban areas, the restoration of urban centers as centers of community life and social business. It can also be considered as a "platform of government," where communities, public bodies and the private sector are working together on a shared vision for the regeneration of a specific area [15]. The funding is usually related to revenue from local businesses, residents, property owners and visitors, but also from fundraising projects and corporate donations. Sometimes they receive from the city government, technical assistance, training and financial support in the form of grants. In this scenario shows the evolution of the role of the public sector, from that of a provider of resources to a resource broker, and the active and direct involvement of local communities in a context of regeneration flexible in the sense that every Main Street could be different due to the different needs, activities, and local opportunities [16].

In situations of partnership is evident the significant role played by the community, because it interacts fully in the process of revitalization of neighborhoods, in the mechanisms of development and planning of the same. The participation of the community becomes a strong point for the success of the intervention projects because the constituents the same familiar with the opportunities and problems of their neighborhoods [17].

The example of the city of San Diego in California

The city of San Diego is illustrative to describe the growing importance of public/private partnerships for urban regeneration to sustainable development of the territory.

The actions of redevelopment in the city of San Diego are conducted Redevelopment Agency of the City. In addition to these two companies are engaged in developing autonomous regeneration in well-defined geographical areas: the City Centre Development Corporation (CCDC), which

manages the redevelopment in downtown San Diego and the South East Economic Development Corporation (SEDC), established in 1981 to carry out redevelopment activities in the south-east of San Diego. Both development companies have been established to facilitate public-private partnerships in development projects and have a wide range of powers including that of ensuring public financing, negotiating agreements with developers, and the review of development proposals to ensure that they meet the design criteria and other public objectives [18].

As part of the actions to urban regeneration an important instrument of government is the BID of the county of San Diego, which is used to revitalize older commercial districts throughout the city, for the creation of new jobs, attracting new businesses, strengthen communities made up of small businesses and to provide traders with the business areas the necessary tools to develop marketing campaigns. twenty-five percent of small business owners of the city lies within the boundaries of one of the City BID. Each commercial district, made up of hundreds of companies, is in turn represented by a Main street organization incorporated as a management company non-profit. Under contract with the city, these management companies are non-profit organization responsible for the management of programs and activities to promote and revitalize historic commercial districts of the original San Diego. In 1993 he established the San Diego Business Improvement District Council, a non-profit organization that receives annual funding from the City of San Diego's Small Business Enhancement Program whose members are associations of the 19 BID in the area.

The economic impact of BIDs in the San Diego region is as follows:

- With approximately 12,000 dealers and \$ 12.5 million in annual revenues, business improvement districts are the largest program of self-sufficient small businesses in San Diego.
- 2008 to 2010, business improvement districts in San Diego have created a regional economic impact of \$ 47.4 million.
- Each year, the BID spending supports about 233 jobs.
- Most of the members of the BID receive a return equal to 5 times the investment for their annual assessments [19].

Conclusions

What has been argued so far is a cognitive analysis of a reality, like that of St. Diego, what is the best practice, which exploits the cooperation between public and private organizations for socio-economic development, it is the fundamental starting point for the identification of strategic actions adopt in the future context of Reggio Calabria's metropolitan city, especially in areas lagging behind, to revitalize specific territorial contexts that today despite having the right resources and potential, in conditions of social and economic degradation, those who have given in the past years, the continuous abandonment of the territory. What emerges is the important role that community, both as a recipient of any intervention, either as an active, even from the economic point of view, the possible actions to be taken to the area.

Acknowledgements

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The Outstanding Universal Value of the *Isola Ellenofona*

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Abstract. This paper is a summary of the research carried out to bring out the distinctive elements of cultural heritage, for the outstanding and universal value, they characterize a well-defined area of Calabria to get UNESCO recognition. This action is part of a broader framework of interventions, aimed at understanding the importance of the actions for the protection, preservation and transmission to future generations of the cultural, natural and intangible heritage in the territory through the establishment an integrated actions to be taken to the economic development and social context.

Introduction

Calabria is a land where they are strong individualism that the personality of the one part, and the deep roots on the other hand, contribute to the survival of traditions, crafts, languages that have been preserved with extraordinary spontaneity, despite the depopulation and misinterpretation and management identifying characteristics present. The awareness of the importance of these values, with the design of appropriate interventions revitalization and actions that lead to sustainable economic and social long-term, are the steps required in order to exploit the full context. Aim also to a hypothetical recognition by UNESCO, would enter the Calabria in the international panorama.

The context

Calabria is a land where they are strong individualism that the personality of the one part, and the deep roots on the other hand, contribute to the survival of traditions, crafts, languages that have been preserved with extraordinary spontaneity, despite the depopulation.

The cognitive analysis has allowed the identification, in an area of southern Calabria, of area which is now recognized as *Area Grecanica*, (Fig 1), the *Isola Ellenofona*, a core areas, located along the natural river bed Amendolea It consists of six historic centers: Bova, Bova Marina, Condofuri, Roccaforte del Greco, Roghudi and San Lorenzo, which still recognize

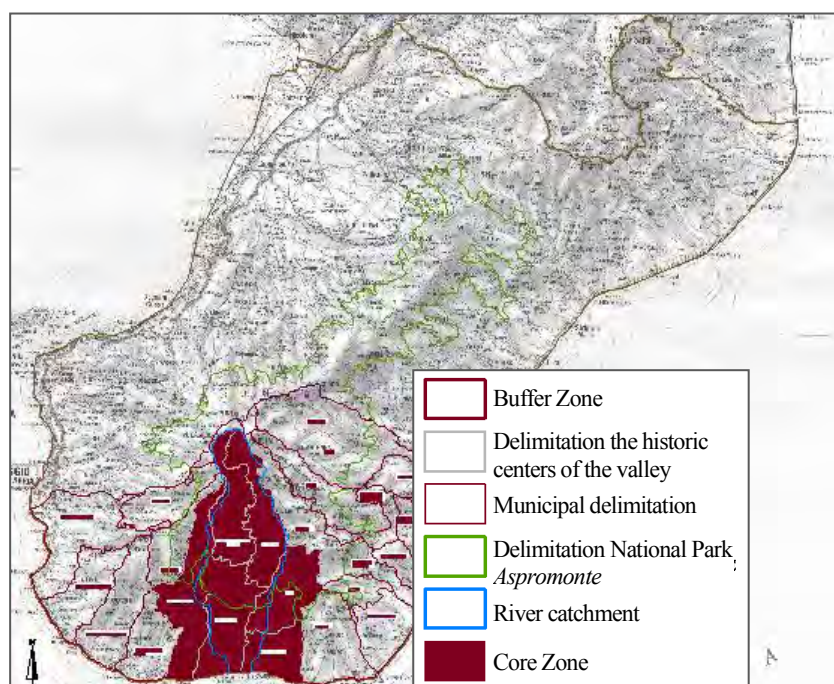


Fig. 1, the context

strong components of Greece Calabria, perceptible in a tangible way, which found particular expression in the persistence of the original idiom, Grecanico, protected by law n. 482/1999 and by L.R. 15/2003.

The research, however, starts from the identification of a reference area larger than the *Isola Ellenofona*, called buffer zone, this is confined to east from Sant'Agata's river, to west with Buonamico's river; in this territory live elements that make this a unique slice of Calabria: the historic centers of excellence, artifacts, archaeological sites, environmental emergencies, cultural landscapes, and places where it was found homogeneity of values that still evoke the *grecanici* cultural characteristics.

The presence of this linguistic minority, together with its complex cultural arises, therefore, the emergence of finding viable solutions and consistent that conflict substantially the inevitable disappearance of this heritage, which deserves, however, greater attention. It is for this reason that a viable proposal could be the application of the *Isola Ellenofona* lists of World Heritage Sites.

The cultural heritage as a resource: protection, conservation and increase the value of them

“Un bene diviene risorsa quando una comunità lo assume come tale ritenendolo adeguato al soddisfacimento di alcuni bisogni e opera per un suo sfruttamento” [1].

The finding comes from the *Isola Ellenofona* recognition of universal values that this area is able to preserve their uniqueness both in terms of material values, both in terms of the intangible values which is extraordinarily rich. This awareness leads to demand the protection of the environment, through actions of development and conservation of heritage identified. Specifically, the first is addressed to the exercise of the functions and regulation of activities aimed at promoting the knowledge of cultural heritage and to ensure the best conditions of use, with the sole objective of promoting the development of culture [2].

Instead, the second understands and implements all the actions that have as their

essential objective is to increase the enjoyment of

the cultural property, including through the planning and implementation of conservation actions, aimed to restore, to recreate, to rediscover or simply to keep the values that characterize the same heritage, both it cultural that landscape.

According to this consideration, through a proper use, heritage becomes generator of economic values, as it is capable of implementing the possible development processes relating to all aspects that are not directly linked to the heritage but that revolve around it and nevertheless relate to the economic growth of the area in which the property is located, (Fig.2).

It is, therefore, evident that the property, in the sense of resource constitutes a capital able to counteract the negative impacts of globalization of markets, advantage of its distinctive features: identity and authenticity, against risks of cultural homogenization [3, 4], and to promote the socio-economic development and local development, for instance, the processes of sustainable development of tourism flows. With this purpose, the design of a development plan for the valorisation of the *Isola Ellenofona* includes a series of achievable goals through specific actions and interventions that arise from the direct reading of the territory, with the identification of weaknesses and opportunities. This would be supported by a plan strategies 'system', then addressed not only to the cultural heritage, but to all the other resources that characterize and represent the distinguishing marks that history has settled in the territory.

Being a local development project an indispensable step is made by the action of sensitization of the population, it is necessary to recover the collective sense of belonging to the land rediscovering

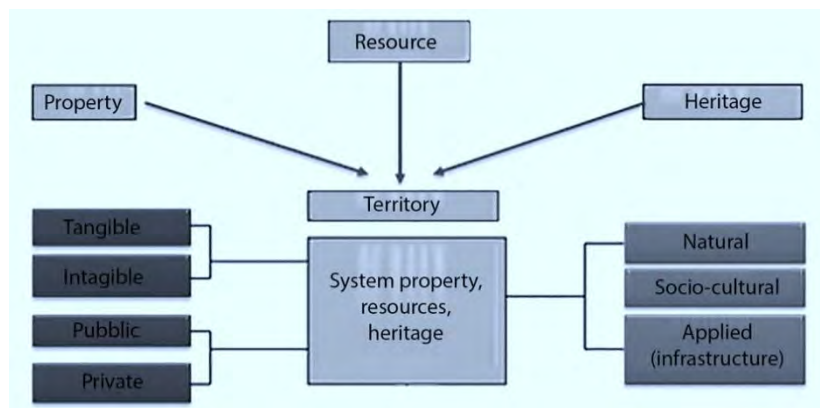


Fig.2. Diagram of the concept of territory as a system of property, resources, heritage

their roots and strengthening them, avoiding attitudes nostalgic or closing, and reinterpreting them with respect to new conditions and opportunities that arise.

The involvement of local communities, implemented through the networking of relevant stakeholders in the area, it raises the awareness of the cultural heritage, understood as the ability of citizens to recognize their identity in that heritage, to recognize it as their own and, consequently, to cooperate for its preservation. The integrated resources can also generate direct economic impacts, with the outsourcing of activities and services related to its management, as well as indirect impacts. These result from the fact that the system is built around heritage enhances the appearance of competitiveness of a territory, then this is more able to attract financial and human resources, outsourcing and increasing tourist flows towards reality so-called minor [5].

The principle of integration is not only to be understood as integration of resources, but also and especially as integration of sectoral policies which have as their fundamental objective to intervene simultaneously on all dimensions that give rise to situations of degradation, then a set integrated actions of physical, economic and social.

The awareness of values of Calabria, not only urges the widespread significance of conservation, but also the knowledge of international level, to spread those values which meet the requirements of universality and uniqueness that suggest Calabria deserving of wider recognition of assets to World Heritage according to the definition of the center of a World Heritage Site by UNESCO.

The possibility of the Application Lists of World Heritage as a development opportunity

The inclusion of the *Isola Ellenofona* between sites recognized as World Heritage by UNESCO, means not only the acquisition of a title, but the adoption of an effective method for long-term development of the area in question, contributing substantially to growth, that is the increase of goods and services produced by the economic system, and the development of the territory, that is the increase and improvement of quality of life, including elements of social, cultural and political life. Activate the processes related to the start of an application, however, implies the need to make a series of changes, including a different approach to the management of heritage and landscape, or even in terms of high costs, from the drawing up a appropriate candidature dossier, as established by the World Heritage Centre in the Guidelines [6], which will be essential to initiate numerous and extensive studies of scientific value, and will be evaluated on the basis of which the request for nomination [7]; the



Fig. 3, Friendly farm, in the background the village Amendolea



Fig. 4, Amendolea torrent and Roghudi

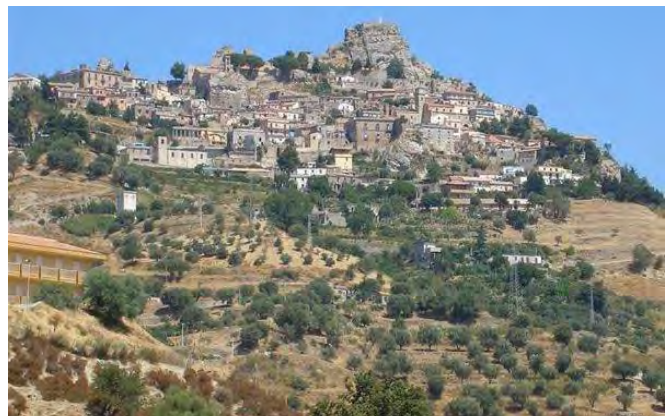


Fig. 5, Bova

application must contain details of the site with its description of the property, it must explain the reasons why that particular heritage should be included in the lists, must consider the conservation's conditions and factors affecting the site, indicating the form of protection, management and monitoring, which explicate the Outstanding Universal Value. This value, expressed through at least one of ten criteria established by the World Heritage Convention in 1972, is the meaning of cultural and / or natural so unusual as to transcend national boundaries and which proves to be of common importance for present and future generations of the humanity [8], together with the requirements as to authenticity, suggested by the Nara Document of 1994, and integrity.

Specifically, given the peculiarities of which it is composed, the Isola Ellenofona is recognized a exceptional nature and universality, as evidence of past civilizations interwoven with an elaborate system placed in a natural environment and strategic position in the Mediterranean.

This territory defines a Cultural Landscape, meaning joint work of man and nature as indicated by the World Heritage Centre, and on the basis of representativeness at territorial scale in which individual monumental testimonies are connected to the history, the image and the cultural values this rich and complex landscape. In the *Isola Ellenofona* the natural element is combined to that of humans, which over the centuries has formed the seemingly inhospitable and harsh territory, creating numerous historic towns castled on the slopes of the Aspromonte, taking advantage of the flow of rivers to generate the driving force of water mills and crushers or shaping the hilly land to grow with the characteristic terraces, fortified orange trees, vineyards and olive trees land inhabited by herds of goats and herds of cattle and as a result the landscape seems to recall the timeless bucolic images, made even more true by a strong presence of intangible values, such as the multiplicity of spiritual places, the churches of the Byzantine rite, the hermits caves and Christian sanctuaries, such as the Polsi or the procession of Pupazze of Bova, where religiosity and always is combined invariably pagan aspect; another distinctive characteristic is the presence of the idiom and grecanico, an essential element of the cultural landscape that is emerging in the *Area Grecanica*, this element is configured as a common thread that integrates with all the other [9], (Figs. 3,4,5,6). This landscape shows the evolution of society and of human settlement over the centuries, under the influence of stress and / or benefits originated in their natural environment and the social, economic and cultural later, internal and external, as stated in the Regulations for the Implementation of the World Heritage Convention.



Fig. 6, Procession of Pupazze, Palm Sunday, Bova

Open questions

The recognition of the centrality of territory in the design processes and procedures of land development aimed at creating value implies the need to deal not only with the conditions of local development but also with the competition and / or cooperation with a view to a government participated and the appropriate bodies to support it over time. It is obvious that in this logic, the boundaries between the public and private sector institutions become less clear.

The concept is expressed just found the limit for the development of the territory. In fact, shares of no control, have often led to outright negation of the cultural landscape, the moment has failed to recognized the importance of values, that is, when no account was taken of the original building fabric of the villages instead of entering buildings made with techniques that are not compatible with the territory and new achievements in areas not intended for buildings, when they are missing the attention to the crops and the agrarian settlements, and so on. What emerges is that the basis of good governance of the territory must be first of all the knowledge of reality, as the local policy is

closely linked to socio-economic reality and its evolutionary dynamics, the definition of integrated projects that consider not only the plurality of resources and put in the system, the activity in order to implement policies, programs and projects with greater efficiency and effectiveness in the public interest, but could improve in the growth stage management and dissemination of technical skills and administrative. Finally, evaluation is needed and the constant monitoring of the actions taken.

A Local Governance lead to the strengthening of the capacity of the system territory to think, plan and act as a collective actor towards a scenario of sustainable local development, including facilitating the introduction in the processes of urban and regional planning some qualifying elements such as participation, aimed at the legal accountability of the public sector (public or stakeholders competitors to the realization of public interests) involved in the decision-making process, communication, aimed at training and orientation of consent with respect to all the issues at stake and to a greater extent than the main problem, the evaluation aimed to support, data, and processing scenarios, decision-makers in the exercise of their functions [10,11,12,13].

Currently fortunately, significant elements of the cultural landscape of the *Isola Ellenofona* have been preserved, but enough to stay in time and be especially put in value, you must trigger a series of processes and long-term interventions, implementing the above. And what better time, if not trying to put in order the 'pieces', returning each piece in the right place, to try to teach the process of candidacy to the list of World Heritage?

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Challenging Inclusivity Urban Agriculture and Community Involvement in San Diego

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Abstract. In recent years, destiny of cities has proven to be connected to efficiency and resilience of their 'Green Infrastructures', related agri-forestry strategies and health and food security policies. Policy-makers are increasingly dealing with such issues by means of specific sectorial measures including food system arrangements for health and sustainability, even in order to preserve fringe areas threatened by urban growth. Across the US, where 'food deserts' heavily shape access to fresh, local and healthy food, the growing consumers' demand is being addressed by Urban Agriculture practices giving new perspectives to blighted zones of the post-crisis cities and tackling social malaise related to the massive migration. The 'New Roots Community Farm' in City Heights neighbourhood, San Diego, California, shows an intriguing potential, matching social inclusion and physical-economic redevelopment.

1. The 'Healthy Food' issue in the United States

There is no doubt that since the very beginning of the Structural fund season, the European Union has been increasingly pursuing principles of community cohesion and social inclusion and an important role for reaching the expected outputs was reserved to territorial and urban redevelopment. *Europe 2020* strategy has been conceived in order to re-boost the integration of 'civitas' and 'urbs' dimensions providing a new impulse to the centrality of urban and metropolitan areas. As part of this issue, the 'Healthy food system' and the 'Urban Agriculture' (UA) phenomenon - the culture of which has its roots in the history of European settlements - can represent an intriguing vector for integrating economic, environmental and space issues with social inclusion imperatives in contemporary urban policy. There is no doubt that this is a complex, relevant challenge, nevertheless it may be argued that it is possible to explore new fruitful paths, highlighted by intriguing, successful practices belonging to other cultural contexts.

Urban redevelopment within cities affected by economic crises currently presents a major challenge for public administrations, private investors, and an increasingly kaleidoscopic group of socially-driven stakeholders. However, the imperative of pursuing inclusive urban strategies which are faced with the exponential rise in migration has rarely been connected to the issues of limiting land consumption and boosting economic, physical and social regeneration in most developed countries. Only fairly recently within the general framework of urban/rural relationships has UA begun to emerge as a practice that could prove successful both for giving new perspectives to blighted zones of crisis-ridden and post-crisis cities, and for tackling the kind of social malaise related to the phenomenon of mass migration in western metropolitan areas.

