



**Università
degli Studi
di Palermo**

AREA QUALITÀ, PROGRAMMAZIONE E SUPPORTO STRATEGICO
SETTORE STRATEGIA PER LA RICERCA
U. O. DOTTORATI

Ph.D. Thesis

Model-based public planning, policy design and management
Department of Culture and Social Sciences
SECS P/07 – Economia Aziendale

Enhancing repopulation in a decaying historic neighborhood through collaborative networking: *A Dynamic Performance Governance approach.*

IL DOTTORE
LE MINH QUANG

LA COORDINATRICE
PROF.SSA. GIULIA DE SPUCHES

IL TUTOR
PROF. CARMINE BIANCHI

CICLO XXXIV
ANNO CONSEGUIMENTO TITOLO: 2022

Enhancing repopulation in a decaying historic neighborhood through collaborative networking: *A Dynamic Performance Governance approach.*

My friends;

My professors;

My inspirations;

Those who stay. Those who left.

Those believe. Those don't;

My family;

It is unnecessary to mention your names here.

You are inside my mind and my heart.

Boxes, you know?

La vita;

Thank you.

Hasta la victoria siempre!



Painting “La Vucciria” (1974), by Renato Guttuso¹

¹ Renato Guttuso (1911-1987), was a notable Sicilian painter and politician. His best-known works include *Flight from Etna* (1938–39), *Crucifixion* (1941) and *La Vucciria* (1974).

CONTENTS

CONTENTS.....	iv
LIST OF FIGURES.....	vii
LIST OF TABLES.....	ix
GLOSSARY OF ABBREVIATIONS.....	x
CHAPTER 1: INTRODUCTION AND RESEARCH OVERVIEW.....	1
1.1. Introduction.....	1
1.2. Research scope.....	2
1.3. Research objectives.....	2
1.4. Research problems and hypotheses.....	3
1.5. Thesis structure.....	3
CHAPTER 2: LITARATURE REVIEW.....	5
2.1. Cities & Historic centers.....	5
2.2. Area vitality & revitalization.....	6
2.3. Urban regeneration.....	11
2.3.1. Urban public space.....	11
2.3.2. Real estate governance.....	14
2.3.3. The relationship of area revitalization and public space.....	15
2.4. Gentrification.....	17
2.5. Local tourism attractiveness.....	18
2.6. Literature review of governance theories, models and the roles of urban governance.....	19
2.6.1. Public Management, Collaborative Governance theories.....	19
2.6.1.1. Traditional administration model.....	20
2.6.1.2. New Public Management emerged from traditional model.....	20
2.6.1.3. Assessments of New Public Management model.....	23
2.6.1.4. The Public Governance model.....	28

2.6.2. Urban governance	30
2.7. The roles of Active citizenship in urban governance and public policies	31
2.7.1. Literature review of citizens	32
2.7.2. Active citizenship in policies making process	35
CHAPTER 3: RESEARCH DESIGN AND METHODOLOGY.....	39
3.1. Introduction.....	39
3.2. Fieldwork research.....	40
3.2.1 Case study: interviews and analyses	40
3.2.2. Data collection	42
3.3. A Dynamic Performance Governance approach to enhance repopulation and urban revitalization in Vucciria.....	44
3.3.1. Dynamic Performance Management as an approach to support consistency and learning in policy design and implementation	44
3.3.2. Applying dynamic performance governance to assess performance sustainability in local areas through an inter-organizational and collaborative perspectives	46
3.3.3. DPM and DPG integration.....	47
CHAPTER 4: THE FIELD RESEARCH OF VUCCIRIA CASE	49
4.1. Background.....	49
4.1.1. Introduction to the field research	49
4.1.2. The tourism sector in Italy and Sicily	49
4.1.3. The city of Palermo: general information and its historic center.....	53
4.1.4. Regulation on the historic center markets in Palermo: Proposals and reality.....	55
4.2. Overview of the <i>Vucciria</i> neighborhood case studies	57
4.3. Degenerated real estates and insufficient public spaces	59
4.4. Main real estate and landscape regeneration projects.....	62
4.4.1. Restoration and renovation of Piazza Garraffello.....	64
4.4.2. Collaboration to clean and renovate landscape in Piazza Caracciolo.....	65

4.4.3. Refurbishment and renovation of deteriorated residential buildings in Vucciria neighborhood	67
4.5. Traffic issues	69
4.5.1. Road conditions and car parking availability.....	69
4.5.2. Limited Traffic Zone (ZTL).....	70
4.5.3. Lack of public transport and absence of pedestrian and cycle zones	70
4.6. Crime control and Tourism misconceptions	70
CHAPTER 5: APPLYING DYNAMIC PERFORMANCE GOVERNANCE TO FOSTER REPOPULATION IN THE VUCCIRIA NEIGHBORHOOD	73
5.1. Vucciria Neighborhood: contextual key	73
5.2. Reframing the plan for repopulation in Vucciria neighborhood through DPG approach	74
5.2.1. Causal loop diagrams of Vucciria’s repopulation process.....	75
5.2.2. Enhancing active citizenships roles to support neighborhood governance	81
5.2.3. The sustainable local repopulation strategy in Vucciria through Dynamic Performance Governance approach	82
5.3. Main findings and discussions	87
5.4. Policy recommendations.....	89
5.4.1. Policy suggestion for theme A: Conditional housing auction program for reinvestment in infrastructure and public landscape.....	89
5.4.2. Policy suggestion for theme B: Organizing collaborative programs to promote tourism based on local products sales	91
5.4.3. Policy suggestion for theme C: Community policing to strengthen public orders and security	92
CONCLUDING REMARKS.....	95
APPENDIX.....	97
BIBLIOGRAPHY	98

LIST OF FIGURES

Figure 1: The community and group activities taking places in public spaces	14
Figure 2: Key dimensions of participatory planning	15
Figure 3: The relationship between urban public spaces and city’s development	16
Figure 4: The formation of the New Public Management reform	22
Figure 5: Conceptual model of approaches to civic engagement	37
Figure 6: A dynamic view of performance management	44
Figure 7: A balanced view of performance	46
Figure 8: Combined DPM and DPG approaches.....	48
Figure 9: The most visited regions in Italy, 2018.....	50
Figure 10: The map of Palermo historic center indicating the main historic street markets ..	54
Figure 11: “La Vucciria” pass and present painting and photos	58
Figure 12: Number and percentage of degraded buildings in Vucciria as of 2014	59
Figure 13: (a) Vucciria’s buildings at the risk of collapsing and (b) Vucciria’s Piazza Garrafello collapsed in 2014	60
Figure 14: Piazza Caracciolo in the past and now	61
Figure 15: Initial proposals of places to be renovated or repaired in Vucciria	62
Figure 16: Piazza Caracciolo before and after the intervention	66
Figure 17: Restoration and renovation of degraded building on in Vucciria – no. 1	68
Figure 18: Restoration and renovation of degraded building on in Vucciria – no. 2	69
Figure 19: Presences of police squads in Vucciria during nights.....	72
Figure 20: Stakeholder network map of Vucciria.....	73
Figure 21: Main feedback loops describing the sustainable repopulation scenario in Vucciria	76
Figure 22: Reinforcing loops illustrating tourism inter-relation to Vucciria’s attractiveness	78
Figure 23: Reinforcing loops of local businesses affecting Vucciria’s attractiveness	79
Figure 24: Balancing loops showing effects of tourism and business to Quality of Life.....	80
Figure 25: Balancing loop - main effects of resident loss rate’s effect	81
Figure 26: Causal loop diagram illustrating active citizenship roles in Vucciria' governance	81
Figure 27: Initial illustration of DPG chart for urban governance in Vucciria – before funding schemes	84
Figure 28: A complete Dynamic Performance Governance chart included Liquidity schemes for the sustainable resident growth in Vucciria neighborhood.....	85