This work focuses on reflecting on and assessing how - and to what extent - the so called Healthy food policy and the related UA practices in United States (and particularly in San Diego, California) can drive innovation in urban regeneration strategies, not only in physical and economic terms, but also from the perspective of social inclusion culture. A specific case study of an integrated initiative run by a non-profit organization (NPO) is discussed in order to support such a scenario. The *New Roots Community Farm* initiative - located in a 'patchwork community' of immigrants in the distressed neighbourhood of City Heights - seems to be particularly significant

for its aim of revitalizing ‘urban’ spaces through the involvement of refugee groups and the related local community in urban farming, community garden care, and the potential for an interesting ‘chain’ of connected activities. The entire neighbourhood is considered a ‘critical food access’ area and the main engine of the initiative, an international NPO - the International Rescue Committee (IRC) - worked with other community-based associations, the City of San Diego and the San Diego County Farm Bureau to develop the project on vacant public land. This ‘lesson’ can represent a significant experience in order to assess critically how and to what extent the ‘feeding the city’ approach can positively impact on urban regeneration strategies both in American and European contexts.

2. Food deserts: a geography of discomfort in the US

All over the US, a brand new ‘geography of discomfort’ is significantly challenging a broader meaning of Welfare State by featuring goal standards in food access. A growing consumer demand for fresh, local and healthy food is creating new markets and changing relationships and flows between urban, peri-urban and rural contexts. Many of these efforts specifically address the needs of residents of low-income urban neighbourhoods to access food. The wider framework in which such programs are embedded is to be found in the so called ‘Healthy food policies’ and proper diet habits as a way to tackle such serious and widespread social diseases as obesity, diabetes, cardiovascular problems and specific types of cancer.

Although US food production is significantly more than sufficient – almost triple the present needs of consumers [1] – the entanglement of malnutrition and lack of access to fresh and healthy food is the main issue at hand. Indeed, not only does disciplinary research literature demonstrate a correlation between the health behaviour of individuals and their social and physical surroundings,

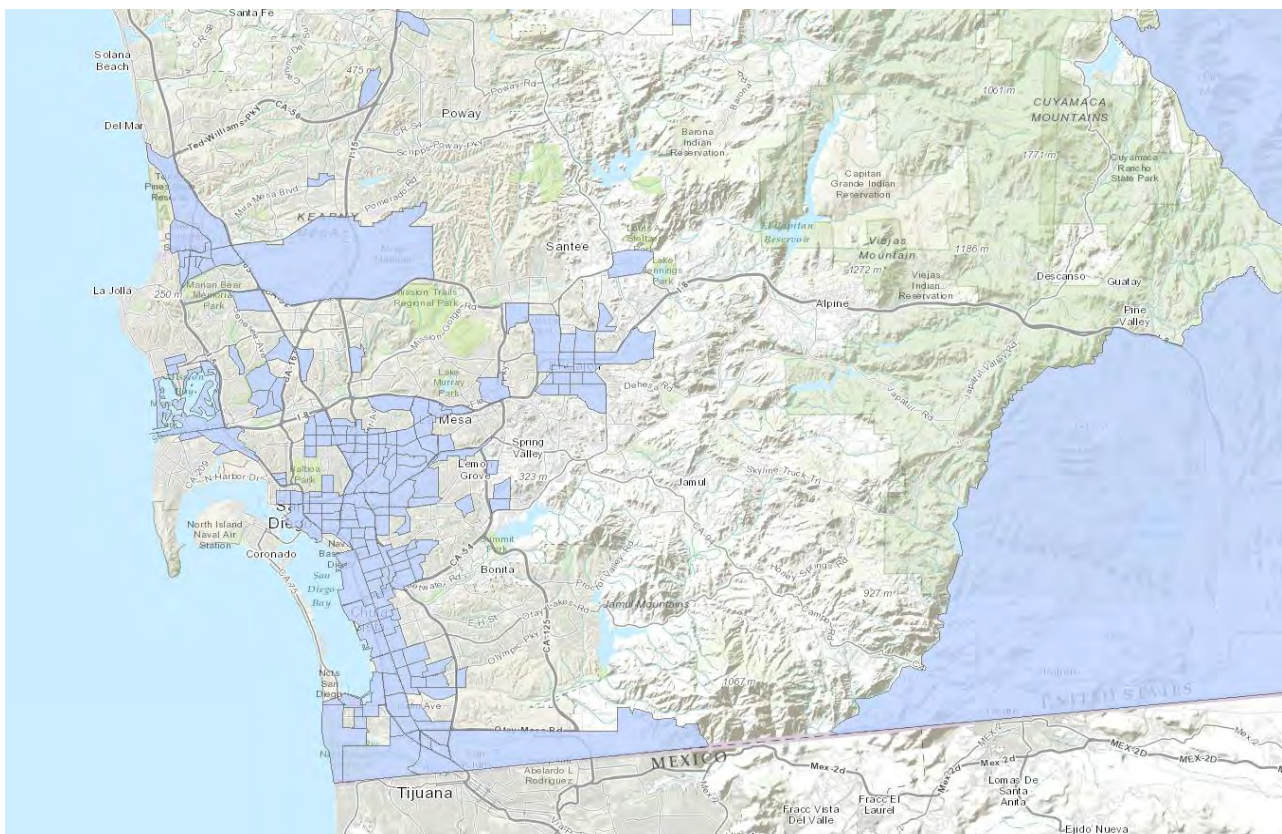


Fig. 1. Food access locator. Tracts with a poverty rate of 20% or higher, or tracts with a median family income less than 80% of median family income for the State or metropolitan area. Source [4].

but specifically shows a relationship between diseases of malnutrition and low-income neighbourhoods.

The lack of supermarkets and grocery stores selling affordable, fresh, healthy food may have substantial impact on low-income and minority communities to have equal access to food [2].

Thus, the most compelling argument in favour of widespread availability of fresh and healthy food is reflected in the mapping of 'food access', where 'food deserts' are areas "with limited access to affordable and nutritious food" [3] - or 'food swamps' are marked by the abundance of unhealthy food sources such as fast-food restaurants and convenience stores. Information is provided *on a census tract basis* and relates both to household economic conditions and availability of private transport for commuting [4] (Fig. 1).

Under USDA criteria defining low access food areas, "about 10 percent of the 65,000 census tracts in the United States meet the definition of a food desert. These food desert tracts contain 13.5 million people with low access to sources of healthful food. The majority of this population — 82 per cent — lives in urban areas" [5]. According to USDA, "tracts qualify as 'low access' if at least 500 persons or 33 percent of their population live more than a mile from a supermarket or large grocery store (for rural census tracts, the distance is more than 10 miles)". Conventionally, the maximum distance from a 'full service grocer' has been established of 1-2 miles in urban areas and 10 miles in rural areas. Such a relevant snapshot of the current situation meets somehow public concern and media attention to the environmental impacts of food, namely life-cycle greenhouse gas emissions associated with food production, since in the US food is prevalingly transported long distances (1640 km delivery and 6760 km life-cycle supply chain on average) [6]. Current debate is moving towards short food supply chains, with short distance and/or small number of intermediaries between producers and consumers. It entails a broad range of food production-distribution-consumption configurations, such as farmers' markets, farm shops, collective farmers' shops, community supported agriculture, solidarity purchase groups.

In this context, the United States is at the forefront of community-based agricultural and rural practices, not only for the achievement of urban physical regeneration objectives, but also in consideration of the social integration and economic development targets that such initiatives aim to attain. In fact, together with the most renowned 'community gardens' or 'etail farms', there is a wide variety of different activities linked to local agricultural production and fresh produce as 'commercial kitchens', food business incubators or culinary art initiatives integrating the healthy dimension with job creation, community education, culinary culture and related socioeconomic aspects.

Planning agencies, both at local and regional level, are increasingly using urban and regional plans to address food system issues in a sustainable way. Among them, UA is one of the topics identified as an 'innovative' tool to enhance the food system, economically, environmentally and mostly socially. Defined as "the growing, processing, and distribution of food and other products through intensive plant cultivation and animal husbandry in and around cities" [7], UA includes a number of different green- and brown-field initiatives. These projects are often inspired by NPOs with a variety of goals, including health and environmental issues, and job and income creation, as well as the development of entrepreneurial skills and the regeneration of distressed neighbourhoods. Indeed, as cities spread into suburbs, inner-city buildings and lots are abandoned or demolished; UA restores vacant parcels of land to productive use in an alternative food supply mechanisms.

3. The California model. Entanglement of policies, strategies, actors

In the last few years, the State of California has launched a new series of policies to promote a culture of healthy eating and access to fresh and nutritious food. The *California Healthy Food Financing Initiative Council* (CHFFIC) was established in October 2011 when the Governor signed Assembly Bill (AB) 581. CHFFIC is a public-private partnership program that was created to increase access to healthy foods in underserved, urban, and rural communities and inspire innovation in healthy food retailing. The CHFFIC Fund - using federal, state, philanthropic, and

private funds - provides financing for grocery stores and other forms of healthy food retail and distribution by delivering grants and loans to eligible applicants.

In California, particularly large metropolitan areas are currently making 'foodshed' assessments to plan for specific interventions. In the last years cities as San Francisco, Los Angeles and San Diego have been easing procedures and changing plans and zoning codes to include UA and stimulate the cooperation of NPOs and other local actors. In particular, *The California Endowment* (TCE), a private, state-wide foundation whose mission is to provide access to affordable, quality health care for underserved individuals and communities in California, is undertaking the *Building Healthy Communities Initiative*, a 10-year, \$1 billion plan that funds 14 Californian communities in order to transform their neighbourhoods.

TCE granted funds to start the *San Diego County Food System Alliance* in March 2012. The Alliance's objectives are to strengthen local farms and improve access to high-quality healthy local food by improving infrastructure and regional food distribution.

The UA approach is currently gaining space in San Diego within both the wider political framework and the cultural shift towards more healthy eating habits and food, especially in low-income communities. UA in its various forms may therefore be seen as a complementary, concurrent element - if not a trigger - of economic and social regeneration initiatives in blighted areas and distressed communities.

Actions and initiatives related to UA take different forms and have been institutionally recognized both by the County of San Diego in its Strategic Plan (2012) and the City of San Diego in its municipal and zoning codes: the amendments adopted in January 2012 enhance the 'zero food miles' approach by introducing two new categories within the General Plan ('Farmers' Markets' and 'Retail Farms'), simplifying the process for approving farmers' markets on private property, making minor adjustments to community garden regulations, and easing restrictions for keeping small animals (chickens, goats and bees) in single family and multi-family homes. Under the amendments, retail farms (produce is grown and sold at the same location) are differentiated from daily, weekly and monthly farmers' markets, under distinct rules. Within the context of land use zoning, *community gardens* and *backyard gardens* are regarded as primarily for consumption by the grower, while commercial *urban farms* are for production and selling.

The amendments follow a \$50,000 grant awarded to the City by the *County of San Diego Health and Human Services Agency* in order to pursue municipal code and general plan amendments supporting UA with the goal of stunting obesity rates by planning communities in ways that support increased physical activity and access to healthy foods.

Definitively, within the amended General Plan in San Diego, UA is defined as "the production of food in and around cities for local consumption". The policies of specific plans aim towards a UA system that should be both economically and environmentally sustainable by:

- encouraging the use of specific UA techniques that require reduced land and water use;
- recognizing the cultural and economic benefits of providing opportunities for residents to grow healthy, affordable, culturally appropriate foods;
- developing land development regulations that allow UA uses in appropriate locations and increase opportunities for farmers' markets on public and private land;
- encouraging UA land use in underutilized vacant plots and peri-urban areas;
- exploring potential locations for UA land use as part of a long range plan.

4. City Heights neighbourhood and 'New Roots Initiative'

Besides public support, other funds are available thanks to private and non-profit bodies advocating for health and health equity, and fighting to expand access to affordable, quality health care for underserved communities. Among them, TCE fund, previously mentioned, is active since 1996; it has appointed Social Compact, NPO of the business sector, for highlighting through a detailed survey the discomfort of City Heights neighbourhood in San Diego, marked by pockets of poverty, illegal immigration and unmet demand in public and private transportation [8]. Over the past few years, Social Compact has worked to develop the Grocery Gap analysis, a research

methodology that addresses critical questions regarding grocery and food access options in communities nationwide; the tool is able to quantify the demand for grocery services, understanding when there is mismatch, and to highlight what it means to be an underserved neighborhood, measuring a community's access and the availability of grocery services.

On average, residents in the City Heights study area (Population 90,577; Households 26,944) travel a distance of 0.66 miles to reach one of the seven full service grocers in the whole area, yet in some block groups residents travel a greater distance, nearly double the study area average (Fig. 2). About 33 percent of the total population reside in 'critical food access areas' and roughly 24 percent reside in areas considered underserved, many of which demonstrate market potential that could support additional grocery retail development.

A more detailed analysis of critical food opportunity areas and density can enhance understanding of where need for grocery development is more acute and likely to impact a greater proportion of underserved residents. Still, such a 'view from above', while providing quantitative data related to food access, neglects several qualitative features that could prove assets in a place-based approach. City Heights is largely defined by its prominent topography: settlements sit primarily atop mesas punctuated by impressive canyon systems and creeks. Density varies from 47 people per acre (120 inh/ha) to 8 people per acre (20 inh/ha).

Whereas a higher density proves a competitive advantage typical to urban markets, low density could enhance a different consumption pattern related to short food supply chains: at a closer look, urban agriculture and urban farming could easily be accommodated in vacant lands, also considering that husbandry complies with previous activities of the many immigrants communities, notably several refugee groups from Somalia, Vietnam, Cambodia.

Access to affordable fresh and healthy food has become a major issue, all the more so because immigrants and refugees tend to prefer food from their own culture, which may be very difficult to obtain in an already underserved area. This too must be taken in consideration, as the majority of affordable groceries throughout the whole city of San Diego are from the Mexican culinary tradition.

The *International Rescue Committee* (IRC) – an important international NPO working with a peculiar focus on refugee resettlement in the US – gained better awareness of the food-related problems in the City Heights neighbourhood and began organizing meetings with local communities around this issue. Many immigrant families suffered high rates of obesity and other health problems due to the lack of affordable fresh and healthy food.

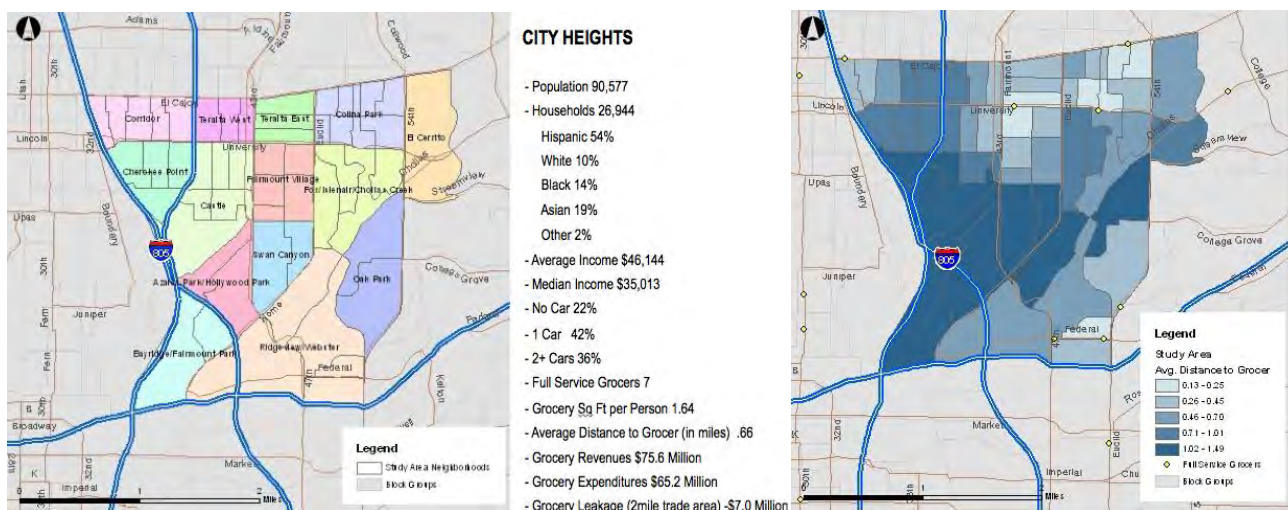


Fig. 2. San Diego City Heights Grocery Gap. Study Area Context Map (left) and Average Distance to Full Service Grocer by Census Block Group. Source [8].

IRC started a bottom-up process, working with refugee communities, other residents and local groups to tackle food insecurity and malnutrition. They identified a vacant brownfield public lot and asked the city for permission to farm that land. Because the City did not yet have a policy for urban farming, IRC – together with residents and non-profit advocates – focused on finding solutions by promoting changes in the laws about land use, community gardens, farmers' markets and other grassroots initiatives.

After several years of bureaucratic process, in 2009 the City of San Diego approved the project and released an 'occupancy permit' on the designated vacant plot. As already mentioned, a significant development in this process was the approval of a city ordinance in January 2012 that dramatically streamlined the city's community garden regulations.

Since many refugees were farmers in their countries of origin, the strategy was less oriented towards technique, and more towards a better understanding of market dynamics, business and marketing.

The *New Roots Community Farm*, endorsed by the First Lady Michelle Obama visiting the garden in 2010, is the first of several initiatives put in action by IRC under the broader umbrella of the *Food Security and Community Health (FSCH) Program* (Fig. 3. – 4.).

Other initiatives comprise the *New Roots Aqua Farm*, an 'aquaponics system' that employs a closed-loop cycle of tilapia farming with hydroponic vegetable growing. The Aqua Farm is also a small-food-business incubator that gives entrepreneurial residents additional space to grow.

New Roots growers from both the Community and Aqua Farms sell their produce on a weekly basis at the City Heights Farmers' Market. Within the same program, the City Heights Community and Remedy Garden is located in the heart of City Heights with 16 gardening plots for community residents and a herbal medicinal garden, where two high school garden programs train youth in urban farming and food justice advocacy.

This incremental strategy is to ensure that refugees and residents are able to obtain affordable fresh organic food to feed themselves and their families, and also gradually to introduce them to the food business. Training programs are organized by the IRC, and because the community farm has been certified, they are able sell their surplus at City Heights Farmers Market and to restaurants, making it a potential secondary income for a family. This is especially pertinent to women, who generally are more involved in the process. Some farmers have turned this activity into a business, through a food business incubator located in Pauma Valley, 50 miles into San Diego County.

From a micro point of view, the initiative is proactive in meeting its community needs, primarily



Fig. 3. - 4. Refugees working in the community garden (left) and First Lady Michelle Obama, visiting 'New Roots Community Farm', San Diego, April 15, 2010. (Photos A. L. Palazzo 2013, left, and Associated Press 2010, right.)

in terms of food security and nutrition. In a ‘critical food access area’ such as City Heights, farmers not only have land to farm and access to fresh ethnic food, but also technical assistance, credit facilities and training to improve their business knowledge. Locally grown food from New Roots may allow households to enhance their income and achieve a better diet. Training programs improve business capacity building, and microenterprises are sustained by a number of IRC facilities.

Broadening the perspective, *New Roots* has widened its specific impact via a step-by-step process, and now comprises a network of initiatives serving communities’ needs, and developing local economies both within the neighbourhood, and beyond its urban borders.

5. Food potential for regenerating our living environments

As it is increasingly argued by different stakeholders interacting in urban and regional domains, there is no doubt about the growing attention on the ‘Healthy food policy’ general framework, from the conception of programs and plans to the implementation and management of projects.

It is at the moment a core problem not only for the specific condition of developing countries, but also for the US and other OECD countries, where food issues are more and more linked to cities, prompting new governance tools. As an example, for some Authors, the term ‘foodshed’ conveys somehow the idea of a model food basin for production and consumption according to the needs of an estimated resident population [9]. Beyond the paradoxical defiance in such a ‘global economy’, it should be noted the role that UA plays against the reduction of the ecological footprint and/or the raising of market price of fruits, vegetables and dairy products.

However food issues are increasingly matching with other concerns related to land use and land consumption notably in fringe areas where the urban and the rural have become increasingly difficult to differentiate. Indeed, “the fringe is not just the place where town meets country but a collection of dynamic and productive environments set in inspiring cultural landscapes, meeting the needs of both the present and helping to change the way we live in the future” [10].

Tackling ‘urban rural-fringe’ areas means to cope with: “a multi-functional environment, often characterised by essential service functions; a dynamic environment, characterised by adaptation and conversion between uses; low-density economic activity including retail, industry, distribution and warehousing; an untidy landscape, potentially rich in wildlife” [11], and, last but not least, with the management of urban growth by avoiding potential sprawl.

In the European countries ruled by the ‘civil law’ culture, notably in France, urban planning is incorporating strategic design tools along with specific sectorial policies including food system arrangements for health and sustainability (i.e. *Politique Penap*, *Charte de l’Agriculture urbaine*,...).

Conversely, in the US, and in California, UA is increasingly used to foster virtuous forms of cohesion and socially-inclusive strategies in contemporary fragmented metropolitan communities.

The case of San Diego conveys a series of suggestions both at central and local institutional levels. It proves the potential of a proactive set of initiatives in terms of actors, partnerships, social value, community involvement, economic sustainability, mixed functions, and new identities. Yet, although these themes are entangled in strategic documents – for instance the ‘Farming Program Plan’ which is one of the topics of San Diego County Strategic Plan – many professionals are fostering the promotion of the holistic character in plans, programs or projects aimed at developing a County’s territory or a limited area. This character could allow local government to virtuously create a real added value.

On this way, recently William Fulton, who has been leading the San Diego city’s Planning Department for 2011, is working to bring many single redevelopment programs and projects under the General Plan framework [12].

However, it would be an illusion to think that such a ‘recipe’ can be imported ‘sicet simpliciter’ into other contexts. In fact, its relevance as best practice is obviously related to specific conditions of space, time, and civic and juridical culture.

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Place-Based Approach: a US-EU Comparison

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Keywords: Place-Based Approach, Equity Distribution, Local Development, Community Led Local Development (CLLD), Smart Specialization (S³).

Abstract. A basic requirement to achieve economic development within a State or a union of states is to reduce spatial inequalities between the different regions and cities. Both in the European Union and in the United States, development budget funds are assigned to local development strategies. In this perspective, the place-based approach furthers regional development by tailoring policies to the specific economic and social contexts. American and European case studies reveal strengths and weaknesses of policies involved in the local development process while pursuing the *spatial equity distribution* principle. The multidisciplinary approach of the CLUDs project, focusing on urban and territorial planning, urban management and local development, better analyzes issues through a methodological approach based on case studies. According to the CLUDs project, American case studies such as Dudley Street, Boston MA and Washington Gateway Main Street, Boston MA, reveal a consolidate recourse to corporations, organizations and institutions in order to implement the place-based initiatives. Conversely, European case studies such as Berlin-Brandenburg, Germany and West Midlands, United Kingdom and others, denoted an ad-hoc “place-based” practice, with a wider scope of application. Final observations enable to implement the theoretical knowledge on the places-based approach as a driver to thrive local development.

Introduction

In the European perspective the place-based approach finds its main target in the *spatialization* of the investments, sponsored by the cohesion policy. However, a policy unclear and generalist in its essence has led increasingly to the necessity of shifting the focus more on a *contextual analysis*, in order to identify all those competitive niches in which to allocate these European funds.

As Fabrizio Barca argues, in the place-based development policy, where space-aware policy interventions are aimed at improving opportunities and changing economic institutions, a distinction is called for between the two objectives of these enhanced opportunities:

1. the *efficiency* objectives, i.e. achieving a fuller utilization of economic potential of all places;
2. the *equity* objectives, i.e. achieving socially acceptable standard of living and reducing disparities, independently of where people live [1].

Barca defines the place-based approach as an advanced approach for delivering public goods and services, addressing multiple dimensions of social inclusion [1]. The basic assumption is that the place-based approach improves performance of development policies (by stimulating endogenous development potentials and catering policy to local circumstances) and properly outlines role of territorially bound assets (factors) such as settlement structure, accessibility infrastructure etc. in pursuing key development goals at EU and national level. Therefore, a place-based approach opposites to sectorial approach that usually neglects synergies between different types of public interventions and makes policy integration difficult and cumbersome at the local and regional level. The key elements of place-based approach [1] are:

1. All the necessary ingredients of the place-based approach are in place.
2. There is no uniform template of the place-based approach. Countries' approaches differ.
3. Territory can be considered as an important topic for cross-governance dialogue within the place based frame.

4. Some elements of the place-based approach needs strengthening, mainly: the way territorial knowledge is collected, multi-level governance dialogue and its instruments.

5. While *territorialisation* of some policies that have already strongly benefit out of it should be continued (e.g. transport policy, environment policy, urban policy, regional policy, spatial policy), there is a need to extend the place-based approach to some other policies with the substantial potential for *territorialisation*, mainly: R&D policy, business policy, employment policy, education policy, and so on. According to Tomaney the place-based approach is an economic development strategy that includes all “attempts to tap into economic potential that remains unused and not identifiable to outside agencies, so that all parts of cities and regions can contribute to National development” [2].

The American perspective, as represented by the CLUDs case studies analysis, describes the place-based approach as a community-oriented intervention which relies upon partnerships with residents and local businesses to pursue community development objectives. Place-based process allow managers to interact with people who live, work and play in a place and who care about it. This is important because planning in itself is a place-making-creating process. Place-based planning engages the public and enables an understanding of the interaction of people and places [3].

Place-Based: drivers and tools

In the perspective of the European cohesion policy, the concept of *spatial equity distribution* refers to the huge disparities existing between EU Member States. As Philippe Martin points out, “certain economic agents – be they workers or consumers – are not mobile and are not therefore condemned to live in poor or declining regions from which the mobile factors (capital and highly skilled workers) have departed. Because of the lower labor demand in such regions, real wages will adjust downward or, if real wages do not adjust because of labor market rigidities, unemployment will increase” [4]. Spatial equity distribution and local development can be considered the main drivers of the place-based approach. The notion of equity “is about ensuring equal opportunities for individuals irrespective of where they live” [1]. This implies a balanced correlation between the distribution of people and goods, services and facilities in the territory. In other words, an *equilibrium* in the spatial distribution of urban areas. Therefore, *spatial equity distribution* deals with all strategies aimed at “increasing the potential of the economic and the institutional resources of all towns, thus strengthening their assets (...) in order to ensure equal opportunities based on those towns’ outstanding activities and competitiveness” [5]. In line with the Commission’s proposal, the place-based approach provides specific tools “to promote the development of local and sub-regional approaches, in particular via community-led local development [...]” [6].

Community-led local development (from now on CLLD) is a tool applied at a local level helping to involve citizens in the analysis, evaluation and responding to the social, environmental and economic challenges faced today. CLLD requires much time and effort on the part of individuals, but for relatively small financial investments [7]. Besides, it can have a marked impact on people’s lives generating new ideas and commitments being turned into practice. CLLD can be a particularly powerful and effective tool, especially in times of crisis. With the help of this tool, local communities can take concrete steps and measures promoting economic development and stability in the world, can become smarter, more sustainable and more inclusive, in line with the Europe 2020 Strategy.

The two important principles of CLLD include "sub-regional areas" (local territorial approach, Article 28.1a), where funds are concentrated on poor regions and less-developed countries, and "innovation" (Article 28.1d), where the method generates new ways of thinking and doing in a local context, including new markets, new products, services, ways of working and social innovation. Furthermore, the CLLD tool can be used in different areas, such as rural areas, fisheries and coastal areas, cities and urban areas combating unemployment and promoting social cohesion in those regions.

The policy aim of *Smart specialization strategy*, included in Europe 2020, is becoming more popular and widely used in the modern society. Different regions are characterized by the lack of the proper budget and scarce resources needed for its efficacy and success. The use and employment of the *Smart specialization strategy* will help to organize investment in the needed areas allocating funds based on the external influences, such as competition between companies, and the connections between various industries operated in the same country [8]. The *Smart specialization strategy* should be based on the regional analysis and technological advances having the aim to reduce continuous inefficiencies in various fields, as well as social exclusion. The purpose of this concept is to establish EU interventions differentiating between member-countries and different companies operated in this or that field. Competitiveness, technological advances and other characteristic features should be taken into consideration promoting the future success and efficacy in this field. The identification of the major sectors promoting the regions' economic development and stability as well as the continuous investment in private areas is an important process. Strategy development and innovative practices will help to increase the efficacy and success of the chosen regions. In general, the application of the smart specialization strategies (S³) should be associated with the proper use of EU Structural Funds and the reduction of the differences between various European regions following the same standards and capabilities.

Following a place-based approach [9] the American practices rely on legally-existing entities such as Foundations, Community Development Financial Institutions, Community Development Partnerships and Community Development Corporations.

The Community Development Financial Institutions (CDFIs) are non- governmental entities defined as financial institutions with a primary mission of community development, providing development services and accountability to its community.

The Community Development Partnerships (CDPs) are efforts typically led by a CDC, providing partnerships with residents and local businesses to pursue community economic development objectives.

The Community Development Corporations (CDCs) are non-profit organized at the local level and responsible for the development of housing, business and commercial activity or service and programming provisions. The criteria and measures for evaluating CDCs appeal to different capacities: resource capacity (raising funds, managing them and deploying them appropriately); organizational capacity (the depth, skills, and experience of board and staff members); programmatic capacity (housing, commercial, real estate development/enterprise, or social service delivery and/or advocacy); networking capacity (the ability to build networks with other organizations-linkages); political capacity (CDCs influence with government officials at all levels, CDCs legitimacy within the community it serves). CDCs develop and revise strategic plans, try to anticipate changes in city policies; they work hard to earn and maintain the support of residents, maintaining frequent and open communication with support community and respond to problems building trust but also educate [10]

A US-EU Comparison

From the comparison between American Case Studies [11] and European Case Studies [12] it is possible to draw some conclusions: the reduction of spatial inequalities among different cities is essential to achieve and make the economic development of a city or state stable, while the strategies of local development are responsible for the development budget funds. The main difference between US and EU lies in the scope of application: in the first case the interventions are neighborhood-focused, whereas in the second the approach is broader, usually regional-oriented. Therefore, while the EU situation could be improved by providing enhancement strategies, the US context is more balanced, where the weaknesses are hard to indicate, and thus the strategies should be developed concerning the maintenance and improvement of the efficiency of the current situation. The EU may still achieve a proper level of economic development, making changes in the policy to implement successful place-based actions, which will satisfy the EU, and which will make the policy areas stable [1]. Case studies analyzed within the CLUDs project confirm that the

place-based approach can contribute to foster job creation and job retention, especially where the local development process is activated by different stakeholders, including private and governmental organizations. For instance, the area of training and education is a strong one at both sides. The gap between the federal and state policies can be filled due to the use of certain programs, what lead to the cooperation between the citizens in the neighborhood regions. It is a great factor, leading to the implementation of good place-based practices. In order to grasp the similarities and disparities in the way the US and EU implement their place based practices, it may be useful to resort to some basic evaluation questions (such as those listed below), which allow to make effective comparisons between the two different approaches and to formulate hypotheses about the type of policy interventions governments need to carry out in order to scale up interventions, both at local and regional levels.

	<i>Policy Area</i>	<i>Evaluation questions</i>	<i>US</i>	<i>EU</i>
1	Local development <ul style="list-style-type: none"> Community involvement 	<ul style="list-style-type: none"> How do community residents participate the decision-making process? 	Local involvement projects are implemented through non-profit organizations such as CDCs, Foundations, CDFIs, CDPs	Local involvement projects are implemented through non-profit built ad hoc for a specific aim, such as Foundations.
2	Governance <ul style="list-style-type: none"> PPP 	<ul style="list-style-type: none"> Who are/were the key players involved in the strategy development (stakeholders, different levels of government, universities, and non-governmental institutions, among others)? How were they selected and through what methods? How does the place-based approach intent to stimulate interactions and cooperation between the public and private sector? 	Public-Private Partnerships initiatives vary in sizes and objectives. they are focused in rebuilding urban spaces, and the relationships between public and private is stable and strong.	Public-Private Partnerships are weak, their creation process is still ongoing and they are strongly affected by the public sector (or they are public-sector led?)
3	Job creation	<ul style="list-style-type: none"> Does the place-based approach enable to create and retain job at local level? 	Several case studies showed that place-based approach can contribute to	Place-based approach, by means of cluster projects, contributed to job

			foster job creation and job retention.	creation and added value for the companies.
4	Smart Specialization	<ul style="list-style-type: none"> How does S³ affect regional governance? How does S³ contribute to the local development process? How S³ can generate a local competitive advantage? 	<p>Critical assessment of the federal system of innovation from regional perspective.</p> <p>Large clusters and world class universities.</p>	<p>Fragmented in different national systems of research and innovation.</p> <p>Absence of unrestricted competition.</p> <p>Peripheral regions lack of a regional system capable to absorb knowledge spillovers.</p>
5	Training & Education	<ul style="list-style-type: none"> Are research and educational activities undertaken by universities, research centers located in the region? 	<p>The gap between state and federal programs and local community is filled through specific programs which imply neighborhood involvement and citizens training and education. The main actors are large community development organizations, with several key university, industry, and corporate partners.</p>	<p>Cooperation between regional sector associations and clusters contributed to develop joint training programs to meet the demand for skills in specific sectors, involving a variety of professionals.</p>

Table 1.

The information obtained on the Table 1. are based partly on case studies conducted by the CLUDs project, and partly on different independent European case studies, and are based exclusively on our deductions from the case studies readings. The evaluations questions are the result of the knowledge of the different policy areas considered above, with the aim of understanding how differently two countries like EU and US can deal with economic and local development issues.

Conclusions

Both the European Union and the United States of America work to develop specific policies and strategies in order to improve the existing opportunities, change economic institutions, and offer new plans leading the countries to the future success and efficacy in the world.

In the US, private partnerships and organizations play a crucial role in the decision making process. On the other side, European countries implement development policies in the form of territorial and urban projects promoted mostly (and in many cases, exclusively) by the public sector, with the result of a mismatch between the objectives of economic development and wealth of citizens, and the goals of private entities. From this perspective, the American experience should be considered as a landmark. EU member states should pay much attention to the role of private actors in creating effective policies, while strengthening Public-Private Partnerships and non-profit organizations presence in the European context should be acknowledged as a necessity and not an option.

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EUROPE 2020 SI-LAB: A New Center for Economic and Social Development in Sicily

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Keywords: SI-LAB, Europe 2020, Local Development, Governance, Regional Innovation Systems.

Abstract. The debate on the determinants of regional and local development has been stimulated recently by the European strategy for smart, sustainable and inclusive growth defined as Europe 2020. We present the objectives and structure of a new laboratory (SI-LAB) for the development of Sicilian economy promoted by the University of Palermo. In particular, we highlight the fundamental issues related to the incoming functioning of the Lab as a new organization devoted to analyzing public policy issues, and fostering new ways of entrepreneurship at the local level.

Introduction

The European strategy for smart, sustainable and inclusive growth - Europe 2020- gave greater vitality to the debate on local development that has been debated in Italy in the last two decades, and focused attention on some necessary to promote a more stable development of our enterprise system.

There is a large number of studies describing the role of development driving forces such as the integration of production, the openness to international markets, the importance of asset knowledge in the process of technology transfer, as well as the emergence of a "Business University or Third University "(Piccaluga, 2003) [1]. Furthermore, the socio-economic development is the result of a more important role of institutions in the new policy guidelines via the creation of a relational space favorable to knowledge and innovation. Following the financial crisis of 2007, new possibilities are open for all development factors previously mentioned, but embedded in a more unstable and dynamic framework .

The firms, especially those of small and medium size must be able to respond quickly to a different competitive environment, which threatens the survival for all types of activities (including the most standardized) and requiring the dissemination of innovation through shorter lifecycles / technological trajectories with a deeper cost and risk dimensions.

In this context, the linear type management process of innovation- technology push- based on the central concept of research and development has become less important whereas the managerial conceptions of systemic and procedural innovation are more important.

The systemic view of innovation has outlined the following key factors to explain the genesis and the success of any local system of innovation (Nelson and Winter (1993) [2], Teece and Pisano (1994) [3]): the primacy of small and medium-sized firms, the radical nature of innovation projects and the greater variability and flexibility of small firms compared to large ones .

Several contributions (Lundvall (1992) [4], Nelson et al. (1993) [5], Cooke (1998) [6], Andersson and Karlsson (2004) [7]) have fueled the debate on innovation systems. Furthermore, the recent literature identified other key factors: the presence of district external economies, the social dimension expressed by the relations of cooperation together with the centrality of processes interactive learning.

According to our perspective, Braczyk, Cooke and Heidenreich (1998) [8] propose a classification of regional innovation systems focused on the presence of specific governance models of technology transfer processes defined respectively grassroots, networks, and hierarchical systems.

The grassroots process type indicates simplified ways of innovation at the local level, the network procedure considers an interconnected horizontal and vertical transfer process whereas the third one is centralized following a top down process. In this regard, the SI-LAB aims to encourage a networking governance process for regional public and private innovation activities developed in the next paragraph.

The basic architecture of the SI-LAB

The University of Palermo has entitled the SI-LAB in honor of Alberto Tulumello and his ideas about the social market construction establishing “a center for innovation and entrepreneurship to create an environment that will assist in identifying and sustaining local entrepreneurs as a way of stimulating locally based economic development throughout the Mediterranean basin“ [9].

The laboratory aims to foster a multilevel and participatory governance to develop the region of Sicily, hampered by long-standing structural weakness. The structure includes both the creation of public-private partnerships, and cooperation between the various hierarchical levels of government, to ensure the achievement of the consistency of the different levels of public interventions in terms of design, management and final evaluation.

The university becomes a positive actor and active stakeholder to reduce the development gap between the South and the North of Italy, promoting a more intense dialogue between the supply of knowledge and the local demand for it, capable to manage local development trajectories. This quantum leap in the way of understanding the management of local development processes is necessary to give more validity to the literature on innovation systems (national and regional) that revolves around the model of the triple helix.

The SILAB has identified six fundamental areas that deserve assistance such as : a) to promote active ways for knowledge / skills transfer b) creation of a system of international cooperation, research and integration within the framework of the Mediterranean Basin, c) stimulating the realization of studies, research, structural analysis and diagnosis of scenarios d) the development of the 2014-2010 action plan set by the European Commission e) Enhancing the endogenous resources, promote economic and social welfare, security and opportunities for the local communities, f) Support training through the organization of Masters programs , Summer and Winter Schools.

According to all ambitious objectives, the SI-LAB underlines some research areas such: a) Critical reading of current policies and analysis of prospective regional solutions for public intervention in Sicily, b) evaluation past development practices activated with public policies over the past few years, c) comparative analysis of experiences development / best practices activated in other regions of Italy to become aware of the opportunities to be seized at the local level, d) structural observation of territorial, economic and social scenarios, inside the European market scenario, in order to enable a better listening of local actors (sensors) and their specific needs.

The development of alternative regional development scenarios with shared objectives will be specified in detail in "Green Paper" report that will be submitted to the main institutional players.