Figure 29: Understanding levels of outcomes generation – extracting from DPG process ...	87
Figure 30: The desired governance process of Vucciria neighborhood	88
Figure 31: Personalization of food and supply-chains	91
Figure 32: An example of community policing as collaboration and communication among residents, tourists and officials in Rome’s historical center (Italy)	93

LIST OF TABLES

Table 1: Comparison of traditional and New Public Management model 24

Table 2: Definition of Citizenship 34

Table 3: Sample size selection for Vucciria neighborhood. 43

Table 4: Summary of various significant real estate and landscape regeneration projects in Vucciria (2017 – as of November 2021) 63

GLOSSARY OF ABBREVIATIONS

AC– Active Citizenship

CBOs– Community-Based Organizations

CG– Collaborative Governance

CLD– Casual Loop Diagram

CPA– Classical Public Administration

CPIA– Centro Per L’Istruzione Degli Adulti (Center for Adult Education)

DPG– Dynamic Performance Governance

DPM– Dynamic Performance Management

EMUVE– Euro Mediterranean Urban Voids Ecology

ERDF– European Regional Development Fund

EU– European Union

FBOs– Faith Based Organizations

IACP– Istituto Autonomo per le Case Popolari della Provincia di Palermo (Autonomous Institute for popular houses of the province of Palermo)

IMF– International Monetary Fund

NGOs– Non-Governmental Organizations

NPA– New Public Administration

NPG– New Public Governance

NPM– New Public Management

NPS– New Public Service

OECD– Organization for Economic Co-operation and Development

P.A.– Public Administration

PG– Performance Government

PM– Performance Management

PON METRO– National Operational Programme on Metropolitan Cities Italy

PVM– Public Value Management

SD– System Dynamics

SDGs– Sustainable Development Goals

TPA– Traditional Public Administration

UIA– Urban Innovative Action

UN– United Nations

UNWTO – United Nations World Tourism Organization

VNPOs– Voluntary and Non-Profit Organizations

WB– World Bank

ZTL– Zona Traffico Limitato (Limited Traffic Zone)

CHAPTER 1: INTRODUCTION AND RESEARCH OVERVIEW

1.1. Introduction

Historic urban centers are integral to the characteristics and legacy of Italian cities and have been at the heart of socio-cultural discussion and administrative programs for decades, resulting in substantial regulatory and planning agendas to preserve and restore them (Ciardini & Falini, 1981, Giamb Bruno, 2007; Cutolo & Pace, 2016). However, demographic trends and usage dynamics over the last three decades suggest that the effects of planning and governance on historic centers should be questioned. Historic centers, as the internationally recognized heritage of the cities, and among the most valuable assets in urban Italy, have been underutilized, devitalized, and wasted (Pellegrini & Micelli, 2019). In fact, urban degradation has been pervasive and remaining also in other industrialized countries (Serrano et al., 2016). Many historic centers have been affected by urban deterioration and depopulation for the past two centuries (Pough & Wan, 2007), and the problem persists today.

The vandalism of public spaces, unemployment, crimes, tourism failures, housing matters, social exclusion and depopulation are some of the problems caused by urban decay (Dickerson, 2016). Quality of life suffers in neighborhoods if these issues are not appropriately addressed and resolved (Pough & Wan, 2007). Therefore, European Union's recent agendas are focusing to improve the quality of life, sustainable tourism and revitalization in urban areas; realized by the Pact of Amsterdam in 2016; and further expanded to new phases by Ljubljana Agreement in 2021 (Urban Agenda for the EU, 2016 and 2021-update).

Vucciria, the case studied for this research, is a historic neighborhood located in the heart of Palermo (Sicily, Italy), has been chronically facing with above mentioned problems, leading to a serious demographic depopulation in recent years. In spite of the fact that various policies established and solutions implemented by involved stakeholders had some positive effects, they might be ineffective in the long run, or have been poorly coordinated, or both; for two primary reasons. First, emergent societal problems, while frequently occurring concurrently, cannot be totally handled by only a single/ a few actors. Second, they did not utilize an established framework that connects the drivers of urban regeneration to the desired outcomes, which has an effect on the shared strategic resources of urban communities and cities.

In this context, the use of the Dynamic Performance Governance framework is beneficial in pursuing the long-term sustainability throughout the planning and execution of intervention

programs. Moreover, there is the absence of an approach that includes collaboration among all current vital stakeholders, despite the fact that urban decline and decay, as "wicked problems," necessitate coordinated interventions from all existing stakeholders (Bianchi, 2016). As a result, this research underlines the importance of employing a collaborative governance perspective in designing policies, in terms of not only foster effective local government's agendas but also promote active citizenship approaches, which focus on the socioeconomic context in the historical urban area of Vucciria. To achieve sustainable local repopulation through fostering urban revitalization, tourism attractiveness and collaborative management, the study employs a desired outcome-based Dynamic Performance Governance (DPG) approach. The framework explains how inter-organizational objectives, performance drivers, and shared strategic resources can be identified and mapped in order to provide desired community results that eventually contribute to sustainable local repopulation.

1.2. Research scope

Regarding space scope: Vucciria is one of Palermo's most historic marketplaces. It is situated near the port, between via Roma (one of Palermo's main thoroughfares) and the sea. More detailed description of Vucciria is found in the case study report (Chapter 4).

Regarding time scope: The author of this study has begun the fieldwork research in the Vucciria neighborhood since mid-2019. Research was interrupted and negatively impacted by the Coronavirus-19 pandemic during the entire period from late 2019 to mid-2021, when interviews and data collection plans were limited by epidemic prevention and control regulations.

In the past 10 months from July 2021 – April 2020, fieldwork research has partially and fully resumed to certain extents, in accordance with the new Coronavirus-19 pandemic situation, and positive progress has been achieved; thereby, providing this dissertation with more completeness not only from observations of the occurring phenomena in daily life, but also from the inside perspectives of different stakeholders, covering issues: real estate, public space uses and renovation, crimes, business and employment opportunities, quality of life (in contextual term), tourism, and the presences of community-based organizations, etc.

1.3. Research objectives

This research has been conducted to explore, understand and analyze the status quo of the Vucciria neighborhood in terms of socioeconomics and urban planning in order to propose a

sustainable repopulation and urban revitalization strategy for Vucciria. The particular objectives are as follow:

- Describe main negative phenomenon of Vucciria neighborhood, including: urban degeneration, tourism failures and insufficient public spaces.
- Identify the critical factors for achieving sustainable urban revitalization and local repopulation from socioeconomic perspective.
- Explore how Dynamic Performance Governance can assist decision-makers in better framing the policymakers involved in a policy field (i.e. the relevant system) and in designing sustainable policies for urban revitalization and repopulation in Vucciria.
- In each researched theme, the research proposes a correspondent policy to achieve sustainable repopulation in Vucciria.

1.4. Research problems and hypotheses

The research intends to address three main research matters associated with the Vucciria case study, namely:

1. What are the underlying problems that caused the depopulation in Vucciria? Author's observations and hypotheses include: urban degeneration, tourism failures, and lack of effective collaborative governance.
2. Identify the critical factors that collaborative networking, urban revitalization and tourism improvements might contribute to pursue a long-term, sustainable repopulation in Vucciria.
3. How Dynamic Performance Governance can build a sustainable strategy for local population's recovery in Vucciria?

1.5. Thesis structure

The thesis consists of 5 chapters and a section for conclusion and remarks. The brief outline is presented as following

Chapter 1 is an overview of the research, including a brief justification for why this research is important, especially in the local context of Vucciria. The research problem statement and questions are conveyed, and an introduction to the overall structure of the thesis is also presented in this chapter.

Chapter 2 provides a literature review. The chapter presents notable discussions, and achievements of past publications regarding relevant topics to the thesis: Cities, historic centers, area revitalization, urban regeneration, active citizenship as a pattern of collaborative management, public governance past and present theories, tourism studies and repopulation studies.

Chapter 3 describes the research methodology. For this research, a case study, interviewing techniques and Dynamic Performance Governance approach were utilized. In order to identify critical factors relevant to the observation and research matters, several detailed interviews were conducted with important stakeholders, namely Vucciria's citizens, the Mayor of Palermo, departments of the Municipality of Palermo, and Vucciria's community-based organizations. Besides, a Dynamic Performance Governance approach will be used to reframe the case study to identify the inter-relations among the strategic resources and key performance drivers, to see how different actors can contribute to the pursuing strategy of repopulation in Vucciria

Chapter 4 presents a comprehensive assessment to the case of Vucciria, from ongoing social to economic problems. This chapter provided a deep analysis of the current Vucciria's situation with relevant aspects to understand why depopulation and urban abandonment are happening in Vucciria: urban decay, tourism misconception, lack of coordinative programs to promote community-based organizations that lead to social exclusion, weak crime control, insufficient public space's planning and management.

Chapter 5 illustrates how Dynamic Performance Governance can be applied in sustainable repopulation in Vucciria. This chapter also introduces a detailed causal loop diagram and its analyses as a base to develop the DPG chart for the a desired, long-term strategy to achieve such sustainable repopulation in the neighborhood. Eventually, under the utilization of the DPG model, the thesis provides a few policies recommendations and interventions, with conditions applied. These can be used by the public sector and authority in consideration to tackle the situation in the neighborhood.

A conclusion at the end of the chapters is to summarize the main and important arguments.

CHAPTER 2: LITARATURE REVIEW

2.1. Cities & Historic centers

Kuper, A. and Kuper, J., eds (1996) in *The Social Science Encyclopedia* defines city as a large human settlement. In the field of geospatial predictive modeling, settlements are "a city, town, village or other agglomeration of buildings where people live and work" (Biswanath et. al, 2010). Historically, city inhabitants have been a minority of mankind, but two centuries of extraordinary and fast urbanization have resulted in more than half of the world's population currently residing in cities, with important implications for global sustainability (Ritchie & Roser, 2018; James et. al. 2015).

Contemporary cities are often located at the heart of major metropolitan regions and urban areas, attracting a high number of commuters seeking jobs, entertainment, and education. However, in an age of increasing globalization, all cities are also globally connected to varied degrees outside these areas. Cities are hubs of diversity, innovation, and unity (European Commission, New Leipzig Charter, 2020). Cultural and political traditions have served as the foundation for the growth of cities that embody democratic rights and principles. Cities are also test grounds for social innovation and laboratories for new types of problem-solving. Cities now exert a substantial effect on global concerns such as sustainable development, global warming, and global health as a result of this growing influence. As a result of these significant impacts on global challenges, the international community has made sustainable cities a priority under Sustainable Development Goal 11 (United Nations, 2015).

Deindustrialization (or some scholars call it as "economic restructuring") in the West in the second half of the twentieth century resulted in poverty, homelessness, and urban deterioration in some former rich cities. America's "Steel Belt" deteriorated into a "Rust Belt," and cities like Detroit, Michigan, and Gary, Indiana had begun shrinking, countering the worldwide trend toward tremendous urban development. These cities have switched to the service economy and public-private partnerships with varied degrees of success, resulting in gentrification, unequal regeneration attempts, and selective cultural development.

The historic center of a municipality or an inhabited center is that "part of the municipal territory of the oldest formation subjected to particular protection to ensure the conservation of historical, artistic and environmental testimonies" (Urban Glossary, 2014). In Italy, even today, the historic centers can be considered the territorial armor that outlines their identity.

They constitute the concrete testimony of the cultural complexity, of the settlement stratifications and of the social changes that have been produced and settled there. The historic centers, especially of smaller towns, are found to be fundamental points, central elements of each territorial system as they contain the material and immaterial experiences and the cultural essence of each community. The places of living and producing, the symbols of political and religious power, the road system give life to a harmonious whole, the result of successive stratifications attributable to different economic, social, political-institutional matrices, which must be preserved. Historic centers have different qualities, but they are all full of traces of the past, of the history of places, of the lives of men and of the communities who live or have lived in them.

Unlike the historical urban areas in which the city-territory relations have been mediated and then consumed by the successive expansions and by the strong functional restructuring, the minor historical centers largely maintain a close environmental, morphological and landscape relationship, if not yet functional, with the surrounding territory and therefore with the matrix of their formation. But they are also a significant economic, settlement and infrastructural value because, together with the local networks that belonged to them, they still constitute in reality, or in a nutshell, a widespread and articulated infrastructural resource to support the enjoyment of natural values, the recovery of activities historical or innovative economic. Historic centers are therefore, especially in a country like Italy, a fixed capital available to the community, however, being largely unused or underused.

The abandonment and aging of the population can be considered as the main factors of a process of obsolescence that continues today to affect small historic centers. Although slowed down, still today there is a gradual process of abandonment, because often there has not been any transformation and adaptation of the settlement typologies such as to satisfy the needs of the new generations and no policies have been adopted that would encourage the original population in historic centers of cities.

2.2. Area vitality & revitalization

Kevin Lynch introduced the term "vitality" to urban and residential area study in the 1980s, defining it as "the development capability of life function, ecological environment, economic and social support" (Lynch, 1984). Vitality is commonly defined as the ability to survive as well as the ability to live or flourish (Lavrushcheva, 2020). This notion may be applied to a variety of settings, including huge cities, smaller towns, and neighborhoods (Shanshan et al.,

2018; Xia et al., 2020; Zeng et al., 2018). Area vitality refers to the quality of places that are capable of attracting a diverse range of people for a variety of activities throughout a range of time schedules, and it might strengthen social cohesion (Mouratidis & Poortinga, 2020). Areas with high vitality are viewed as alive, active, or dynamic, and they tend to tempt people to carry out their activities, roam, or stay.

The concept of “revitalization” is commonly understood as “to maintain, and in some cases, to regenerate area identity, culture, and traditions while balancing the current development in indicated areas”. Spandou (2010) identified the terms such as: regeneration, renewal, redevelopment, rehabilitation, conservation, restoration, reconstruction, refurbishment, renaissance.