The seven thematic tables concern the following macro-7 thematic areas indicating strategic themes of the laboratory: 1) *Governance and institutions*, 2) *Education and research*, 3) *Quality of the territory and cohesion*, 4) *Economic activity and growth*, 5) *Welfare and social inclusion*, 6) *Environment and energy*, 7) *Taxation and finance*. (see figure 1)



Fig.1 : The SI-LAB structure

LEGEND: T1: Thematic table "Governance and Institutions", T2: Thematic table "Education and research", T3: Thematic table "Quality territory and cohesion", T4: Thematic table "Economic activity and growth", T5: Thematic table "Welfare and Social Inclusion", T6: Thematic table "Environment and energy", T7: Thematic table "Taxation and Finance"

With regards to the network of actors involved within each thematic table, first, there is a coordinator that convenes the table to develop and aggregate sector analysis. Each table consists of a number of internal and external experts at the University of Palermo. The members of each thematic table are elected by the Coordination Table, a majority of those entitled to vote. On the proposal of the coordinator or at the request of at least half of the members may be invited other experts, internal or external expertise consistent with the content of the carried out analyses.

The procedure for the preparation of this document can be divided into the following phases: 1) The Coordination Table invites the seven thematic groups to initiate a discussion on issues of significance to the definition of developmental trajectories of Sicily, 2) The Thematic tables show the results of the meeting of summaries, 3) The drafts are then sent to the members of the Coordination Table, 4) The Coordination Table selects the most relevant topics and exploiting the formulated results processes addresses economic planning to start a circuit development in the region;, 5) The document processing sector leads to the development of the Green Paper which has as its object the diagnosis of regional policies and local development.

For example, the thematic tables "Welfare and Social Inclusion ", "education and research" could formulate policy guidance useful to significantly reduce the development gaps in Sicily against the objectives of the target Eurooa 2020. These differences reached dimensions rathe worrying with reference to the labor market (with an occupancy rate of less than 22 percentage points), the quality of the primary education system (with a lower rate of primary education by 10 percentage points). As for university education in the high-tech disciplines there are no significant differences between the regions of southern Italy compared with the target of Europe 2020 (although they are always regions of Sicily and Campania, with a population in possession of a know-how in technological disciplines lower). This delay in the formation of a set of skills in high-tech sectors can be considered one of the causes of the failure of industrial policies designed to boost the technological districts in Sicily.

With reference to the problems of poverty and social exclusion, Sicily has the highest poverty rate among the regions of the Mezzogiorno (equal to 55 percent of the entire population), even if in 2012 all the southern regions have a higher rate of poverty by more than 30 percent compared to the objectives of Europe 2020 [10].

The SI-LAB with the involvement of university departments can promote research projects that are supported by EU, national and local funds in collaboration with other public and private entities. The assessment of project viability is attributed to the coordination table that holds the project's consistency with the nature and purpose of the activity carried out by the SI-LAB, its organizational and financial sustainability and goodness in terms of expected results.

For all projects (both internal and external), the SI-LAB tends to align the structure of each research project the following aspects: a) monitoring of the operational phases of project development, field visits and collection of information and data, b) verification to the effectiveness of the final results and the impact on beneficiaries, c) verification of real use and consistent allocation of resources. The SI-LAB can also take decisions regarding the management of financial resources obtained through the University to ensure effective financial support to research and development in the context of: a) conducting research projects, b) the activities of third parties, c) agreements signed by other universities and university departments, d) transfers from other universities and university departments, e) donations and / or grants from public and private entities. All received funds are managed through the Administration of the University which will identify, by the Director General, the center of administrative responsibility.

The Spin-off activity of SI-LAB: a realistic outcome?

In recent years, the Northern regions of Italy have registered a high percentages of concentration of Italian spin-off, (see table 1, Piccaluga 2012), and in the past a vision extremely optimistic about the growth dynamics of firms derived from spin-off has been established. It seems difficult to deny that those firms are able to grow much faster than those operating in traditional sectors. (Cooper et al., 1986) [12]

However, this optimism proved unsuccessful, especially in the last decade. Several empirical studies have shown, that the majority of high tech companies, including those born through a spin-off research process, has grown slowly. It seems realistic to underline that some spin-off firms are the outcome of a specific entrepreneurial initiatives with the involvement of industrial and financial partners.

Table 1: Geographical location of spin-off (n = 110), Source Piccaluga (2013)

Region / Year of establishment	Before 1997	%	98-02	%	03-07	%	08-12	%	2013	Total
Lombardy	5	14,7	16	13,0	50	12,3	54	10,1	0	125
Piedmont	0	0,0	16	13,0	41	10,1	41	7,7	0	98
Liguria	10	29,4	29	23,6	3	0,7	21	3,9	0	63
Emilia Romagna	0	0,0	18	14,6	54	13,3	25	4,7	0	97
Friuli Venezia Giulia	1	2,9	5	4,1	25	6,2	20	3,8	0	51
Veneto	0	0,0	2	1,6	19	4,7	37	6,9	0	58
Trentino Alto Adige	2	5,9	2	1,6	6	1,5	17	3,3	0	27
Tuscan	9	26,5	17	12,2	39	9,6	47	8,8	3	113
Lazio	3	8,8	7	5,7	55	13,5	77	14,4	0	142
Marche	0	0,0	4	3,3	19	4,7	27	5,1	0	50
Umbria	0	0,0	0	0,0	19	4,7	13	2,4	0	32
Abruzzo	0	0,0	0	0,0	9	2,2	7	1,3	0	16
Puglia	1	2,9	2	1,6	19	4,7	60	11,3	6	88
Sardinia	1	2,9	1	0,8	16	3,9	22	4,1	0	40
Calabria	1	2,9	4	3,3	10	2,5	13	2,4	0	28
Campania	0	0,0	0	0,0	10	2,5	27	5,1	0	37
Sicily	1	2,9	1	0,8	11	2,7	16	3,0	0	29
Basilicata	0	0,0	0	0,0	0	0,0	2	0,4	0	2
Molise	0	0,0	1	0,8	1	0,2	7	1,3	0	9
Total to 22 May 2013	34	100,00	123	100,00	406	100,00	533	100,00	9	1105

In this direction the SI-LAB could help to overcome a series of obstacles to develop and maintain a spin-off process, related, for example, to new forms of regional innovation systems i.e. technological districts.

The development of policies for successful policy innovation requires the presence of a greater role of local institutions. The knowledge-based innovation is not considered the only lever of development as part of the operating logic and the thematic objectives of the SI-LAB. These instruments do not always lead to the desired results because they are not placed in a cooperative that can involve actors and not just firms. In other words, these instruments for innovation and, more generally, policies for local development should be placed in the context of evolutionary economic geography "that not only has as its objective the development of scientific knowledge.

The SI-LAB could fulfill the role of the steering committee responsible for the governance of an integrated development and participated in the Sicilian economy.

The research and development, marked by greater uncertainty, more time, costs and higher risks, needs for its support, to reach a critical mass of resources, knowledge and skills especially for the benefit of SMEs. The SI-LAB could facilitate the achievement of this goal by encouraging greater development of the Sicilian economy.

The SI-LAB, after a careful analysis of the area, may also schedule among its lines of action, the realization of investments from top to relaunch the technological districts in our region, thus reducing the gap with other Italian and European regions.

Recalling the model of the Triple Helix Etzkovitz et al. (2000) [13] aims to explain the genesis of any district technology, the SI-LAB could serve as a link between the three helices identified in the three main actors located in the territory served by the district namely political institutions, universities and firms, thus fueling a virtuous circle of social capital for the benefit of the whole territory. Therefore, the SI-LAB is an open network of applied research.

Conclusions

The approach of the local systems of innovation has shown that innovation is an evolutionary, non-linear and interactive activity that requires intensive communication and cooperation between enterprises and other organizations such as universities, public research institutes, centers of research, educational and financial institutions, regulatory bodies, industry associations and government agencies "and that this process is influenced positively by the formal and informal institutions active at the local level.

The SI-LAB aims to promote this process of innovation management in order to reduce the Sicilian development gaps with respect to the objectives of Europe 2020. The SI-LAB assuming the role of catalyst among universities and *territorial sensors* such as businesses and local institutions may become a trigger for innovation firms and new ways of entrepreneurship.

This paper has highlighted some initial elements of SI-LAB and how can be useful for the Sicilian economy. If this young organization will succeed during the European strategy for smart, sustainable and inclusive growth several outcomes can be achieved such as:

- a. the growth in terms of planning and "problem solving" of the local community
- b. the ex ante evaluation of public policies expected impacts to support territorial innovation
- c. the involvement of different levels of government
- d. the development of a new concept of entrepreneurship for young talented and skilled people, a necessary ingredient to boost sustainable growth in Sicily where promising business processes are rather fragmented.

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Europe 2020 Strategy and New Policies for Marginal Areas

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Abstract. Marginality should be seen as an asset rather than a liability for a region or a community. Marginality reflects a strategy of economic development, and this paper also seeks institutional means for championing marginality over conformity.

Introduction

The Europe 2020 strategy aims to boost the EU economy over the next decade, creating the conditions for a competitive economy that will allow you to reach to the territories of the Member States to exploit existing resources, focusing on a sustainable and inclusive development. It sets out priority objectives to be pursued and achieved, the instruments to be used and the method of governance to be adopted in this decade [1].

In a time of Geo-political and social metamorphosis, the EU aims to become a smart, sustainable and inclusive economy. These three mutually reinforcing priorities that aim to help the EU and its Member States to achieve high levels of employment, productivity and social cohesion.

Europe 2020 aims to fill the gaps in the patterns of growth that have characterized modern economies, creating the conditions for alternative models of growth.

The success of the strategy depends on a determined and focused action both at European level that at national level. Member States must direct their policies under the seven priority initiatives that the strategy is, therefore focusing on innovation, digital economy, employment, youth, industrial policy, poverty and the efficient use of resources.

Both the European policies that national policies give way to a programming period starting from the knowledge of the area and its planning.

The administrative decentralization, the planning from the bottom and the evolutions of regional policy of the European Union are the main elements of change, which rely on local actors play a strategic role and unreleased in the management of its own territory.

Each country is characterized by several economic, social, spatial differences with an inhomogeneous distribution of resources, money, work activities, infrastructure, probably not to network but that back in the game of phases of structural change in the economy. Each region should, therefore, be able to follow its own trend and develop a specific strategy.

It's necessary a local approach that takes into account of the geographical circumstances, of development and environmental, as well as of the situations and the regional priorities. Regional development must, therefore, consider the possibility of using marginal areas, often excluded from the processes of change, but holders of economic and environmental resources hardly explored, appropriate and compatible to restructuring processes of the economic system.

The National Strategy for Inland Areas

The implementation of the strategy requires, therefore, a local approach that takes into account the geographical, environmental and development circumstances, individuality and uniqueness of European territories.

Since the 90s of the last century there has been a gradual transformation of intervention policies for the development of marginal areas traditionally designed using analysis issues such as the integrated and sustainable development, the exploitation of endogenous resources and the

development from below. There are a number of contributions in the literature based on methodologies that nowadays are revised to rethink the role of the state in the dynamics of development and more broadly in the role of institutions in local development planning and in mobilization of endogenous potentiality of less favoured regions as a tool to improve competitiveness. The development, therefore, as a progressive enhancement of existing assets, not used and not yet networked.

The Italian Inner Areas represent a considerable strategic option for Planning 2014-2020. An important part of the Italian territory is characterized by a spatial organization based on "small towns," often small in size, which in many cases do not have accessibility to essential services. The term "internal areas", collects the specificity of these territories, areas significantly distant from the offer centers of basic services (education, health, and mobility), with important environmental resources (water resources, agricultural systems, forests, natural landscapes and human) and cultural (archaeological, historical settlements, abbeys, small museums, craft centers); deeply different, for natural systems and as a result of centuries-old processes of human settlement.

The Ministry of Territorial Cohesion, last 21 gennaio 2014 published a draft of a document that explains "The National Strategy for the Internal areas: definition, objectives, instruments and governance."

The strategy involves the initial involvement of a limited number of areas, one for Region, a national coordination and an execution by different levels of government in strong coordination between them. It put itself as an ultimate goal that to improve the demographic trends in place in internal areas: reduction of migration, attraction of new residents, recovery of births, changing of composition for age in favor of the younger classes.

To achieve these results, the strategy identifies two interdependent and joint actions:

1. the adjustment of supply to essential services
2. local projects.

The first action is defined as a precondition for local development, and refers to availability in the territory of an adequate supply of basic goods / services.

The supply of goods and services such as health, education and vocational training, as well as mobility became essential for the development of strategy, which aims to create the conditions necessary to ensure that an area provides a sufficient basis for the permanence of residents and creates the possibility of attracting new residents.

The intervention on the development preconditions calls into play the different institutional actors, and uses different financial resources.

The second intervention of strategy refers to the promotion of "local development projects", which should trigger virtuous circles of development in the territories.

The areas of local projects are identified in the strategy and refer to:

1. active protection of land / environmental sustainability;
2. enhancement of natural / cultural capital and tourism;
3. enhancement of agro-food systems;
4. activation of chains of renewable energy;
5. know-how and craftsmanship.

The action lines are converging each with other and are designed to promote the development through projects funded by different European funds available, the other directed to these same areas to ensure adequate levels of citizenship in certain essential services (health education and mobility), especially through a re-balancing of the ordinary policy decisions.

The logic of the strategy resides in actions that simultaneously help both adjustment policies of citizenship services (health, education, mobility) and local development policies, and that will lead to the increase of employment, of population, and of the use of territorial capital so that they create economic development processes that allow a reversal of demographic trends in inland areas.

The inland area include:

- 61% of the national territory,

- 23% of the Italian population;
- more than 4,000 municipalities with an average of 3,000 people everyone.

A significant part of the inland areas has withstood gradually after World War II, a process of marginalization marked by: population decline, sometimes below the critical threshold; reduction in employment and land use; local offer decreasing of public and private services, social costs, such as the imbalance hydro-geological and degradation of cultural and landscape heritage.

But the internal areas also show examples of "good policy" and "good practices". Some areas have experienced a particular attention by politics that have valued the environmental and cultural resources, helping to trigger in these territories virtuous circles of development, forms of dialogue and cooperation among all stakeholders present in places.

The areas that for a long time have been on the sidelines, therefore have the opportunity to implement a new way of doing business, and are probably the ones most likely to innovation and creativity.

The value of the marginality

The regional policies play a major role, particularly in those regions that are located in disadvantaged situations. The actions of local actors become fundamental in the direction of development of their area.

The marginal areas, in a positive and soothed, possess economic and environmental resources but little explored consistent with an alternative model of growth proposed by Europe.

The marginal areas are often places incubators business changes. In them is disseminated a popular information that allows a localized learning, thanks to the interaction between local actors that are part of the same productive and cultural system [2,3,4].

The marginality [5] can be territorial element of advantage, meets the requirements for alternative models of development.

Regional development, and particularly the development of regions "weaker", requires incentives to those fertile territories, pervaded by business dynamism. Entrepreneurship has received in the recent past, a prominent place in economic theory, as it is increasingly recognized that entrepreneurship plays a vital role in economic growth. In contrast to the theories of the traditional growth, in which technological progress and innovation have been considered as an exogenous force (manna from heaven), theories of the modern endogenous growth take for granted that innovation and entrepreneurship are endogenous forces guided by various actors in the economic systems and that can be influenced by public policies clever. This new theoretical framework places a lot of emphasis on critical factors of success such as competition, vested interests, R & D, knowledge spillovers, human capital, industrial culture and entrepreneurial skills [6]. The economic process is intended as a conversation and coordination, the subjects of the process aren't factors but reflexive human actors, both individual and collective, and the nature of economic accumulation is not only in material goods but also in relational activities [7]. Such an environment fosters the creative and innovative personality, or entrepreneurs capable of an internal change in the economic structure. A paradox of globalization is that the sites are actually become more important because the spatial proximity to knowledge may confer a competitive advantage [8]. The continuous search for new knowledge becomes imperative for companies and can come from two main sources [9]. First, firms acquire knowledge that learning based on their own internal resources. Learning by doing is without a doubt the most pervasive means by which they do it, especially in the case of small businesses [10]. Second, firms also learn appropriating knowledge produced by external sources, from other companies or institutions such as universities or research institutions. The ways through which companies draw from the knowledge are many and varied, including written texts, informal conversations, inter-firm mobility of workers, strategic alliances, and so on. In this way, the knowledge produced in a territory is acquired through the spatial proximity [11].

The sociological and economic theories agree on the existence of possible synergistic effects in the implementation of development policies, coming from the dialogue between the institutions and

civil society, expanding the number of subjects participating to the same definition of local growth strategy [12] .

The clusters, a different way of thinking about the economy

In the last twenty years has lost consistency the key concept of stability, which has been supplanted by that of flexibility, understood as "the ability to adapt quickly to external changes, penalty the not survival of the same organization" [13]. Looking for more flexibility then it has joined the continuous pursuit of quality of the products. The search for flexibility and quality, and thus innovation, are now more closely linked to cooperation processes involving the sharing of a common language, forms of tacit knowledge that make it possible to exploit better the peculiarities of marginal lands. The Europe hopes for greater competitiveness, focusing on the interconnection sector, on those groups of companies and institutions located on the same area, on clusters that represent a significant economic sector [14]. It is also necessary to grasp the relational aspect, the relationships that develop between companies, institutions, organizations and communities [15], which may be enclosed with the term social capital, since, network of relationships, the glue that holds together all stakeholders within a cluster [16,17]. the research in the area of economic and social relations becomes search of resources, through a strategic approach can enhance the competitiveness of an area. The competition and innovation is made possible by the presence of common values and collective interests that transcend those of the individual. The search for flexibility and quality not only leads to a restructuring that increases the autonomy of the internal structures of companies, but especially to a greater need for external cooperation. The proximity in geographical, cultural, and institutional terms grants access to special reports, to a better information, to strong incentives, and other advantages in terms of productivity and productivity growth that are difficult to tap from a distance. Mechanisms of formal and informal organization and cultural norms play a key role in the development and operation of the cluster that provides a vehicle to bring businesses and local institutions in a constructive dialogue collective. Clusters represent a different way of thinking about national, regional and local economies, with a change of hierarchies and new roles of roles businesses. Draw the boundaries of the cluster involves a creative and informed process, with the understanding of linkages and complementarity across all industries and institutions. The formation of clusters, instruments to enhance the competitive strength of a place, it can become the tool to take advantage of the European financial resources.

Conclusions

Collaboration, and relationship between regional and local institutions, universities, research centers, businesses and communities are crucial aspects in the change of economic policy management. Compete globally poses challenges at the local level and the formation of clusters as an engine of development, can make the necessary change required in this phase of economic difficulties. The National Strategy for inland areas then attempts to establish the areas that can be considered real laboratories for the formation of clusters, which should trigger the territories in question, alternative models of development consistent with the EU directives, demographic processes inverse with respect to those current, and creative ideas for innovative forms of entrepreneurship. The key challenge is to foster a balanced development of rural areas by enabling them to capitalize on their distinctive territorial capital and thus "turn diversity into strength"[18]. Social innovation relates to the development of new forms of organisations and interactions to respond to societal challenges.

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Urban Regeneration and New Partnerships among Public Institutions, Local Entrepreneurs and Communities

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Keywords: Urban Regeneration, Civic Economics, CDC, Main Streets, BID.

Abstract. The paper aims at investigating how different approaches in the interaction among public institutions, (local) entrepreneurs and communities lead to better perform effective urban regeneration processes. At this aim, purposely selected urban regeneration programs undertaken in some neighbourhoods of Boston are discussed against a conceptual frame drawn from the *civic economics* theory, trying to unveil the potential of innovative forms of multiple actors' partnerships acting together to achieve urban regeneration goals. The paper demonstrates how both a conceptual shift of the role of private investors in partnerships for urban regeneration, capable to incorporate traditionally public- led goals into private duties, and a conceptual shift of public and private partnerships mechanisms, capable to incorporate not exclusively market-oriented values but also the value of *reciprocity*, can led to achieve: a) territorial concentration, obtained through place-based, community- based organisations enacting also central policies; b) continuity over time, obtained through the overlapping actions of multiple-stakeholders organisations covering different goals and areas that complement each other.