The term "revitalization" can refer to physical, social, cultural, and economic aspects (Vileniske, 2014). Additionally, revitalization programs can generate job opportunities, enhance people's income, protect natural resources, and provide users with appropriate urban amenities and facilities. Ntshona (2013) defines revitalization as the process of resolving difficulties such as economic constraint, unemployment, social deprivation and exclusion, contaminated land, and environmental pollution. It is also a prudent measure in light of urban sustainability and regeneration, as well as given revitalize and should be fully exploited. Additionally, conservation is frequently used to revitalize. According to Samadi et. al (2011), conservation is often regarded as the most frequently used approach to the majority of heritage development. The rehabilitation of heritage is motivated by challenges of generality brought about by globalization in the early decade of the millennium. Conservation is also a physical intervention in the fabric of the building to guarantee that it continues to function properly (Baroldin et. al, 2013).

Subsequently, in this research, the author intends to stress the contrast of the two ideas "Area revitalization" and "Urban regeneration" (which will be discussed as a sub-group in the next section). Although a number of scholars use the two ideas interchangeably and in many cases consider them synonymous, studies employing the concept of “area revitalization” span a broader research fields. The term "urban regeneration" has been more employed in favor of pure architectural and planning concepts, such as landscape and real estate (although the trend of expanding its layers of meaning is becoming stronger). For example, the idea of urban renewal in Italy held the traditional meanings of "recovery," "re-use," and "redevelopment" for decades. It has not been long since this meaning has shifted, or has begun to shift, toward the

Anglo-Saxon model, taking into account the concept of an activity that "determines an increase in economic, cultural, and social values in an existing urban or territorial setting" (Mantini, 2013).

Meanwhile, on the one hand, *area revitalization* can occur outside of urban areas; on the other hand, in the last few decades, the practice of residential area revitalization is typically compelled with one (or more) of three goals: economic renewal, social/cultural renewal, or environmental renewal (NatraTex, 2022). Many cities trace the resuscitation of the central business district and the gentrification of residential neighborhoods back to earlier urban redevelopment initiatives (Morrison & Bevilacqua, 2018). The purpose of area revitalization evolved into a policy centered on rehabilitation and investment rather than destruction-and-rebuilding, and it is now a vital aspect of many local governments, frequently in conjunction with small and larger socio-economic incentives. The objectives are as follows:

- Tackling barriers to economic growth
- Lowering the rate of unemployment
- Increasing the attractiveness of the area for both local inhabitants and investors
- Increasing inhabitants' pleasure with their living standards
- Providing opportunities to deprived neighborhood
- Unlocking potential in excluded communities (tackling social exclusion)

In rural locations, the process of revitalization is commonly referred to as village renewal, however it may not be exactly the same in practice (Chigbu & Uchendu, 2012). Other than that, when municipal infrastructure expands to include motorways and expressways, urban regeneration may result in urban sprawl in some circumstances (Lobbia, 1999; Bianchi, 2015).

While studying existing academic publications, implemented revitalization projects, regulations and policies are also taken into account in this thesis. It could be argued that, historically speaking, area revitalization is more likely to be an empirical science concept than a hypothetical one, in the sense that it is begun to be studied when it has already taken place in reality. It is therefore suggested that response policies to this phenomenon began with "countering" short-term negative phenomenon by the traditional top-down management approach, for example: administrative orders. Policy science's self-learning process in solving problems posed by the area revitalization later takes place in the form of *iudicium et error*, feedbacks, comparison of case studies, and so on.

Another EU-level milestone for urban revitalization was just accomplished in 2020 (European Commission, 2020). The Presidency of the Council of the European Union intended to endorse the New Leipzig Charter in November 2020 during the Informal Ministerial Meeting on Urban Development in Leipzig. The Leipzig Charter was created in 2007 to realize the goal of sustainable cities. The notion and usage of shared commodities to ensure the livability of all European cities is one of the primary objectives emphasized in the New Leipzig Charter.

The proposed approval of the New Leipzig Charter might serve as a hint to the specific nature of EU policy relating to urban redevelopment. Cities and towns house approximately three-quarters of the EU's population, and most EU initiatives are aimed at them. At the same time, the Treaties provide no legal foundation for urban policy (as opposed to regional affairs). As a result, conversations about urban development take place at the EU level within the framework of intergovernmental cooperation. Ministers in charge of urban development have arranged and reached consensus on specific goals for urban areas through documents such as the 2007 Leipzig Charter on Sustainable Urban Development, the 2010 Toledo Declaration, the 2011 Territorial Agenda, and, most importantly, the Pact of Amsterdam in 2016, which established the European Urban Agenda.

Such policy goals have been promoted using a variety of policy tools, the most prominent of which is the cohesion policy framework. With a budget of € 351.8 billion, the European Structural and Investment Funds meet different requirements for developing programs in all EU regions and cities, contributing for about one-third of the EU's overall budget between 2014 and 2020.

The ESIFs include the European Regional Development Fund (ERDF) and European Cohesion Fund (ECF) for regional economic development and structural adjustment, the European Social Fund (ESF) for employment, social inclusion, and education, the European Agricultural Fund for Rural Development (EAFRD) for agricultural competitiveness, sustainable natural resource management, and territorial development of rural communities, and the European Maritime and Fisheries Fund (EMFF).

In Italy, the Puglia's regional law nr. 21, "*Norms for urban regeneration*", enacted on July 29, 2008, states: "By this law, the Puglia Region promotes the regeneration of parts of cities and urban systems in coherence with municipal and inter-municipal strategies in order to improve urban, **socioeconomic, environmental, and cultural conditions of human settlements.**" (*Legge regionale di Puglia*, 2008).

In Vietnam, "The National Program for Rural Development" is a comprehensive set of policies on socioeconomic development, politics, security, and defense; developed and implemented at the national level by the central government; based on the spirit of the "Resolution of the 7th Conference of the Central Committee of the Communist Party of Vietnam, on Agriculture, farmers, and rural areas" (Term X, August 2008). The agenda targets to increase vitality and promote revitalization of extant rural communes and villages. Communes qualify for being New Rural Areas are those achieving 19 criteria divided in 5 sub-groups (Decision No. 491/Prime Minister), see **Figure**:

1. Planning criteria: planning and implementing the plan;
2. Socioeconomic infrastructure criteria: traffic, irrigation, electricity, schools, physical and cultural facilities, rural markets, post offices and residential houses;
3. Economics and production criteria: income, poor households, labor structure, form of production organization;
4. Culture - society - environment criteria: education, health, culture and environment;
5. Political system criteria: strong socio-political organization system and security and social order.

In the United States, *Revitalization Areas* are HUD-designated geographic areas authorized by the Congress under provisions of the National Housing Act. Revitalization Areas are intended to promote "the revitalization, through expanded homeownership opportunities". The criteria for designating an area as a Revitalization Area relate to: (1) Household Income, (2) Homeownership Rate, and (3) Federal Housing Administration-insured mortgage foreclosure activity. HUD-owned single family properties located in a Revitalization Area are eligible for discounted sale (Department of HUD, the USA).