Civic Economics and Urban Regeneration

The main goal of the paper is to demonstrate that innovative forms of partnerships involving public institutions, local entrepreneurs and communities can contribute to improve the outcomes, also in economic terms, of urban regeneration processes, by discussing a set of cases studies against the conceptual frame provided by the paradigm of *civic economics*. At this aim, purposely selected urban regeneration programs undertaken in some neighbourhoods of Boston are discussed against a conceptual frame drawn from the *civic economics* theory, by trying to unveil the potential of innovative forms of multiple actors' partnerships acting to achieve urban regeneration goals. The paper concludes that an added value does exist in those urban regeneration processes, that are able to activate a network of multiple stakeholders, including local entrepreneurs and communities. In so doing, it provides the larger planners and policy makers community with useful insights applicable to different international contexts.

The conceptual frame implemented to discuss the role of the principal agents of urban regeneration, i.e. the market, the community and the public institutions, is drawn by the theory developed within the *communitarian approach* and in the *public good thinking*, possible alternatives to the capitalistic approach to the market economy. In the last decades a considerable numbers of economists and social policy theorists challenged the dominant intellectual paradigm in economic sciences, i.e. the capitalism. Some of them can be grouped in the communitarian wave, some others in the economics of public good one. The common root of all these movements is the question whether or not can the individual represents an adequate point of departure for the analysis of economic phenomena, lagging the community and the society behind.

Although the seeds of a communitarian-oriented thinking date back to the 19th century, it was in the 1980s that a group of political philosophers started to systematically challenge the individualist liberalism. The initiative *The Responsive Community* stemmed in the 1990s from this emerging movement, focusing on the balance between individual and public good and on the best way to build the good society, by overcoming the strict dichotomy between state and market [1]. According to Etzioni ([2]:2), "the good society balances the state, the market and the community". In the communitarian approach, the community gains a specific economic role, by overcoming the crude

individualism of a strictly market- led approach. Although the communitarian perspective has been often considered as an alternative to the liberalism, it can be demonstrated how first liberalism contained many elements of communitarian thinking [3]. The communitarian approach reinforces the new-institutionalism paradigm with regard to the role played by the community in creating value within the community itself, because it recognizes the impact of *relational values* on economics.

The Industrial revolution that seems to be a milestone in the construction of a firm *individualistic* economic paradigm. According to Zamagni [4], it was only after the Industrial revolution that Jeremy Bentham explained the economic mechanisms through individual utility, thus leading market economics to change its purpose, which turns from being the “common” good to being the “total” good. In this framework, capitalism can be considered a specific form of market economics and not market economics in itself, while market economics may include elements of *reciprocity*. By recasting the issue of the value of reciprocity in urban regeneration through a communitarian and/ or a common good economics perspective, it is possible to build a conceptual frame capable to capture the reciprocity among communities, public and private agents. In this way, the traditional dichotomy *private vs. public* approach to urban regeneration (i.e., market-led and commercial-led vs community-led regeneration) can be overcome. Although hard criticism has been expressed by some authors [5] on the effectiveness of the community-led approach in urban regeneration processes, it has to be highlighted how it concerns more the operational aspects of the community-led tools implementation rather than the recognition of the community added value in itself.

The multitude of public agents together with the multitude of private agents are both different sides of a relational nexus (either communitarian, or based on the reciprocity concept), that allows to enrich the process of creation of value through multiple actors-led regeneration. A place-based approach to urban regeneration, through the concentration of actions on a target area of limited size, represents a potential means for enhancing the *relational values* through the proximity of actors. By allowing multiple actors, including local and central governments and local and external investors, to interact within a targeted area and to focus on precise and concrete goals, it is possible to spur the added value recognized by the new paradigm developed by the civic economics. Furthermore, the overlapping of different instruments that make the interaction among actors possible, makes the programs dealing less vulnerable to the inevitable gaps (of financial stream, of the organisational structure...) that usually happen alongside such long-lasting processes.

Urban regeneration initiatives and different partnerships among public institutions, private entrepreneurs and communities

Research Methodology. Being the research project aimed to investigate the potential of the interaction among multiple actors within urban regeneration processes, the multifaceted nature of the research object suggests that a holistic and comprehensive research approach is needed. In addition to it, the research design intends to make unexpected results to emerge, by approaching the research object not only for theory testing, but also for exploring new hypothesis to be potentially implemented during the research process itself. For these reasons, the Grounded Based Theory - GBT approach [6] is considered as the most appropriate to conduct the empirical analysis related to discover the findings of the research design. GBT allows researchers to capture the complexity of the research object and has high potential to support an inductive process of incremental adjustment of the research hypothesis. The case study methodology, whose rationale is strictly bounded to the GBT, appears as the most appropriate for conducting the empirical analysis for many reasons.

As Johansson ([7]: 4) observes, in some disciplinary field, such as architecture and planning, “the case study has a special importance”, because the principal way of learning and discussing innovative ideas in these disciplines is through experience, i.e. it is based on an in depth descriptions of concrete cases. As Yin states ([8]: 4), “the case study is a method of choice when the phenomenon under study is not readily distinguishable from its context. Such a phenomenon may be a *project* or a *program* in an evaluation study. ... The inclusion of the context as a major part of a study, however, creates distinctive technical challenges ... (such as the fact that) the study cannot rely on a single data collection method but will likely need to use multiple sources of evidence”.

The construction of the research design pays particular attention to the criteria of selection of the case studies to be investigated. This latter represents a crucial step in order to guarantee reliability of the whole research design. Flyvbjerg([9]: 391) advocates the fundamental role of the case study approach, particularly in order to study urban environments. In so doing, he discussed the five common misunderstanding still sometime plaguing the case study research approach, challenging each of them as follows: (1) it may seem that “general, theoretical (context-independent) knowledge is more valuable than concrete, practical (context-dependent) knowledge”, while on the contrary experts are those who collected a huge number of experiences, and not those who studied issues in theory; (2) it may seem unmanageable “to generalize on the basis of an individual case”, while on the contrary any scientific discovery is potentially subjected to be *falsified* according to Karl Popper; (3) it may seem that “the case study is most useful for generating hypothesis, ... while other methods are more suitable for hypothesis testing and theory-building”, while on the contrary generalisability does have the potential to be achieved through an appropriate selection of the cases, based on clear criteria; (4) it may seem that “the case study contains a bias..., a tendency to confirm the researcher’s preconceived notion”, while according to Popper again, it is falsification much more than verification which supports the findings reliability; and finally, (5) it may appear difficult “to summarize and develop general proposition and theories on the basis of specific case studies”, but the suitability to be summarized does not belong to the richness of the reality, thus, it is much more up to the studies object and not to the method that a “thick” description is even desirable.

All the criticisms raised by Flyvbjerg are addressed in the construction of the research design, which is based on the two main steps: (1) construction of a conceptual frame aimed at assessing the role of multiple actors in urban development, that draws from tested hypothesis and consolidated theories; (2) selection of the case studies based on a preliminary investigation aimed at ensuring the appropriateness of the empirical data to the general investigation goals.

Following these general criteria, the conceptual frame drawn from the civic economics theory is discussed against purposely selected testing areas, characterized by the presence of significant interaction among public institutions, local entrepreneurs and communities. At this purpose, the city of Boston appeared as an ideal field of analysis, considering the long tradition in terms of advocacy planning that dates back to the 60s (as excellently narrated by Gans [10]) and produced a vibrant urban community still active in terms of a considerable number of community-led initiatives [11]. Within the city of Boston four areas have been investigated, selected in order to analyse different types of formalized partnerships among public institutions, local entrepreneurs and communities: two Community Development Corporations, one Main Street organisation and one Business Improvement District. In legal terms, they are Non-Profit Organisations regulated under the Federal Internal Revenue Service laws - 501(c) organisations - and thus belonging to different categories in order to take advantage from the related tax exempt status.

The case studies have been investigated through field work based on an in-depth visual survey, fully documented by photographs and additional notes, and on a set of semi-structured interviews with key players of the regeneration process both selected through a preliminary desk analysis and through the snowball technique. Interviews and field work have been conducted throughout a 4 months period (February-April 2012) of observations, that included also participation in local neighborhoods planning events.

Discussion of the case studies. As anticipated, the city of Boston represents a very good context for analysing the interaction among multiple actors in urban regeneration, due to the long tradition first in terms of advocacy planning [10] and in terms of current planning approach, that gives communities a central role [11]. The interaction among public and not public actors involves a multitude of bodies, groups of interest and associations, that can be grouped in two major categories. The left hand cloud in the figure 1 below includes the principal public bodies involved in the urban regeneration processes considered for the purpose of the research, that are, from the Federal Government and the State of Massachusetts to the Boston Redevelopment Authority and to the further smallest planning authorities. The right cloud in the figure 1 includes together both those

actors traditionally labeled as “private” stakeholders in the Public-Private Partnership (PPP) - led approach, that are Real Estates and private companies, and those actors that are not very often fully considered within the real estate dynamic of PPP in urban regeneration, i.e. the neighborhood associations, more important under the conceptual umbrella of the community-led urban regeneration field of studies. In the middle, some different instruments that can be implemented in order to serve the urban regeneration goals by allowing the different actors to interact are listed: from the Main Street initiatives to the Community Development Corporations, from the Business Improvement Districts to the more general tools of the Memorandum of Agreement. All of them, by investing financial and other resources, aim to generate, in different way, added value. Purpose of the case studies analysis is to unveil the potential added value related to the implementation of different instruments in relationship with the theory of civic economics, thus allowing researchers to come up with general conclusions, applicable to different international contexts and places.

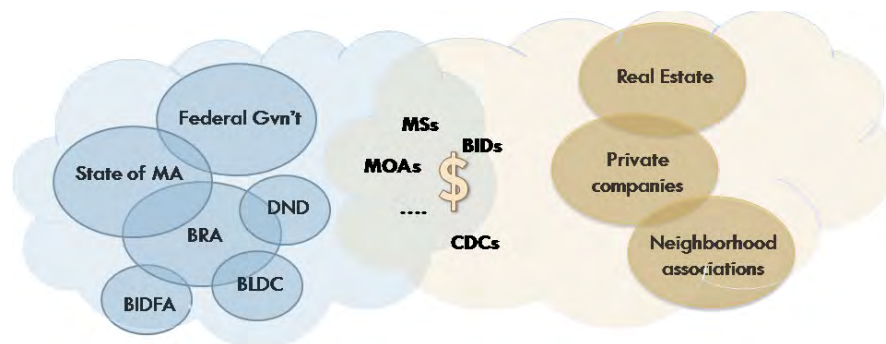


Fig. 1, Multiple players and instruments into the urban regeneration arena of Boston, MA

The first two cases that are considered for the purpose of the research are drawn from the Community Development Corporations (CDCs) implementation experience in Boston. A Community Development Corporation (CDC) is a nonprofit corporation serving an area that is economically disadvantaged. CDCs major topic is housing, although CDCs demonstrated capability to develop and deliver programs on small businesses, training, child care ([13]: 199). In the State of Massachusetts, CDCs are regulated under the Chapter 40 section 2. Nonprofit organisation can become community partners by being certified under the Chapter 40 section 2, thus demonstrating that they are genuinely community based and actively engaged in community development work. Under the current MA legislation, community partners can apply through a competitive process to get tax credit allocation from 50.000\$ to 150.000\$ per year, capable to leverage from 100.000\$ to 300.000\$ for expanding housing opportunities, creating jobs, starting and growing local businesses, eliminating blight. A joined effort from multiple actors, from the Federal Government that provides tax credit, to the Boston Redevelopment Authority, that manages the applications, and finally to the private investors (local and external) attracted by the financial benefits provided by the public authorities, is put forward to achieve well-defined urban regeneration goals, in some cases on a specific area. According to Don Bianchi [14], most of the CDCs in the State of Massachusetts are geographically based, sometime their areas overlap. Their size vary a lot and the major issues tackled are: (1) housing development; (2) business development and (3) other services (e.g., foreclosure prevention). As visualised in the figure 2, CDCs become a sort of vehicle for allowing efforts from different actors of different scales to converge towards a selected area. It might also happen that the actions of different CDCs, operating in different fields on areas that can totally or partially overlap, end up in converging on the same target area. In so doing, if one of the initiatives goes through a stalemate phase, the revitalisation process in the area does not stop but is put forward by other or even by the same actors organised under the label of another instrument.

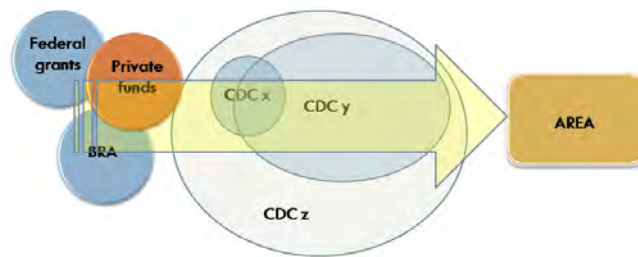


Fig. 2, Multiple players converge through CDCs towards target areas sometimes overlapping

According to Joe Krieger [15], in the context of the State of Massachusetts, CDCs support small business particularly through: (1) providing incubators, such as in the cases of JPNDC or Franklin; (2) providing training and advising and (3) providing LOANS (Treasury Dept, Housing Dept, Agriculture Dept, SBA have programs for loans through CDCs). CDCs are really very different, although the definition by law is one. However, a common feature of all CDCs is that *with a small amount of money big results can be achieved*. Small business are usually not able to get a modest loan from the bank not because they are not able to produce a profit, but for various reasons not related to their financial capability (language barriers, low skills, or just because the profit for the banks with small businesses is low). CDCs allow to put into reality a fine grain of local enterprises, capable to stir the potential of the community in terms of entrepreneurship. The relational network embedded within the spatial location (typically, the neighborhood), allows to maximize the potential of civic economics values throughout the urban regeneration process. As stated again by Joe Krieger [15], at the Massachusetts Association of Community Development Corporation, the major association of mission-driven community development organizations in the State of Massachusetts [16], “they believe that CDCs have to be rooted in a place (a neighborhood, a city), they have to be *place-based*, and that, in order to have a great neighborhood, a neighborhood organization is needed to involve residents and to have an in-depth understanding of its *unique* aspects”.

Examples of what said above can be considered the long-lasting story of two CDCs located in different areas of Boston, the Codman Square Neighborhood Development Corporation (NCD) and the Jamaica Plain Neighborhood Development Corporation (JPNDC). The Codman Square NDC operates in an area surrounding Codman Square and South Dorchester, characterised by the strong presence of Latin and black minorities. The main goals are creating housing and commercial spaces that are safe, sustainable and affordable and to promote financial and economic stability for residents through a broad range of services and activities. Through an intense community planning activity, several achievements have been made in the last years, including renewing historical landmark buildings, building affordable housing, supporting job creation in the area. The photo survey shows a renewed historical building in the area, a local business run by minority residents, the offices of the NDC where participated planning sessions use to take place and an affordable housing building promoted by the NDC.





Fig. 3, 4, 5, 6. Photo survey from the Codman Square NDC (author's pictures, 2012)

The JPNDC operates in an area characterised by the presence of a former industrial building, whose history deeply impacted on the fortune and decline of the area, the so-called Brewery. The industrial legacy of the past is still visible in the red-bricks old factory, while the production of beer, once located at the heart of the area and providing residents with job places that ensured socio-economic stability to the neighborhood, is now over. One of the biggest achievement of the JPNDC was first purchasing the Brewery building and then turning it into a small enterprises incubator, where business applying to locate are selected also taking into account whether or not they express a need from the local community, in particular from weak groups such as minorities, women and young people. The photo survey shows the good conditions of the urban environment following the redevelopment strategy implementation in the area, the Brewery building after having been restored, a list of local businesses run within the Brewery incubator and a community planning meeting focusing on the issues of the neighborhood. Both the CDCs cases show how a place-based and community-led redevelopment strategy may be capable to overcome not only the silo-approach in urban regeneration but also the traditional private vs public dichotomy that prevent from considering private stakeholders as capable to contribute to perform public goals.

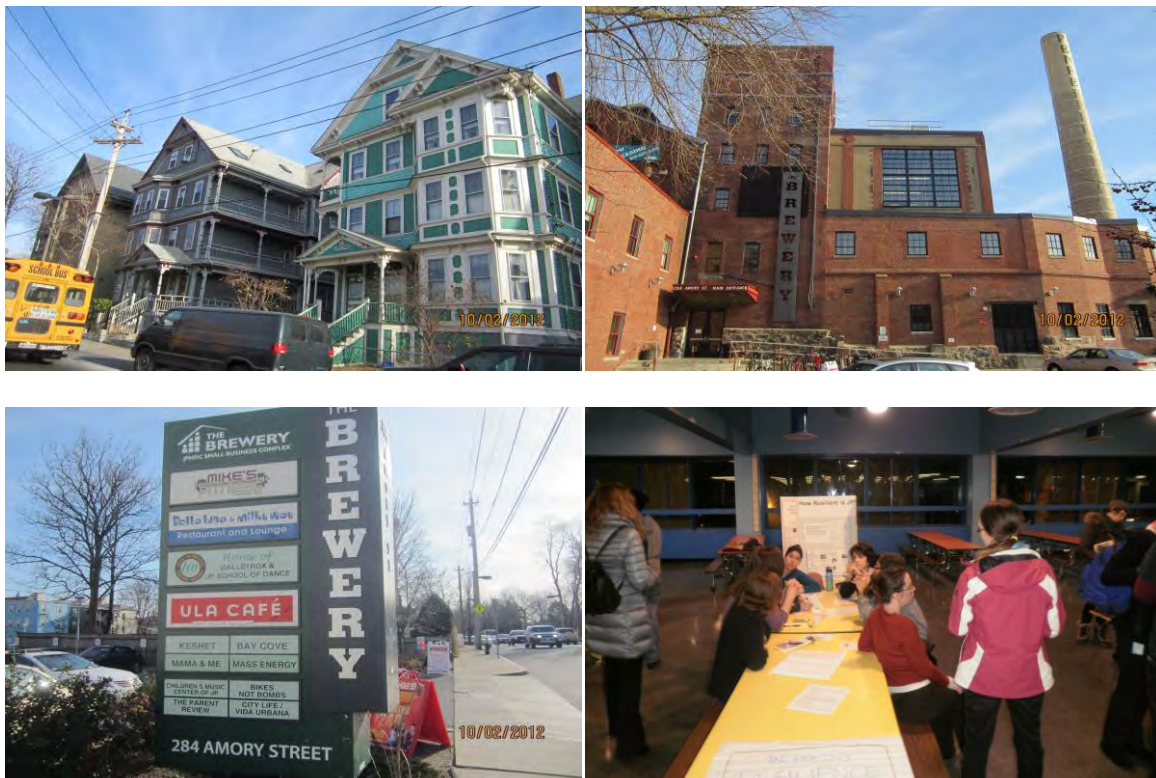


Fig. 7, 8, 9, 10. Photo survey from the JPNDC (author's pictures, 2012)

The third case that is considered for the purpose of the research is drawn from the Main Street program implementation in Boston. The Main Street program is a national program launched in the 1970s by the National Trust for Historic Preservation to revitalise the historic built environment through a holistic approach based on design, promotions and socio-economic revitalisation. As visualised in the figure 11, Main Streets channel national funds to focused target areas through local authorities, thus encouraging private investors to contribute to urban revitalisation thanks to their trust in better perspectives for the area. The Main Street program was brought to Boston in 1983 by the Mayor Thomas Menino, that still plays an important role in the success of the initiative. Today, the City of Boston still commits a considerable part of its federal budget from the Community Development Block Grant to the Boston Main Street Program. Main Streets rest on a very small organisational structure. Only executive directors are paid (hired by the local Board), others are volunteers. The overall budget is nearly about 30.000\$ per year for each Main Street to cover mainly administrative costs, rent and office supply. Again, we are in presence of a very low budget that is run to perform urban regeneration goals; however, the results that can be appreciated by visiting neighborhoods where the Main Street program has been run for some year are almost extraordinary, as even such a limited amount of money allows to gear an enterprise- friendly environment and to attract private new businesses in the area, contributing to revitalise the socio-economic context.