Area revitalization projects can be large-scale (Xavier et. al, 2019), therefore, might create difficulties in terms of implementation and operation, and necessitate technological innovation. However, currently, Mediterranean urbanism and its history are being re-evaluated in the notion of urban vitality/ revitalization, in contrast to the Anglo-Saxon urbanism that emphasizes huge metropolitan infrastructures, extensive distances, and car-centric modes of transportation (Xavier et. al, 2019).

From the results of existed literature and policy practices, it shows that area revitalization is a broad category integrating various disciplines and fields, including planning, education, security, local governance, housing, etc. consistent with the perception mentioned in Chapter

1, section Introduction; in which a right policy package requires effective coordination; a field study in the matter also requires a multi-dimensional perspective, and the issues need to be connected and guided by an effective research methodology.

2.3. Urban regeneration

Urban renewal or Urban regeneration in the United Kingdom, also called as urban redevelopment in the United States, according to its Department of Housing and Urban Development, is a land redevelopment strategy that is frequently employed to combat urban degradation. Urban regeneration is the process of removing dilapidated neighborhoods in inner cities in order to remove slums and make way for higher-class housing, companies, and other enterprises. One of the main goals of urban renewal is to restore a specific area's economic viability by attracting outside private and public investment and encouraging start-ups and other healthy businesses' activities (Cave, 2004).

Urban regeneration has emerged as the dominant paradigm for both urban and rural development (Li, Cheng, et al., 2014; Hui, Liang, et al., 2018). It is possible that top-down planning techniques will no longer be appropriate in the current urban regeneration process due to the fact that socio-economic success encourages urban variety and the waking of civil consciousness (Li et al., 2019). As a result of the city's diverse and complex planning realities, authorities must pay greater attention to public engagement in the planning process (Taylor, 2007).

2.3.1. Urban public space

There are several definitions regarding open spaces or public open spaces, and there is no end agreement on a single term that incorporates all of them. Open (public) urban spaces might be best defined as locations or areas with visible or physical access to the public (Greater Wellington Regional Council, 2009). They include:

- Green places: such as parks, neighborhood parks, playgrounds, sports fields, and recreational green areas
- Blue places: such as waterways, waterfront walkways, and rivers;
- Grey areas: such as streets, plazas, city centers, and retail streets

Among them, green spaces are classified as delivering several economic, social, and environmental benefits, which are instantly reflected in improving the physical, social,

emotional, psychological, and material well-being of individuals and, as a result, the community, and hence the quality of life (Mensah et al., 2016).

High-quality, open, and safe public spaces serve as dynamic urban locations where individuals may engage, share ideas, and integrate into society (New Leipzig Chapter, 2020). It states that good urban planning and design should be strengthened to enable compact, socially and economically integrated communities with well-developed infrastructure, a healthy environment, and identification possibilities that contribute to the well-being of everybody. This necessitates a comprehensive grasp of high-quality *Baukultur* as the foundation of integrated planning and design procedures for all man-made shaping of the built environment in European cities. It also includes the management and conversion of existing structures, as well as the design and construction of modern structures, infrastructure, and public spaces.

Public spaces and neighborhoods are relevantly connected terms. According to Sangar (2007), "despite the changing structure of modern neighborhoods and communities, public spaces are still a crucial element of existence since they allow opportunity for diverse individuals — young, old, etc. — to experience a range of human contacts." In the city dimension, public space is crucial in terms of the environment, culture, and economy in order to develop and balance the city. As a result, with high-density urban development, public spaces serve as a buffer zone, as does the city center lobby. Furthermore, public space serves as an important location for the entry of air and sunshine into the city, allowing the city to maintain a healthy atmosphere for its neighborhoods.

The term "neighborhoods" has historically gone through three stages: traditional neighborhoods that existed prior to World War II, various stages of conventional neighborhoods, and finally new urbanism. Traditional neighborhood schemes in the city emphasized walkability, with people living close to the city center, but some issues arose due to a lack of open space and condensed housing, resulting in a push for housing reform and to reduce the spread of illness and disease due to overcrowded neighborhoods and unsanitary conditions (Crane and Dee, 2001; Glanz et al., 2012).

A public space can be defined literally as a space for the public. In a multicultural setting, however, alternative definitions of 'public' and 'space' can be recognized. For example, the Hongkong Public Space Initiative (2012) stated "public may refer to every single individual, the whole population as a whole, and the majority." According to Bassett (2013), space is ideological, socially constructed, contested, and always shifting across social, political,

economic, and geographic areas. Because of the activities created by tradition, space (particularly public space) becomes a commercial commodity (Puspitasari et.al, 2012).

The history of urban places dates back many millennia; from the Persian ‘paradise’ in 439 BC to Babylon's hanging garden in 604 BC, as well as other Assyrian hunting parks that provide an early example of open public areas (Haydn, 1997). These public venues played an important role in human civilization's history (von Stackelberg, 2009). The benefits of open spaces for health and enjoyment were recognized by Roman communities. The Porticus Pompeian at Rome (55 BC) is an example of an outdoor park containing green areas, sheltered spaces, and water features that may be used for a variety of recreational activities (von Stackelberg, 2009).

The understanding of what constitutes urban public space continues to evolve throughout time. The notion of public space can be understood differently by groups depending on their culture and context. Furthermore, public places are utilized and owned by all individuals, regardless of how we define "the public" (Al-Shams et al, 2013; Kurniawati, 2012), where one can perceive the interaction between the individual and society (Okolo et.al, 2010). As a result, public spaces should accommodate change, and individuals from all walks of life should have access to public spaces with the right to diversity and flexibility (Qamaruz-Zaman et.al, 2013).

In general, the importance of public space may be considered from the perspectives of the person, community, and city. A public place is an area with features that allow people to spend time and enjoy their lives as a public, regardless of their differences. Furthermore, public spaces may be considered as settings in which social ties and a feeling of place are formed (Ramezani et al, 2009), and they contribute to the establishment of a sense of continuity for a group or society (Ercan, 2007); ultimately, create a sense of “belongingness”. These will ensure that people are not isolated while they are in a group. Typically, the activities will take the shape of community events such as festivals, and cultural performances. Figure below depicts community and group activities that take place in public spaces and foster social connection with one another.



(a)



(b)

Figure 1: The community and group activities taking places in public spaces

(a) A village gathering in traditional settings (Bac Giang Province); (b) A folk music festival (Bac Ninh province) - *Source: Vietnam's Ministry of Culture, Sports and Tourism*

The significance of public space has been widely acknowledged, primarily in terms of increasing quality of life via a pleasant environment and plentiful public life; boosting urban image through urban vibrancy; and impelling economic development through investment drawn by a positive image (Li, 2003). As a result, the changing character of public space and the introduction of new public spaces may improve the urban environment and make it more comfortable for people to work, live, and rest in.

2.3.2. Real estate governance

Governments across the world have two common alternatives at their disposal when they need to acquire properties for urban regeneration (Chen, 2015). In order to execute real estate development projects forward, they can either enter into voluntary talks with landowners or exercise expropriation rights to compel landowners to sell involuntarily. To prevent any holdout issues that might occur when landowners intentionally extract monopoly rentals from their properties once the known land assemblies are underway, some people opt for the latter option rather than the former one (Mastroieni, 2007).

An expropriation policy might be an effective way to deal with holdouts, but more research is needed to see whether it is effective in the long-run (Seshadri, 2012). This might as well suggest a shift to a more cooperative network. Participatory planning involving a diverse range of stakeholders has emerged as a popular issue in the field of urban planning, in response to

more traditional urban planning's centralized and rationalism-based methods (Lane & Marcus, 2005).

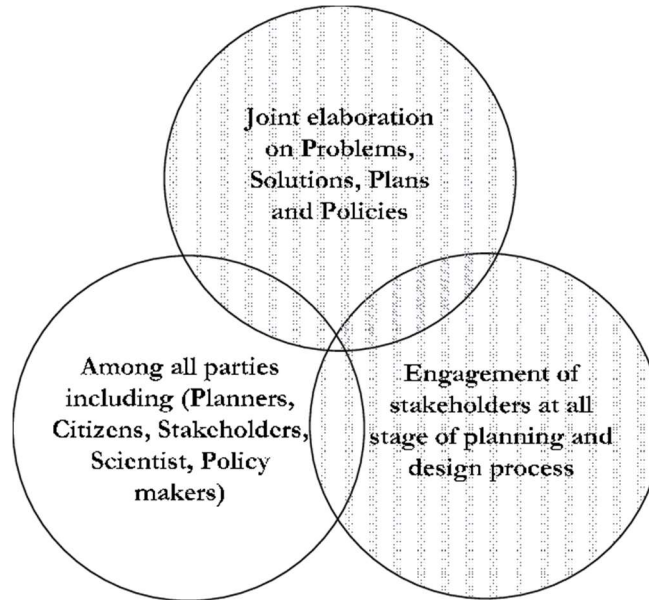


Figure 2: Key dimensions of participatory planning

As illustrated in Figure above, participatory planning introduces a novel political approach to planning in which decision-making and policy-making take place on shared issues through active interaction between various parties such as urban planners, citizens, stakeholders, scientists, and policy-makers. As a result, rather than focusing solely on issue solutions, participatory planning primarily consists of an interaction platform that promotes reciprocal learning, the formation of partnerships, and the empowering of stakeholders. It also represents a process of community analysis, learning, and policy action in which decision-making takes precedence over a sketch of the end planned outcome.

2.3.3. The relationship of area revitalization and public space

The public space revitalization initiative is intended to bring together diverse communities (Bagwell et.al, 2012). As a result, urban public spaces should become icons of the contemporary city and tools for city revival, resurrecting a city's lost identity. These public locations represent a people's social life and interaction (Okolo et.al, 2010).

Paigo (2012) investigated the link between public places and city growth, as seen in [Figure](#). He discovered that the event and activity shape the location and allow for direct interactions between visitors and public areas.

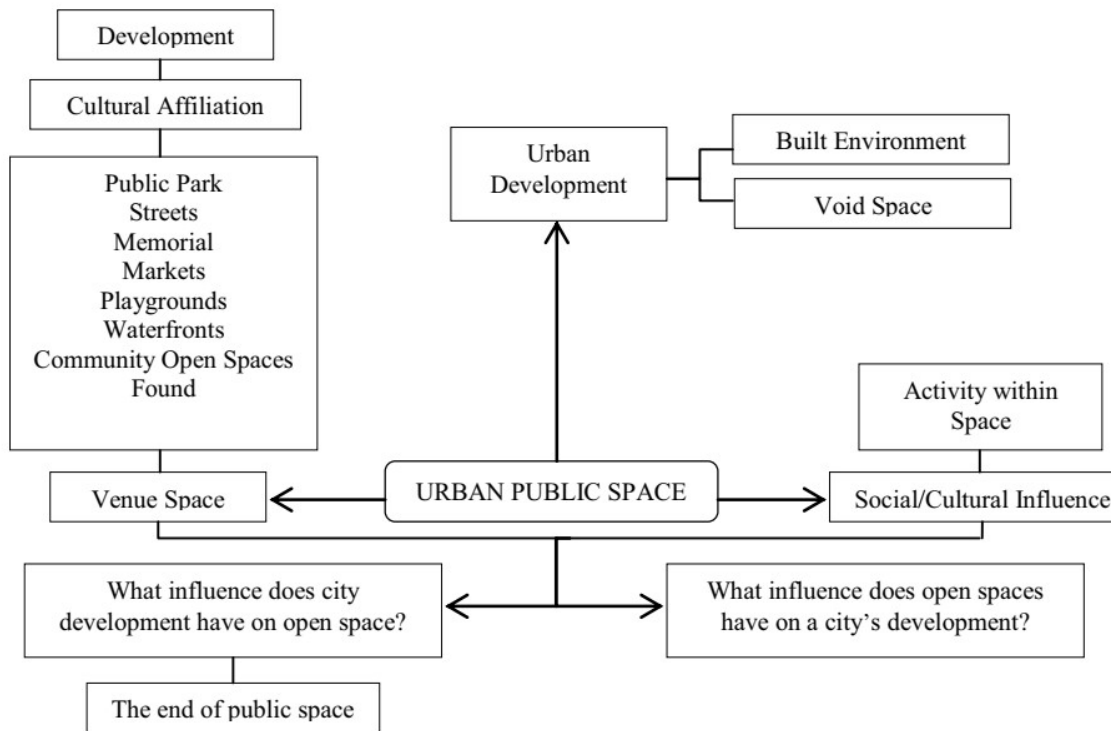


Figure 3: The relationship between urban public spaces and city's development

(Source: Paigo, 2012)

According to Ramezani et al. (2009), public space is important in revitalizing the city since it fosters a feeling of pride as well as a sense of community by stimulating local activities and unique events that are an inherent component of urban heritage. Li (2003), on the other hand, stated that "although the details of urban regeneration policies designed to improve the quality of life and to enhance the urban image have varied from nation to nation and city to city, they all have one thing in common, that is they all involve the use of urban public space in urban planning." According to Lim et al. (2013), public spaces are useful components of urban regeneration initiatives because they improve the image of the city and hence the attraction of a regeneration site to potential inward investors.

Another important function of public places is economic and commercial, which is the focus of the rehabilitation effort (Ercan, 2007). Farzaneh (2011) claims "excellent public space and

good design is thus both the consequence of a successful urban renaissance as well as a means for organizing communities to produce this urban renaissance."

In another sense, urban regeneration is the revitalization of distressed urban areas through actions such as revitalization of historic areas; improvement of living conditions in residential districts; redevelopment of public spaces, squares, parks, urban furniture, and so on; and modernization of urban infrastructure: water, networks, gas, electricity, and transportation infrastructure (Alpopi, 2013). According to Samadi et al. (2011), urban heritage street rehabilitation is defined as the regeneration of culturally relevant outdoor space in between heritage buildings. Furthermore, Samadi et al. (2013) claimed that the research produced a novel understanding of the regeneration of the heritage locations.

2.4. Gentrification

Gentrification was coined by Ruth Glass in 1964 to depict the transition of modest London properties into magnificent mansions for "the gentry," a historical word for European landowners. Gentrification has since been researched in many fields, including geography, urban studies, economics, sociology, and, beginning in the twenty-first century, public health and social work. Though definitions of gentrification have shifted (see Bhavsar et al., 2020), most scholars agree that it is a process characterized by two central features: an influx of capital into an area, often manifested in the development of homes and businesses marketed to high-income demographics, and the concurrent increase in high-income demographics and displacement of low-income and poor residents (Davidson & Lees, 2005). Although social scientists usually highlight residential displacement in their definitions of gentrification, gentrification is associated with a slew of economic, social, cultural, and civic issues that persons may experience even if they are not physically displaced. Gentrification is often studied at the neighborhood level in urban environments, although rural areas have also seen parallel patterns of growth (Travis, 2007).