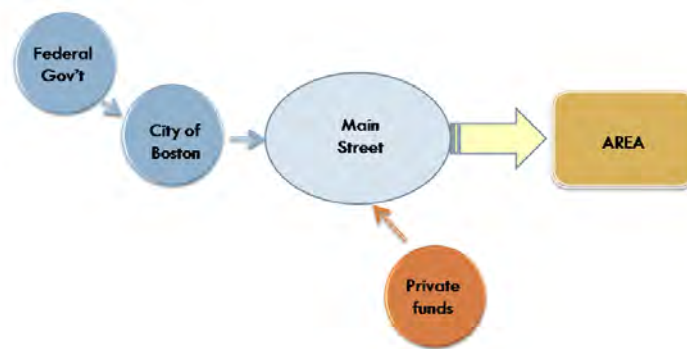


Fig. 11. Multiple players converge through Main Streets towards target areas

As an example, it is here described the case of Washington Gateway Street Main Street, located close to the city centre. At the time when the program started to be run, the area lagged in an almost blighted state, although the urban landscape in itself was very interesting, characterised by the presence of historical and heritage buildings that made (and still make) the urban environment vivid and rich. The implementation of the Main Street program in the area allowed to start up a very effective process of urban regeneration. Nowadays, while crossing Washington Street, it is possible to appreciate the great number of new businesses in the area, lot of them locally rooted or run by entrepreneurs from minority groups, as well as it is possible to admire very well kept community gardens right in the heart of the neighborhood that testify the high level of engagement of the community in maintaining the urban environment. By the interview conducted with Jennifer Efron [17], responsible for running the Main Street program at Washington Gateway, it clearly emerged how the major goal for the program was “to make the place a walking destination...” by eliciting “the character of the area”.

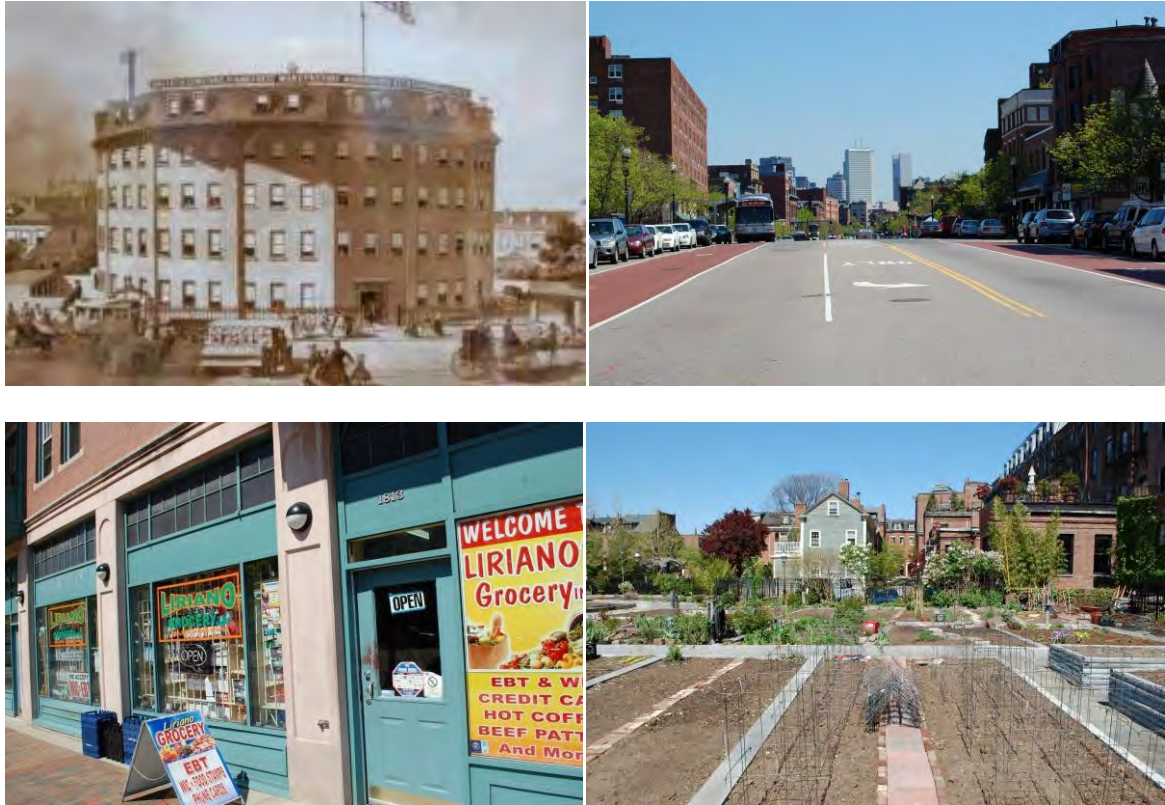


Fig. 12, 13, 14, 15. Photo survey from the Main Street Washington Gateway (author's pictures, 2012)

The fourth case that is considered for the purpose of the research is the only Business Improvement District (BID) set up in Boston, i.e. the Downtown BO. BIDs are financing mechanism used by property owners and merchants to manage improvements within areas with a specific major destination (retail, commercial, industrial). They band together to collect money, that returns to the BID in form of supplemental services, such as promotions, cleaning and security services, maintenance, sanitation, special events and in form of capital improvements, such as special lighting, street furniture, trees, signage. As visualised in the figure 16, the BID is a sort of self-promoted initiative led by the local businesses in a certain area and supported by the local authority.

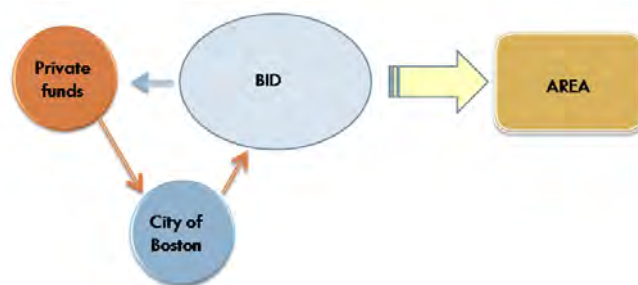


Fig.16. Multiple players converge through BIDs towards target areas

According to Steve Brookes [19], in the Downtown BO exclusively property owners tax dollars pay for the program; the fee is paid to the city and the office of the BID delivers the additional services. The photo survey in the figures below show first two images of the urban context of the BID, and then two services provided by the Downtown BID (cleaning services and the so-called “ambassadors”, i.e. volunteers that welcome and orient people within the area). From the mentioned interview conducted with Steve Brookes, it also emerged that when the BID started to be run, people

were very hesitant, while now there are people in the close neighborhoods such as Chinatown, Theatre District, Cambridge, North Boston, who are looking at Boston Downtown and get more and more interested in the experience. He furthermore believes that the stronger achievement of the Downtown BO experience is its role in terms of *advocacy*, because properties see the advantages of being part in the BID in order to be more effective when interacting with local Authorities and other counterparts. The importance of *relational values* beyond the merely financial advantages that can be achieved through a joined-up management of the urban regeneration process clearly emerges also in the case of Downtown BO.

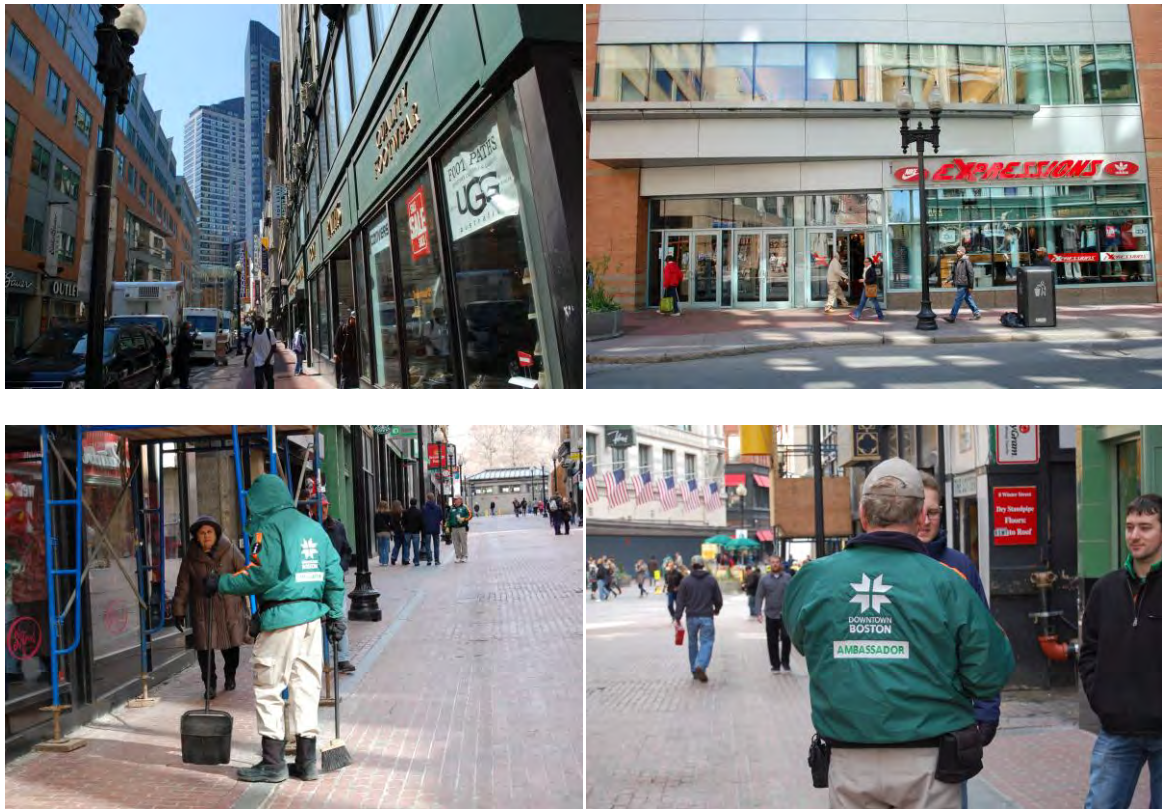


Fig. 17, 18, 19, 20. Photo survey from the Downtown BO BID (author's pictures, 2012)

Findings from the case studies. To sum up, common features that emerge from all the selected case studies are: (1) they all performed a clear spatial concentration of actions through a place-based and community-led organisation, capable to enact also the centrally promoted programs with a view to the uniqueness of the place; (2) a central role is played by the same mentioned organisations in planning and delivering programs and related services; (3) public initiatives performed in the areas were focused not only on acting as financial leverage but also on spurring the community added value. By overcoming the traditional dichotomy between public vs private actors, still plaguing the effectiveness of many urban regeneration policies and programs, the case studies prove the potential of a double conceptual shift as follows: (1) a conceptual shift of the role of private investors in partnerships for urban regeneration, capable to incorporate traditionally public- led goals into private duties, and (2) a conceptual shift of public and private partnerships mechanisms, capable to incorporate not exclusively market-oriented values but also the value of *reciprocity*.

Results from the case studies led to conclude that they both can led to achieve: (a) territorial concentration, obtained through place-based, community- led organisations enacting central policies; (b) continuity over time, obtained through the overlapping actions of multiple- stakeholders organisations covering different goals and areas that complement each other. The general theory embedded in the conceptual frame implemented through the discussion of the empirical cases allows generalisability of these findings in the larger international context, thus producing insights applicable to different places worldwide.

Conclusions

This paper was aimed at demonstrating the potential of the conceptual paradigm of civic economics within urban regeneration processes. At this aim, it first reflected on how far civic economics can be translated into urban regeneration terms, and then discussed some case studies against this conceptual frame. Through an in-depth discussion of some case studies, it has been proved the added value of an innovative approach in building partnership within urban regeneration processes, based on a role of private actors in partnerships for urban regeneration, capable to cover also traditionally public roles and to maximise cooperation in the process.

Both the above mentioned conclusions match the directions suggested by recent studies in the economic and social science fields. As stated by Akula ([20]: 158 and 172), it is time to push a new approach for the traditional “third way”, that is the “end of poverty through profitability”, achieved through a shift from the concept of non profit to the concept of “for-profit companies for poor” through microfinance, interpreted as a sort of bottom-up and widespread social activation for the socio-economic growth capable to involve every single, although minuscule, actor. The potential of cooperation among multiple actors has been recently underlined by Nowak ([21]: 284) in his analysis of the so called “super-cooperators”, that are actors particularly talented in terms of sharing, team working and demonstrating an ethically correct behavior. Possible future researches could even attempt to recast the way of building the socio-economic context through the neo-institutional approach in terms of super-cooperators arena, thus providing an innovative instrument to interpret and evaluate the role and mutual interactions of multiple actors within urban regeneration processes.

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A Program for the Development of the Metropolitan City of Reggio Calabria. Preliminary Issues.

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Keywords: Urban and Regional transformations, Strategic and Integrated planning, Functions, Services and Metropolitan Dynamic, Urban Mobility.

Abstract. The objective of this paper is to talk about a possible idea of Territorial Organization of Reggio Calabria's Metropolitan City and about the institutional processes of Metropolitan construction. These Preliminary Issues must take into account the existing system of material and immaterial relationships, that are the result of a series of sectorial issues organization, for example social and economic dynamics, until cultural identities [1].

Starting from the analysis and mapping of the metropolitan area competitiveness factors, we tried to define a first future Organization of the metropolitan territory. In particular, we have analyzed the main infrastructures, as a set of public goods and services, that they taking a major role in the programming of the Metropolitan Cities. One of this is the transport system, that has always an important role for development and control of a territorial System / Organization [2]. The integrated approach transport - territory must become an opportunity to pursue for the competitiveness development of Reggio Calabria's metropolitan city.

Introduction

The forecast of specific government forms for the metropolitan areas, as well as the definitive institutional set - up and constitutional then of the territorial Autonomies, are considered a strategic priority for Italy: in fact, they have the role of subjects able to meet the challenges of global competition successfully. (Confindustria, ANCI 2014)

The Infrastructure of the Metropolitan city are constituted by the totality of goods and material and immaterial service of collective use, they are entrusted to public management, and the management of private stakeholder or to an entity characterized by the coexistence of public and private stakeholders. This theme has never grown so fast as in this delicate phase of redefining the Territorial Organization, we are coming to realize that the boundary of the metropolitan area is very complex, it influences the subsequent operation of local institutions.

When we speaking about metropolitan areas, the mobility problem is one of the principal strategic objective in the whole world, the same idea of "city" has changed depending on transports revolution that has expanded urban space and highlighted the deficiency of Municipality dimension. It has to be faced by making a function of an organic and coherent point of view, that believes in the new territorial structure, not only an essential central brick of institutional, social and democratic capacity of Italy, but also as a prime engine for the national economic recovery.

We are in front of a review (Law 7 August 2012, n. 135 [3]) that the Country wait from too many years (well 24, by the Law 8 June 1990, n. 142) and that should pursue the objectives of the administrative and bureaucratic simplification, the rationalization of the skills, the optimization of the costs, the reduction of the political and administrative class in a point of view of strong and synergistic integration of policies and management of administrative capacity in the territories.

Thus, among the many aspects of future planning, the present contribution aims to analyze some preliminary issues: they are related to one more efficient organization of the Metropolitan city of Reggio Calabria's territory, in connection with the functions and purposes for which was established, in a programming logic that is the antithesis of traditional planning.

The Territorial Competitiveness Factors

The Metropolitan City is called to take a major role in the formulation of strategies and development policies at the local level that they see not only the public consent, but also the active involvement of all public and private stakeholders, that are interested in the development, consolidation and maintenance of competitive conditions in a specific territory [4].

Therefore the city is at the centre of a complex system in which it plays a coordinating role in the development process, or operator of realization of ideas, programs and resources aimed at developing of the city [4].

The challenge of the competition has been transferred for a long time from the level of the single companies to that of the territories; the promotion of the local development can be realised only through programs complexes that take part at the same time on [1]:

- the increase of local economic and social factors;
- the promotion of local productive systems;
- the promotion of technological innovation.

One of the most important indicators of the territory competitiveness is given by its attractive ability, with a regarding people and capitals; the main factors that impact on this ability are [5]:

- Transport Infrastructure;
- Accessibility and Urban Mobility;
- High Formation, the Research and the Innovation;
- Instruction and Professional Formation;
- Credit;
- Public Administration;
- Quality of people's lives.

Programme vs Plan

The Strategic Spatial Planning is considered one of the tools that, the new body must soon provide itself to realise the founding goals: certainly, these tools are a step forward the ordinary urban planning [1]. They can be used to identify priorities and to capture aspects, for example the organisation, the management, and in general, the non – material aspects, which can not be learned by the other tools.

But, they fail to resolve the main problems that have led to the failure of planning tools, even more recent conception:

- 1) the separation between the planning time and the time of economic resources allocation;
- 2) the absence of feasibility and sustainability appraisals (in three dimensions!), and the effectiveness of actions assumed [6].

For these reasons it is necessary:

- to work with programming tools and not with planning tools (or simultaneously), which they locate resources, times, stakeholders, expected results, etc.. [7];
- to realise the metropolitan cities from the red tape of the Regions: if we really want to accelerate spending and make it more able to meet the needs expressed by the citizens and the businesses, every metropolitan city must equip itself to a POR, negotiated directly with the national and European authorities, that does not involve negotiating with the Regions.

The regulatory matter on territorial organization of the Metropolitan City

The Italian legislation relative to metropolitan areas began with the law n. 142 / 1990. In this document two levels of local government were identified: the Metropolitan Cities and Municipalities. Three governmental bodies were established for the Metropolitan City: the Metropolitan Council, the Executive Council and the Metropolitan Mayor. According to Draft Law n. 1212 / 2013, approved at the Senate the 25th March 2014, the metropolitan city of Reggio Calabria will be established on 1 January 2016 and the Metropolitan Council will be composed of the metropolitan mayor and fourteen councillors (depending on the number of inhabitants) [8], because the Reggio Calabria Province has 550.832 inhabitants [8,21]. Already, from this first analysis, it appears that it will be necessary to articulate the metropolitan territory of Reggio Calabria into 14 areas and / or districts. The provincial capital, on the proposal of its council, can be subdivided into metropolitan municipalities endowed with a certain degree of autonomy, and the Metropolitan Council is responsible for the approval of the final Statute. In particular, it will propose this organization, with city council's decision, and it will be adopted at the procedure laid down in Article 6, paragraph 4, of the consolidated legal text [8]. Depending on the Statute, the Metropolitan Council and the Mayor can be elected either directly (by citizens) or by mayors and councillors of the municipalities, as a second - level institutional body. In fact, the council's proposal shall be submitted to referendum to all citizens of the metropolitan city, and it must to be made on the basis of their regional laws, and it must to be approved by a majority of the participating that shall take part in the vote. In addition, the statute may provide for the formation of uniform areas, for specific functions, taking account of territorial specificities, with body of coordination, connected to the bodies of the metropolitan city, with no new or increased costs for public finance, of course.

The associate management of the fundamental functions will be obligatory that are [8]:

- a) the adoption and the annual update of the *strategic plan of the metropolitan area*, that is the act of address for the authority and for the exercise of the municipalities functions and of the municipalities associations included in the area, also with a regarding the exercise of functions delegated or assigned by the regions;
- b) *the general land use planning*, including communication facilities, networks, services and infrastructure of interest for the metropolitan community, even by setting constraints and objectives to activity and performance functions of the municipalities in the area;
- c) *the structuring of coordinated system for managing public services*, the organization of public services of general interest in the metropolitan field;
- d) *the urban mobility and the viability*, also with an ensuring the compatibility and the coherence of the municipal urban planning in the metropolitan field;
- e) *the promotion and the coordination of economic and social development*, also with an ensuring help and support to economic activities and to innovative research and they must be correspond to the vocation of the metropolitan city as outlined in the strategic plan of the territory;
- f) *the promotion and the coordination of computerization and digitization systems in the metropolitan areas*.