Gentrification is the process through which geographic regions become increasingly elite (Choi, 2016). Low-income people and people of color, notably the elderly, families, and adolescents, are disproportionately harmed by this process. Gentrification's various negative repercussions include residential displacement and increasing economic precariousness, diminished social relationships between neighbors, marginalization of long-term residents' preferences for their neighborhood, and worsening of long-term residents' mental and physical health. Notably, gentrification is neither unavoidable nor without opposition. People and civic

groups can prevent gentrification under some situations by supporting economic improvements and investments that benefit long-term inhabitants. All social workers must understand what gentrification is, what drives this type of neighborhood development, and what the many ramifications are for social needs, inequality, and human wellbeing. Macro social workers are especially needed to help community organizations find, implement, and evaluate intervention alternatives for gentrifying neighborhoods.

2.5. Local tourism attractiveness

The World Tourism Organization, in 1995, defines tourism more generally, in terms which go "beyond the common perception of tourism as being limited to holiday activity only", as people "traveling to and staying in places outside their usual environment for not more than one consecutive year for leisure and not less than 24 hours" (UNWTO, 1995). Tourism can be domestic (within the travelers' original country) or international, and international tourism has both incoming and outgoing implications on a country's balance of payments. In 2008, the same organization interpreted tourism as "social, cultural and economic phenomenon which entails the movement of people to countries or places outside their usual environment for personal or business/professional purposes". These people are called visitors (which may be either tourists or excursionists; residents or non-residents) and tourism has to do with their activities, some of which involve tourism expenditure.

From a historical perspective, tourism began as a process initiated by religious pilgrims, aristocracy members on the so-called Grand Tour, artists, or those compelled by political forces (Kaleychev, 2013). With the advent of affordable long-distance travel, the introduction of the standard definition of the social and economic phenomena known as "tourism" started (Kaleychev, 2013). The end of the nineteenth century is marked by the continuous expansion of phenomena on a mass scale; in particular, the early 1950s of the twentieth century can be considered the start of the era of mass tourism, which has influenced every aspect of human society's economic, cultural, social, and political life. Tourism's crucial relevance as a socioeconomic phenomenon stems from the fact that it is one of the primary sources of revenue for a large number of countries worldwide (Kaleychev, 2013).

As of today, tourism is generally more viewed as a part of the service sector, the local tourism industry has become a major source of revenue for many regions and communities (Tassioupoulos, 2008). Tourism generates significant sums of revenue for a local economy in the form of payment for products and services required by visitors, accounting for 30% of

global trade in services in 2011 and, as an invisible export, 6% of total exports of goods and services (UNWTO, 2017). It also creates job possibilities in the tourism-related service sector of the economy (UNWTO, 2012). Transportation services (such as airplanes, cruise ships, transits, trains, and taxicabs); housing (including hotels, hostels, homestays, resorts, and renting out rooms); and entertainment venues are among the hospitality industries that gain from tourism (such as amusement parks, restaurants, casinos, festivals, shopping malls, music venues, and theatres). This is in addition to things purchased by tourists, such as souvenirs.

Asero et al. (2013) stated that the tourism market is segmented into distinct customer segments that differ in a variety of ways, including their needs, the reasons for the trip, their country of origin, the length of stay, the types of goods and services consumed during the trip, and their income or spending pattern. The tourism market may be segmented since there are several categories that can be used to characterize the various demand segments for a tourism destination, either on the supply side or even on the demand side. On the supply side, it is necessary to analyze available resources and target only those segments that are interested in them; on the demand side, it is necessary to collect all available information about tourists in order to segment the market by geographic, socio-demographic, behavioral, and other variables.

The involvement of the locals, both native and residents, in local tourism is particularly important. Without the local community and the local participants, tourism, especially those of cultural and heritage tourism would be completely impossible (Szostak, 2009; Jyot, 2017). Likewise, a tourist destination is "an amalgam of distinct goods and experience options that combine to provide a comprehensive sense of the area visited" (Romolini et al., 2017, p. 68). In this regard, tourists desire to connect with indigenous customs and culture, appreciating the location in the same manner that locals do.

[2.6. Literature review of governance theories, models and the roles of urban governance](#)

[2.6.1. Public Management, Collaborative Governance theories](#)

In this section the author summarizes main points on the most important public management and governance theories during the last decades: from the traditional administration model, NPM reform until contemporary collaborative governance theory. Understanding how each public management and governance model and theory works theoretically and empirically is important to bridge their roles in urban governance. A review of urban governance discussions is also provided in the latter of this section.

2.6.1.1. Traditional administration model

The traditional paradigm that predominates over organizational management is a focus on processes and regulations, as well as bureaucratic dominance. According to Hood (1994), the essential components of Public Administration are the rule of law's predominance, the bureaucracy's important role in policy execution, the separation of politics and administration, and the professional figure's primacy in public service delivery (Osborne, 2010).

Since the late 1970s, a new discourse about the execution of public policy and the delivery of public services has developed around the superiority of private-sector management approaches. Indeed, the New Public Management model is founded on private sector management principles and a subsequent emphasis on entrepreneurial leadership inside public service organizations, as well as on inputs/outputs control and assessment. In this regard, it was necessary to increase the accountability and accountability of public services in front of residents by implementing the aforementioned business-like management approaches, with a special emphasis on competition, customer satisfaction, and performance assessment (Osborne, 2010).

2.6.1.2. New Public Management emerged from traditional model

Over the past two decades, reforms under New Public Management, the new *managerialism* (Hood (1991), Dunleavy and Hood (1994), Pollitt (1993), Ferlie (1996)) have been applied in developed countries, transitional countries, and developing countries following the fact that the role and institutional characteristics of the state and the public sector are under increasing pressure from the market and the private sector. Looking back at the history of the formation and development of public administration, it is possible to see that new public management is a reform effort to better meet the needs of citizens in the context of the traditional public administration model is challenged by the matter of efficiency. In developed countries such as Britain, Canada, Australia, the crisis of Keynesian welfare state has spurred efforts to find solutions to public sector organization and management and redefine roles of the state towards the market, the private sector and society. The economic and financial crisis of the 1970s raises concerns and reconsideration about the size, function of the state and the rationality of traditional administration in the bureaucracy model of Marx Webber. Major reforms in the public sector took place. The impact of these reforms is not a mere change, but more important is the change in public perceptions of the role of the public sector and the manner in which it operates. The approach to output, management efficiency, decentralization, decentralization,

application of market factors into the administration became a major trend of developed countries. The shift from the traditional public administration to the new public management has been gradually shaped and brought about positive results in management.

OECD survey pointed out that the application of new public management actually brings about great changes in public sector management, governance change, economic environment and institutional (OECD, 2003). New public management is geared towards new values that are appropriate in the context of marketization and globalization. It stated "This new public management will gradually become the theory of state reform in the 21st century".