This new model requires the overcoming of polycentric administrative. It is characterized, for example, by local planning activities, that are not synergistic between them and the coordination of most of the administrative activities [9]. The model of a metropolitan city, must not have the function of giving an added value to the system of the municipalities included in the area, but it must be able to become an institutional pilot for new ways of services organization and resources management. Together and in full support to the municipalities, a public institution must be capable to valorise the metropolitan area specificity, like a conurbation characterized by economic, social, cultural and institutional links. It is an important challenge for the Country, because it will concern the way to organize the territory, the wealth production and the delivery of services to citizens.

The Territorial Competitiveness Factors: Transport Infrastructure

In this phase of analysis we have reconstructed the design of public transport supply in the metropolitan area of Reggio Calabria.

In the specific case, the supply one is oriented on 4 reference system, such as defined by law regulations (Law n. 59/97) [10]:

1. street transport: urban bus;
2. railroad transport;
3. port transport;
4. airport transport.

The law defines that the implementation of minimum facilities must regard (art. 16 paragraph 1) to quality and integration of transport links of school and work commuting, of use of services by customers to access to different administrative services, health and social, of requirement to decrease the engorgement and pollution.



Fig. 10 - Graphic identification of logistics nodes

1.1 Road Network: Urban Bus

The public road transport is managed by A.T.A.M. SpA, that is the acronym of *Transport Company for Metropolitan Area in Reggio Calabria* (view Fig. 11). The 44 lines generally move on quite long paths, (715 km) traversing the whole city, from little Catona (at north) to Bocale (at south) to Pordagoni (at east). It has 1400 bus stop in the urban and extra - urban area, whose 22% has poles about lines and paths, The 2% has a bus shelter and 76% metal discs [18]. The frequency is not equal; the most of lines are programmed to 8 or 12 daily paths, it means less of a run in one hour.

2.1 Railroad Transport

The *Central Station* (view Fig. 10) in Reggio Calabria represents the national terminal of F.S. and meeting point of two railroads, Tyrrhenian and Ionian coast. These railroads can not satisfy the supply of commuting, both the number of national trains (2 Frecce Argento and 4 Frecce Bianche) and both the punctuality of service for all regional trains. The situation on Ionian coast is most problematic because it needs more long time to cover the distance and there are few trains. Moreover, there is a convention between A.T.A.M. and Trenitalia that gives birth to “*Trebus*” [18], a transport system with an integrated fee, that allows to residents in the city as to travellers who daily reaches Reggio Calabria from provinces and non, by bus or train, to make use of both the facilities to move around the metropolitan area. The service allows to move in urban area from Catona to Bocale by A.T.A.M. or Trenitalia, to move in extra urban areas from or to Gambarie, Mannolo, Santo Stefano, Cardeto north and south, Sant'Alessio, Laganadi, Trevalloni, Sanbatello, Cardeto center by A.T.A.M. and from Rosarno to Melito Porto Salvo or on the contrary by Trenitalia.

3.1 Port Transport

As regards the maritime public transport, the *Port* of Reggio Calabria (view Fig. 10) is, according to Villa San Giovanni port, an important maritime road junction that links Sicily, in particular there are different links with Messina and Eolie Islands. Along the path of Reggio Calabria - Messina, the port is interested on a metropolitan service about fast transport of passengers between the *Stretto Cities*. This service is entrusted at Stretto's Metromare Consortium, Bluferris Srl, who is made by R.F.I. and USTICA LINES Companies. The links between Reggio Calabria and Eolie Islands are made by private ferryboats, only to passengers and which are managed by Ustica Lines [19].

4.1 Airport Transport

The *Tito Minniti Airport* (view Fig. 10) is located in the south area of Reggio Calabria (location Ravagnese), that allows direct flight connections with the Centre and the North of Italy. The So.G.A.S. Spa is the company who run the Stretto Airport, which is composed of: Province, Municipality of Reggio Calabria, Calabria Region and Chamber of Commerce. It manages the airport system and all the facilities to users, under National Board control for the Civil Aviation. The companies lines are the Alitalia and the Blu - express which fly by Rome, Milan and Turin. From results of traffic about the principal Italian airports, we can see that the Airport of the Stretto is a secondary junction, despite his catchment area involves the Reggio Calabria and Messina provinces. In fact, we need to note, in the latest years, the high levels of decrease. Actually, the number of annual flights is 5.037 with a number of 553.575 passengers [20]. The potentiality of *Tito Minniti Airport* growth are considerable and it depends on the integration of the Stretto's Metropolitan Area (Reggio Calabria - Villa San Giovanni - Messina).

The Territorial Competitiveness Factors: Accessibility and Urban Mobility

The theme of accessibility and mobility within the urban and metropolitan areas is one of the problems of efficiency and competitiveness of the metropolitan city and the quality of citizens life [11]. It is evident, how the bus is the urban transport for excellence, that allows to reach both logistical road junction and all the metropolitan ranks. In Reggio Calabria, nowadays, it is a service that undermines the complete use from the users, because it has a poor integration to the other structures present in the territory. Above all, the principal point of weakness is the absence of regular and punctual services and also the loss of general information about paths, timetable, and connection. The internal links of the metropolitan city are penalized from the inadequate infrastructural facilities and from the non - existence of a network, or rather, a transport system (plane - train - ferryboat - bus) that is integrated, connected and equal. In fact, we speak about a city that is not "linked", not structured very well, as "unimodal" transport [12].

The Territorial Competitiveness Factors: Functions of Metropolitan Rank

In the Metropolitan City, there are the principal headquarters of the metropolitan rank function, such as [5]:

- the High Formation, the Research and the Innovation;
- the Instruction and Professional Formation;
- the Public Administration;
- the Health Structures.

The Metropolitan area of Reggio Calabria has 6 University headquarters. The Mediterranean University of Reggio Calabria is one of the three poles (the University of Calabria and the University of Catanzaro) on which is structured the University System of Calabria. It is composed of Architecture Area, Law and Economic Area, Engineering Area and Agrarian Area. The "Dante Alighieri" University and the Secondary School of Public Administration complete the Institutes of

High Formation in the metropolitan area. As regards the instruction and professional formation, the city offers a great variety of curricula.

There are:

- 6 Colleges: 2 Classical, 2 Scientific, 1 Artistic, 1 Linguistic;
- 1 Technical Institute for Surveyors;
- 2 ex - institute and Magistral school;
- 2 Professional Institutes Industry and Handcraft;
- 1 Artistic Institute;
- 6 Commercial and Technical Institute;
- 2 Industrial and Technical Institutes;
- 1 Technical Institute for Social activities;
- 1 Academy of Music;
- 1 Academy of Arts;
- 1 Professional Institute for Commercial and Touristic Services.

The most important Public Administration headquarters are: the Municipality, the Province, the Prefecture, the Region, the Tribunal and the Ce.dir. As regards the health structure, Reggio Calabria has got two public hospitals, the Riuniti Hospital and the Morelli hospital, and some private structures such as the “Madonna della Consolazione” Policlinic and the “Franco Faggiana” Orthopedic Institute. (view Fig. 11)

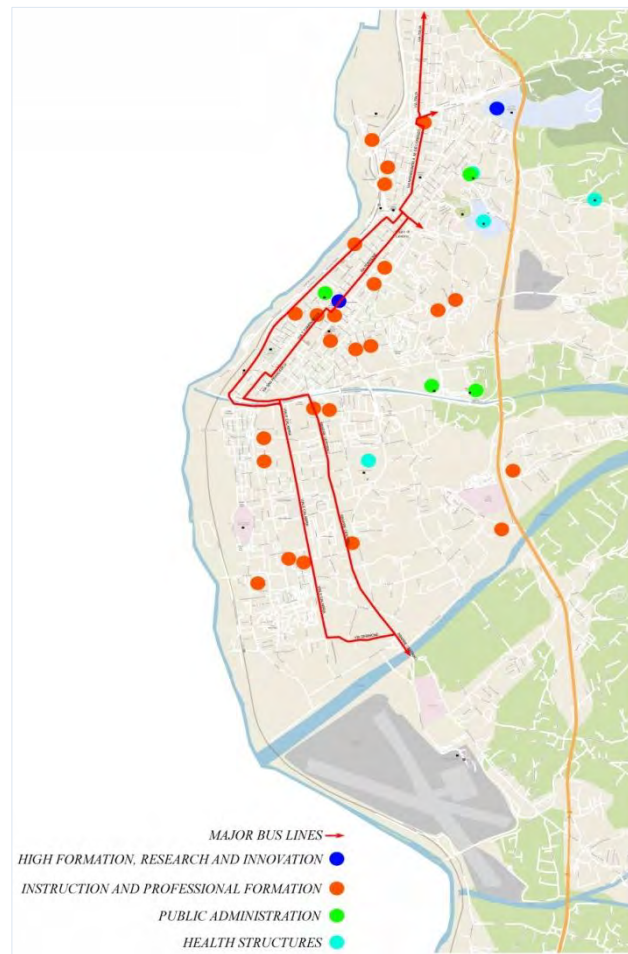


Fig. 11 - Graphics identification of metropolitan rank functions and the main directions of urban bus lines

Territorial Organization of the Metropolitan City of Reggio Calabria. Methodological Aspects

The Nineties are characterized by radical innovations approach and methodologies of action on cities and on regional systems. The European Union has an important role. It accompanies and stimulates these mutations. In 1995, the Madrid Document has identified the “*level of Territorial Organization*” as one of the four criteria for the identification of territory problems. However, the Territorial Organization can not be guided from simple considerations of quantitative type (as the number of inhabitants, the territorial extension, etc..), but it must take into account the existing system of relationship, that are the result of a series of sectorial issues organization, of the social and economic dynamics, until the cultural identities [1]. “Dynamics”, such as those above, can be find answer only in a supra - municipal body, which is able to seize the needs of the system beyond the known localism. For these reasons, in order to proceed to a hypothesis of territorial delineation of the future metropolitan city of Reggio Calabria, we have been taken into consideration the following subdivisions:

- the *Optimal Territorial Areas* (view Fig. 1);
- the *Social and Health Districts* (view Fig. 2);
- the *Judicial Districts* (view Fig. 3);
- the *Local Labour Systems* (view Fig. 4);
- the *Territorial reorganization program* (view Fig. 5);
- the *Framework of the Integrated Planning Units* (view Fig. 6);
- the *Provincial Constituencies* (view Fig. 7);
- the *Municipal Constituencies* (view Fig. 8).

Today, the Reggio Calabria Province consists of 97 municipalities, for a total of 550.832 inhabitants [21].

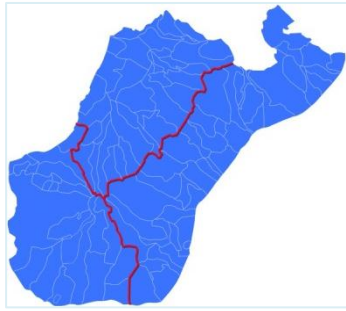


Fig. 1 - 3 areas OTA¹

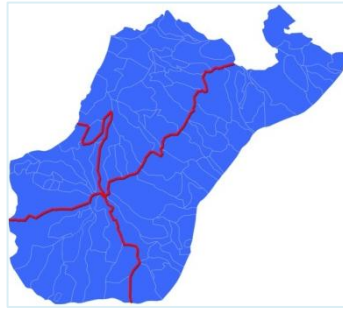


Fig. 2 - 4 Social and Health Districts²

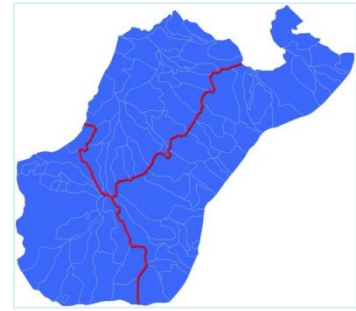


Fig. 3 - 3 Judicial Districts³

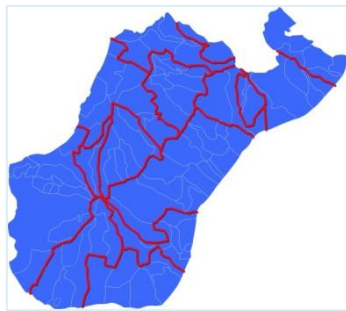


Fig. 4 - 14 LLS⁴



Fig. 5 - 3 Neighbourhoods⁵
Territorial reorganization program

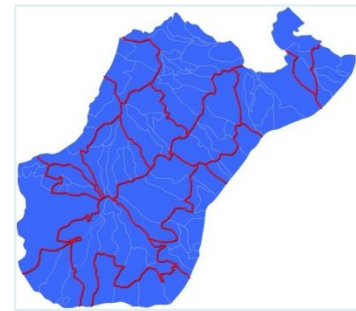


Fig. 6 - 17 territorial areas FIPU⁶
Framework of the Integrated
Planning Units

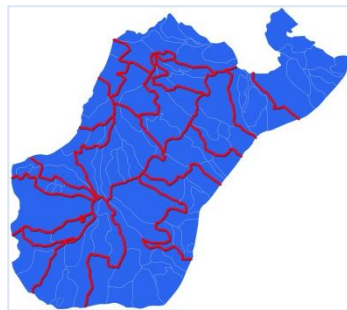


Fig. 7 - 24 Provincial Constituencies⁷

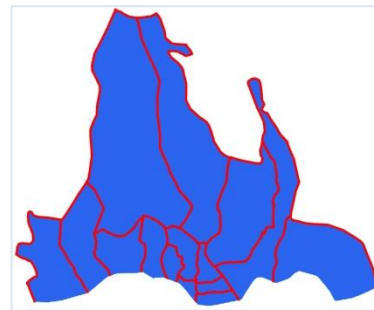


Fig. 8 - 15 Municipal Constituencies⁸

¹ The *Optimum Territorial Area* (OTA) is the geographical area where, according to the *Galli* Law 36/1994, Art. 8, the Integrated Water Service is organized in the forms and ways established by Law 142/90. The Integrated Water Service consists of all public services of catchment zones, water treatment, feeder services and distribution of water for civil use, gathering system and purification service of waste water, to be organized through OTAs. With the Law 10/97, the Calabria Region regulated the forms and ways of cooperation between the Local Bodies to organize the Integrated Water Service. Under the Regional Calabria Law, 5 OTAs were made, including the OTA5 - Calabria - Reggio Calabria.

² The healthcare and social - health activities are the responsibility of the Corporation and they are organized at the territorial level, through the *Social Health Districts* and *Management Directions Districts* [13], on the basis of the complexity of the services to be provided and the optimal dimension defined by the regional level. The Local Health Corporation is made up of 4 Social Health Districts, and they are geographical areas of service provider, homogeneous areas of provider of health and social - health activities.

³ The *Judicial Districts* are the territorial jurisdiction of a court.

⁴ The *Local Labour Systems* (LLS) are the places of population in which they live and work everyday . They are territorial units, consisting of parts of more than one municipalities contiguous to each other, geographically and statistically comparable [14]. They are based on ISTAT data according to the daily commute for work purposes. And it is an analysis tool appropriate to research the socio-economic structure according to a territorial perspective.

⁵ The *Territorial reorganization program* was produced by the Reggio Calabria Province under the Regional Law n. 15 of November 24, 2006 and it was approved by Decision of the Provincial Council n. 68/07. The regional law would set as a prime criteria for the provincial reorganization program, the activation of a process that, taking account of the proposals made by the municipalities, establish the definition of geographical areas and optimal levels referred to the associated exercise of functions and services, in relation to the reference demographic, territorial and organizational indices, and on the condition that the municipalities are composed of a population of not less than 10,000 inhabitants, except for the real situations that have a special territorial, linguistic and cultural affinity.

⁶ The Framework of the Integrated Planning Units (FIPU) aims, in line with the Regional Council Resolution n. 163 of 2010, is to define the necessary territorial and sectorial priorities for the identification of the Integrated Projects of Local Development.

⁷ Is called Electoral Constituency or electoral district or electoral college, each of the parties that is split the territory of a Country or other local body for the election of a collegiate body, typically a representative assembly, such as a chamber of Parliament.

⁸ The Article 13 of Law 142/90 requires that the municipalities divided their territory into Districts of Decentralization if they have population exceeding 100.000 inhabitants. The *Municipal Constituencies* are participation structures, consultation and management of basic services, and it exercises the delegated functions by the Municipality. The Constituencies have the representation role of needs of the population, to participate in the decisions of the Administration, for consultation on various competence matters of the Municipality. With regard to the Basic Services, the Constituencies competence are divided into Social Services and Leisure and Cultural Services.

The first results: The Districts

To the various systems of relationship between the municipalities, we have generated an idea of the Territorial Organization of Reggio Calabria's metropolitan city. For this reason, the District would become the most suitable tool for this purpose. In fact, it includes the whole territory of the Municipalities characterized by a level of geographical - territorial unit. The study of previous territorial subdivisions on the Province of Reggio Calabria's territory has allowed the territorial division into 14 Districts (the first results are shown in Figure 9), according to Draft Law n. 1212 / 2013 [8]. The Districts are headed by one of the Municipalities or Ex – Constituencies (view Table 1):

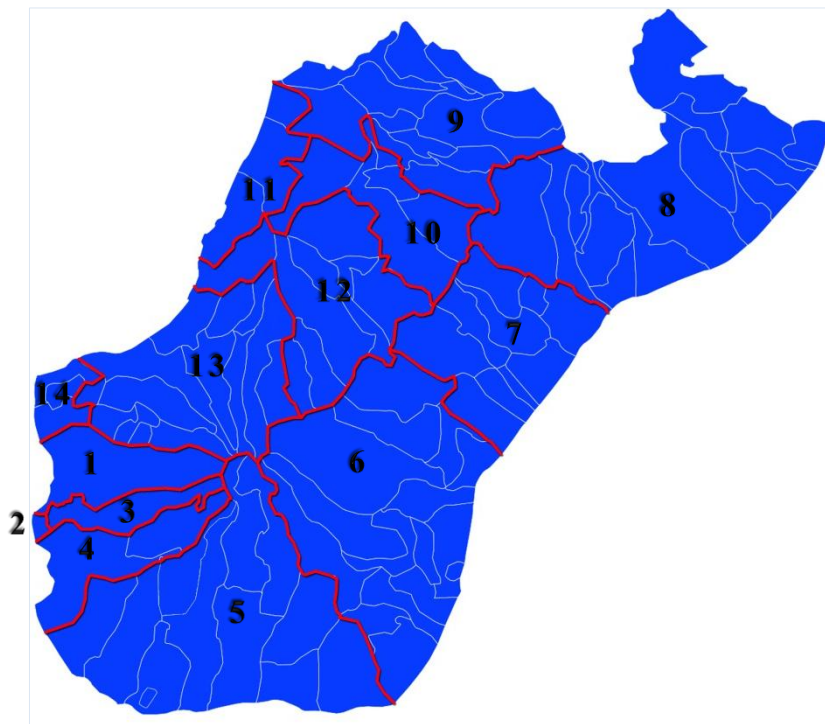


Fig. 9 - The territorial delineation of 14 Districts

	DISTRICTS	Residents	The number of Municipality
1	Reggio Calabria downtown 1 (Stretto 1)	44.057	-
2	Reggio Calabria downtown 2 (Stretto 2)	37.028	-
3	South Reggio Calabria (Stretto 3)	39.341	-
4	Pellaro (Stretto 4)	38.037	-
5	Melito (Grecanica)	40.952	11
6	Siderno (Locride 1)	42.752	10
7	Bovalino (Locride 2)	37.441	15
8	Caulonia (Locride 3)	47.543	16
9	Rosarno (Piana 1)	38.030	11
10	Polistena (Piana 2)	37.124	5
11	Gioia Tauro (Piana 3)	42.099	3
12	Taurianova (Piana 4)	30.914	8
13	Bagnara Calabria (Costa Viola)	33.592	14
14	Villa San Giovanni (Stretto 5)	41.885	3

Table 1 - The Districts should have the ideal size not less than 30.000 inhabitants

Conclusions: Metropolitan Vision and System

The Districts, that will require further research, aim to become the "*territorial laboratories*" to enable a strategic and integrated planning, a new model directed towards the culture of territorial sustainable transformation (from an environmental, economical and social perspective), with an increasing awareness for the urban and territorial complex reality and a critical comprehension of the multifaceted links governing territorial management processes [7].

It is believed that, this work may be, therefore, a prerequisite to a program aimed to identify fundamental strategies for land use management, which characterize the choices in the short - medium - long term in the new metropolitan city, reviving the competitiveness of municipalities for the economic and sustainable development. In addition, this idea must be submitted to a referendum of all citizens of the metropolitan city, and consequently approved by a majority of the participants to the vote, according to Draft Law n. 1212 / 2013.

Within this framework Bobbio [15] highlights how Italian reform was proposed "late" and therefore "without success", while in Europe a "*bottom - up*" approach was spreading, in which "most metropolitan problems are addressed through purpose - oriented networks of coordination and cooperation involving municipalities, governmental agencies at various level, as well as private service providers" [16]. In fact, we need a "bottom - up" approach, which is essential for the successful action for the Territorial Organization.

For this reasons, it is quite a long time, that the need is felt for an integrated approach to the territory - mobility system, an approach targeted to point out strategies being more effective and consistent with the goals of competitive growth. It is easy to think, it needs to realize new structural action in the transport area such as roads, railways and buses, stations and parkings, for a correct development of a metropolitan area and to allow a right level of mobility [17].

At the contrary, it needs to improve the existing links, to promote, at the maximum level, the integrated use of the whole system of transport supply from airport to station, to port, to bus. It needs to act a politic integration:

- *Interstructural integration*, that is realized through the links between parking, station, bus stop;
- *Modal Integration*, that is the possibility to use different types of transport as possible so that the customer can have the idea to travel on a unique transport;
- *Fee integration*, that is the introduction of a unique fee system available for all the types offered.

The future Program should start from here. All citizens should have quick access to the metropolitan rank services, such as economic, financial and cultural places, universities, centres of excellence hospitals, ports and airports. Inevitably, the Program will be done in an integrated view with the mobility of transport and traffic. So, starting from the existing infrastructure, we need to put the goal to exploit the maximum potentiality for the programmation of the integration public transport systems to the service of the Reggio Calabria metropolitan city. It needs to promote an effective and efficient use of this system [7].

Only through the power and synergic development of existing physical (airport, railroad, port and bus) and non-physical (university, public administration, health, etc...) Infrastructure, it is possible to think about a future metropolitan city, that can become an attractive and competitive pole. It needs to put attention at the development of those action, as a set of nodes and "*directions of force*", that become a facilities system to residents, with a creating a circle system that can improve the supply of integrated facilities for everyone who move around the city.

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The Role of Cultural Assets in European and United States Urban Regeneration

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Keywords: Urban Regeneration, Urban Economic Development, Cultural Economic Development, Creative Economy.

Abstract This paper compares the role that cultural economic development has played in countries on both sides of the Atlantic. It evaluates reasons why the United States and Western European countries have pursued contrasting policies, and whether both have benefited from the paths they have taken. Although the dichotomy is not perfect, Western European countries have relied more on heritage goods, while the United States is more renowned for its intellectual property industries. The paper concludes with an argument that each region's strategy may be optimal, given its endowments and constraints.

What is cultural economic development?

First, let us note that there is no generally accepted definition of the term “cultural economic development”. The ambiguity lies in the definition of “culture”.

The cultural economy is often associated or confused with the term “creative economy.” In reality, there are differences between the two. The term “creative economy” is generally used to describe a number of tangentially related industries, including the performing and visual arts, but also encompassing intellectual property industries, such as book, magazine and newspaper publishing, film, radio and television, patent-dependent industries such as high-technology, biotechnology, and computer software, as well as higher education, science and engineering, architecture, high fashion and design. A detailed example of a definition like this can be found in [1].

The term “culture” can be interpreted more broadly or narrowly. One author describes culture in terms of activities that “involve some form of creativity in their production [and] are concerned with the generation and communication of symbolic meaning, and that their output embodies, at least potentially, some form of intellectual property” [2]. Cultural assets include architectural works, historic buildings and places, historic regions and districts, art, scientific and natural history museums. They also embrace the content of the art, scientific and natural history museums. They further include language, literature, folklore, sport, music, drama and dance. Most of these forms of culture can be further broken into popular vs. traditional (or high) versions.

A narrower approach to defining cultural products is to contrast them with creative products. A definition which relates the creative economy to its cultural component describes a “cultural core” which “includes occupations and industries that focus on the production and distribution of cultural goods, services and intellectual property. Excluded are products or services that are the result of non-culturally-based innovation or technology” [3].

Regardless of how the term culture is defined, cultural economic development addresses how a country leverages its cultural assets to create jobs and wealth.

Types of cultural economic development

Western Europe is viewed by most Americans as the source of the cultural and intellectual revolution that transformed the world's population from a subsistence level of living to one that

enjoys the benefits of a high standard of living and a rich cultural heritage. Western Europe can trace its cultural history back several millennia, and its countries have preserved much of their architecture and the artistic heritage. Countries in Western Europe, compared to the rest of the world, have large government infrastructures devoted to preserving and publicizing their cultural assets. Besides serving as a source of national pride for these countries, cultural assets play an important role in supporting their tourism industry. Indeed, it is common in Western European countries to describe the display of their cultural assets as “cultural tourism”.

Compared to countries in Western Europe, the United States is in its cultural infancy. Although North America has been inhabited for millennia, historians generally trace the beginning of American culture from the first permanent settlements by Europeans. These occurred primarily in the seventeenth century, with the nation declaring itself as independent toward the end of the eighteenth century. However, large land areas in the West and Southwest weren't heavily populated with U.S. citizens of European heritage until well into the twentieth century. The admission of the last two states into the union occurred only recently, in 1959. By that time, immigrants had arrived from Asia as well as Europe, and the inflow of immigrants from Mexico and Central America had begun.

Because its development as a country is relatively recent, there is comparatively little recognition and awareness of a shared national cultural heritage in the U.S. Its language was adopted from that of its original settler/occupier, and its early art forms were subject to heavy European influence. Regional cultures, from the Puritan influence in New England to the Cajun heritage in Louisiana to the Spanish influence in the Southwest, predominate. It has only been within the past fifty years that federal government agencies have been created to foster development of the arts and humanities, and historic preservation.

Although tourism in the U.S. is an important industry, the motivations behind leisure travel are more diverse. Recreation, shopping, the natural environment, and climate are important motivating factors as well as cultural heritage. It is instructive to compare the top twenty tourist attractions (ranked by number of annual visitors) in the U.S. to the top twenty tourist attractions in Europe [4]. In the U.S., no museums or locations of religious and architectural significance appear among the top twenty. About half of the entries on this list combine heritage and commercial themes, like Fenwick Hall in Boston and Times Square in New York City. Six are purely commercial, ranging from the Las Vegas Strip to several Disney sites. Only one is a national park. By contrast, the majority of the top twenty tourist attractions in Europe fall into the heritage category. Five are art museums, with the Louvre attracting the most visitors. Eight are locations of both religious and architectural significance, like the Notre Dame Cathedral and St. Peter's Basilica. The only purely commercial entry is Disneyland Park in France. All but two are located in France, Italy, or the U.K.

This observation should lead us to review the definitions of culture discussed above. Cultural products in the 21st century are generally defined to include a broad swath of goods and services, including popular music, film, video production, and dance, high-end apparel, cuisine, jewelry, and other such things, in addition to the traditional forms of art and cultural heritage. Although far behind Europe in heritage goods and sites, the U.S. has come to dominate world markets in the music, film, and video industries.

Cities and economic growth and development

Since the mercantile era, cities have served as hotbeds of commerce and economic development. From colonial times through the nineteenth century, cities mainly functioned as hubs for trade and some commerce. With the advent of the industrial revolution, cities also became the principal locations for most manufacturing and assembly activity. The nature of initial industrial production processes required that complex products use human and physical capital resources located in the same place.

Over time however, the production of many goods formerly produced in U.S. and other first world urban areas migrated to lower-cost locations outside these countries. Left behind, depending

on the city, were blighted urban areas, or places that compensated by introducing a new mix of products and services. As the service sector began to occupy a larger share on domestic product, many cities began to transform themselves into service hubs.

Late in the twentieth century, new and innovative firms in the high technology, internet technology, bio-technology and finance industries began to grow and become a driving force in the U.S. economy. To become successful, these firms required an educated workforce, innovation and productivity, and access to financial resources.

Moretti [5] details the evolution as follows. Industries such as these require highly skilled workers, so the first condition is a source of supply. This supply source may be a complex of first-tier universities. Second, these workers generally command high salaries, and have high mobility. There have to be compelling reasons for them to locate in the same urban area, where they will drive up the cost of living. An important factor is face to face interaction.

One might initially assume that, with air travel becoming cheaper and the Internet having opened many new opportunities for interpersonal communication, proximity and face-to-face contact would have less value in production. However, the proximity of talented persons and the idea interchange it engenders enables firms to produce more of these kinds of products and services, and ferments innovation, both within and among firms. It also sends signals to talented persons as to where their best job opportunities can be found. Moretti refers to this concentration of creative workers as a thick labor market.

Since many of these enterprises are creating new and untested products, financing them by traditional means such as the banking system would be problematic. This void was filled by venture capitalists. Venture capitalists apply their expertise, often gained by starting or working in similar firms, to pick “winners” among new ventures, and to raise sufficient funding from wealthy individuals and hedge funds to bring new products and services to market. Again, proximity is critical. Venture capitalists need face-to-face interaction with entrepreneurs seeking their support, and direct interaction with principal member of startup firms.

Obviously, Silicon Valley in California is the prototype for this type of economic success. The rare confluence of all these conditions explains why they occur only in a few locations such as Silicon Valley, and why they are so hard to recreate in other locations, despite the efforts of regional planners. Though much has been written about these pockets of innovation in the United States, they exist elsewhere in the world, and their development follows a similar pattern.

American cities and cultural economic development

The concept of cultural economic development was initially driven by the notion of tourists visiting cities and sites of historical and artistic significance. We have seen that cultural economic development can also refer to the economic benefits derived from production and distribution of products which are cultural in nature. Is there a relationship between the creative intellectual property industries, such as music, film, video, gaming and literature, and living and working in cities? Do they require industries require similar conditions to high-tech for centers of excellence to form?

Like high-tech, intellectual property industries do not locate uniformly across the country. They are concentrated in specific regions. In some cases they are the most important industry in a region or city. Consider the film industry in Los Angeles, Disney World and other theme parks in Orlando, the gambling and entertainment industry in Las Vegas, the country music industry in Nashville, and television programming, live theater, and world-class museums and classical music in New York City. Each of these industries relies on creative employees to produce products and services. As with high-tech, intellectual property products and services are not produced in a vacuum. Face-to-face interaction of creative individuals is required.

Numerous examples of how this synergy works could be cited, but consider just one. A classically-trained violinist doesn't have to land a job at the New York Philharmonic to earn a good living in New York City. She can find work with one of several other symphony orchestras that perform regularly in the city, or with the orchestras employed by the opera or ballet companies. She

can freelance on commercial jobs for the advertising industry, popular music recordings, or commercial television. She can teach at one of several music conservatories. She can form a chamber music group. That chamber music group may attract a following and induce tourists to attend concerts in New York. The opportunities for such a narrow occupation seem almost endless in New York City. None of them would be available if she lived in rural Montana. Looking at this relationship from the other end of the lens, none of the organizations that she might join would be as successful if they did not have a large pool of talented musicians living in the city to draw from.

Important sites of cultural heritage are geographically immutable, but the locations of many other urban amenities are more flexible. Great restaurants will be found wherever talented cooks and food critics choose to locate, and where there exists a knowledgeable and wealthy clientele. In the U.S. great art museums tend to be created wherever wealthy patrons wish to endow their art collections and financial resources. Silicon Valley was established because of its proximity to Stanford University, which many of its innovators and entrepreneurs attended. In almost every example noted earlier, the location of an American cultural industry was due more to serendipity and market forces than central planning.

Consumer City

Not every city can host a growing intellectual property industry or world-class museums and music organizations. A city does not need to have world-renowned cultural assets in order to be able to leverage them into economic benefits, and those assets do not necessarily have to be of historical significance. As professional workers have more freedom in choosing a place to live, some pundits have argued that their choice of where to work and where to live will increasingly depend on the cultural amenities in their preferred locations. For this class of worker, attractive cultural amenities are more likely to consist of good restaurants, an outstanding entertainment sector, and plenty of opportunities for recreation along with sufficient traditional culture.

Perhaps the foremost backer of this idea in the U.S. is Richard Florida [6]. He observed that the numbers of persons in the labor force who hold “creative” jobs (as he broadly defined this term) is growing. For reasons discussed above this talented labor force prefers city life. Florida argued that it is incumbent on city planners to provide cultural amenities that these workers prefer, since they are footloose, generally well-paid, and will locate where they are most comfortable. Subsequently, many municipal government officials became swayed by Florida’s argument. In the past two decades they have invested considerable sums of public monies into developing a wider array of cultural and entertainment assets in their cities, even creating cultural zones, in the hopes of attracting more creative workers and the companies they work for.

“Consumer city” is a term coined by Edward Glaeser [7], [8], [9], [10], [11]. He uses this term to describe cities which, in addition to the other roles they play, are consumption destinations. Glaeser notes that many cultural amenities, such as theaters, art museums, symphony orchestras, four-star restaurants, major-league sports teams and theme parks can only operate profitably in a densely populated area, where their extensive fixed costs can be spread over large numbers of consumers. Wealthy and educated residents will pay a premium to live in such places. Some obvious examples are London, New York, and Paris.

Despite the differences in their approaches, both Florida and Glaeser are making similar points. Both are stating that cities can generate economic development not only by attracting firms but by being destinations for well-heeled consumers, either as visitors or as part of a coterie of highly-educated residents looking for that “best place to live”.

Cultural economic development and job creation

A useful distinction, touched upon in the examples above, is to categorize cultural goods and services as indigenous vs. exportable. Indigenous cultural goods include heritage sites and organizations which require visitation and attendance to enjoy. Exportable cultural goods are just that – they can be easily transported and enjoyed at other locations. The best examples would be

literature, music, film and video. In today's world, cultural goods of this kind have become increasingly exportable, and are occupying an ever-increasing share of GDP in countries that produce them.

How cultural economic development unfolds in an urban area will depend on this indigenous-exportable dichotomy. A city such as Paris holds a large quantity of cultural goods, ranging from its centrally planned development to its architecture and to its many art museums. As a consequence, it attracts tourists from all over the world, and ranks first in the world among cities in number of visitors per year. A city such as Los Angeles does not appear on the list of the world's ten most visited cities, yet it exports billions of dollars worth of film and video products worldwide each year. Almost half of all actors working in the United States live in the Los Angeles area. In its own way, each city is heavily dependent on cultural economic development.

The jury is still out on the relationship between cultural economic development and job creation. The major uncertainty regarding this relationship is one of causality. Does the development of a cultural sector cause job creation, or does the growth of other export industries create more demand for cultural products and services? In reality, both cases can apply to specific situations. Paris and Rome are examples of cities whose economies depend heavily on cultural tourism. The entertainment sector drives the economies of Los Angeles (exporting films and video) and Las Vegas (hosting gambling and shows). In cities whose major industries are in other sectors, cultural organizations typically develop in response to the needs of their residents, and do not drive the local economy.

Florida's assertion that a vibrant cultural sector will attract footloose young professionals, when put to empirical tests, shows mixed results. There are fast-growing cities in the U.S. which do not have large numbers of Bohemians and artists. There are slow-growing cities which do. Industries and their employees are drawn to urban areas which offer amenities other than internet cafes, jazz bars and museums. High-quality elementary and secondary education is generally a more important factor, according to surveys of firm location.

The role of government

European governments generally have a more top-down, planned approach to cultural economic development, and the support of the arts in general. With respect to promoting heritage, strategies often involve coordination among EU member countries and stressing public-private partnerships. The European Heritage Alliance is an example of this approach.

Compared to most European countries, the US does not have a broad governmental infrastructure which supports arts, culture and historic preservation at the federal level. More activity takes place within regional, state, and occasional municipal cultural agencies. Unlike Europe, a major source of support for cultural activity in the U.S. lies in private individual, foundation, and corporate giving.

Decentralization and privatization of arts support leads to different outcomes than does a centralized approach. A central, top-down model leads to consistency and uniformity in planning, with more emphasis on equity across regions and institutions [12]. A decentralized model leads to greater regional differences and greater innovation. A privatized model takes power from the hands of government planners and gives it to arts supporters and patrons, their influence depending on their wealth and powers of persuasion. Perhaps in a country such as the U.S., which is larger and more diverse than any single European country, the greater decentralization and privatization of arts support makes sense.

This is not to say that the federal government in the U.S. plays only a minor role in promoting cultural economic development. It does so in other ways. To take one example, it plays a crucial role in protection of intellectual property via enforcement of patent, copyright and trademark laws. This function provides benefits to both for-profit and non-profit art forms, and is crucial to the American entertainment industries which play an important role in its economy. Another example is

the federal tax deductibility of private contributions to non-profit organizations, which has stimulated the growth of private support for arts and culture.

With respect to culture and urban regeneration, municipal governments have become more active in using public funds to stimulate the development of cultural zones and cultural amenities. At this juncture it is not clear whether some, or all, of these efforts will achieve the desired economic benefits [13].

Conclusion

Leveraging cultural assets to enhance urban regeneration can be accomplished in different ways. We have discussed the contrast between leveraging the attraction of fixed physical assets of a historical or architectural nature, and attracting intellectual property firms that organizations that utilize the scarce creative talent which is embedded in their organizations.

In this respect, the United States and Western Europe offer an interesting contrast. Countries in Western Europe rely more on locations of historical significance and outstanding examples of architecture and high art, both visual and performing, to generate income from tourism. In the United States, with its shorter cultural history, there is greater reliance on products and services emerging from firms which produce popular art forms; these firms have become important export industries, and in creating centers of entertainment to attract tourism.

In both situations, these countries may be simply building on their strengths. The U.S, with its more flexible labor markets and more readily available private venture capital, is better able to exploit new innovations than are most European countries. On the other hand, European countries appropriately encourage development of their more extensive cultural heritage as an attraction to tourists and residents.

Regardless, in both instances, cities are at the forefront of cultural economic development for a variety of reasons. Many heritage sites of cultural importance are located in or near cities. Due to high fixed costs, many types of cultural organizations, such as museums, symphony orchestras, opera companies, theaters, and theme parks, can only become successful when surrounded by a large audience found only in densely populated areas. For-profit organizations which produce cutting-edge creative products need a talented labor pool and tend to locate near university complexes to gain access to it; these also tend to be found in cities. Last, well-educated consumers prefer to live in cities which possess an abundance of cultural opportunities; consumption of cultural amenities is strongly correlated with both education and income.

The majority of the labor force in most major cities is composed of people who do not work in arts, entertainment or heritage industries. People living in cities, being on average better educated than their rural counterparts, are interested in cultural amenities, ranging from museums and concert halls to bicycle paths, movie theaters and high-quality restaurants. A city which provides a good mix of cultural amenities has an advantage in attracting and retaining these individuals.

This does not imply that all efforts by urban planners to attract and retain well-educated, high-income residents by developing cultural resources will be successful. Obviously not all cities can pursue the same strategy; some have to diversify or play to their natural strengths, which may include an appealing climate, a coastline, or a major, recession-proof industry that no amount of publicly-funded cultural amenities in other locations can compete with.

Regardless, planners need to consider the role of an urban area's cultural assets in the economic development process.

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