The New public management theory is a collection of many administrative theories and there is no clear evidence that it has been supplemented and developed over time. In fact, the term "New public management" covers most of the issues of organizational structure, changes in management, personnel management, direction of the value of public services. Therefore, new public managers approach this term from different angles. New public management is defined broadly as "a vision, a doctrine, a set of management techniques transformed from the private sector into the public sector" (OECD, 2003). In other words, public management is seen as the essence of management thought or management doctrine based on ideas that have emerged from the private sector and applied to the public sector (Hood, 1991 & 1995). However, new public management theory has more specific and comprehensive content. As Hood later affirmed, two major directions of public administration are the combination of two lines of market-oriented thinking, effective public sector management and the succession of traditional management science. *"Public governance is an administrative theory based on the idea of professionalization of administrative management with a decentralized rationalization of outcomes through the development of public value orientations and the criteria for evaluating the performance of public organizations"*, (OECD 2003).

The study of the concept of new public management by scholars around the world in this area suggests that the new approach to public management is not entirely homogeneous. The definition of the new public management of Hood has not clearly defined the issue of consumer rights (citizenship). The *Charter of Citizen* affirms the importance of citizen-client relations in the relationship with the state and the transformation from citizen to client of the public administration becomes an important feature of new public management. The *Osborne & Gaebler* approach has important differences in emphasis from the general approach to public administration, particularly from political ideology that is intimately related to the contents of

new public management. However, apart from these differences, we can find important points of view of scholars and generalize the ideas by this figure:

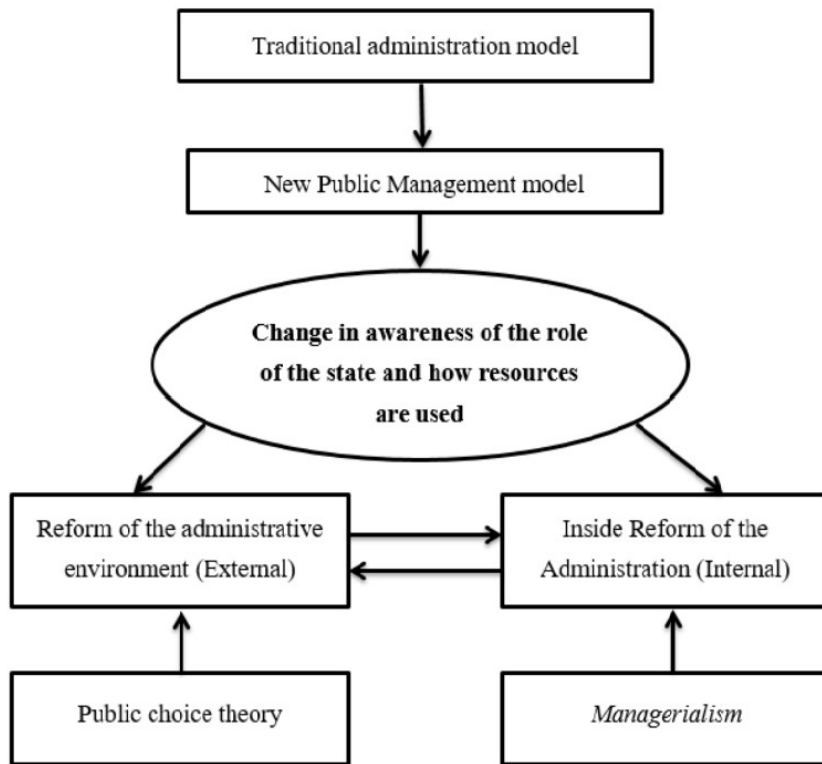


Figure 4: The formation of the New Public Management reform

- *Public choice theory:*

- A new economic theory in politics and administration;
- In the commodity market economy, it is decided by supply and demand. With public goods this rule is broken, the dominant political rules. For better public goods and services delivery, reassessing the role of the state should lead to the development of the market in the public sector.

- *Reform of administrative environment:*

- Citizen is equal to customer (The administration is not a ruling but a service).
- Expanding competition (between public and private).
- Cooperate with outside

- Increase the user's choice of services.
- Market factors must be included in the public sector.

- *Managerialism:*

- From the perspective of public administration and private (corporate) management, the same criteria can apply the same management measures.
- Private sector management is more effective than the public sector.
- Private sector - public sector relations. Greater use of private sector management tools in public administration.

- *Internal Reform of the Administration:*

- Reform of the institutional system.
- Reform of the administrative organization.
- Reform of personnel.
- Financial reform.

2.6.1.3. Assessments of New Public Management model

In order to better evaluate the characteristics of new public management versus traditional public administration, we can compare these two theoretical models on numbers of criteria.

	<i>Traditional public administration</i>	<i>New Public Management</i>
Objectives	<ul style="list-style-type: none"> - Ensure proper cycle rules, administrative procedures (input elements); - Evaluate the performance management mainly through the consideration of the level of execution of rules and administration procedures 	<ul style="list-style-type: none"> - Ensure the best results, the highest efficiency (output); - Use specific criteria to evaluate the results of administrative management
For civil servants	<ul style="list-style-type: none"> - The responsibility of civil servants and managers is to supervise the implementation and handling of 	<ul style="list-style-type: none"> - The responsibilities of civil servants and managers is to ensure the achievement of objectives,

	<p>work according to the existed regulations and procedures;</p> <ul style="list-style-type: none"> - Regulations and conditions for civil servants to perform their duties in a strict and rigid hierarchy according to regulations; - The working time of civil servants is strictly regulated; there is public and private time - Civil servants are neutral, are not supposed to participate in politics, execute neutrally the policies set by the politicians. 	<p>achieve good results and high efficiency;</p> <ul style="list-style-type: none"> - Regulations and conditions for civil servants to perform their tasks in a flexible manner; - Working time is supposed to be flexible, maybe throughout their life, maybe in a certain time, long-term or contractual; - Civil servants are more politically engaged in their activities, in more politically administrative activities.
For the government	<ul style="list-style-type: none"> - Acts are implemented by the government, resolved in accordance with the law; - The function of the government relies heavily on social administration, which directly provides social work; - The function of the government is purely administrative and not directly related to the market 	<ul style="list-style-type: none"> - The influence of politics is increasing in the administration; - The role of public service delivery is decreasing and they are replaced by the social engagement of public services (still requires government administration); - The functions of the Government are to encounter the challenges of the market.

Table 1: Comparison of traditional and New Public Management model

The term "new public management" refers to the conclusion of public management as a result of the demands of the public sector reform process, the fast development of the market economy, the process of globalization, and the development of a feeling of democracy. As a result, new public management has injected new energy into the public sector reform process, therefore defining new directions for transformation.

Civil workers view themselves through the lens of efficiency, accountability, outcomes, and other directed values. There was no debate about the model's efficiency after a lengthy time of bureaucratic administration and Marx Webber's later expansion of the paradigm. The bureaucratic model has been extensively employed in Marx Webber's article, and it is widely acknowledged that bureaucracy is a suitable model for bureaucracy. Constraints in the public sector, excessive control levels, papers, and procedural paperwork become a burden, public sector expenses continue to rise, and residents are dissatisfied with the quality of care provided by the homes. Managers in the public sector must recognize the importance of innovation and innovation. However, what orientation, what ideals does the next stage of public administration require? New public management is an attempt to determine how reform results in development.

New Public Management demonstrates a resurgence of public administration: decentralization, partial privatization of state operations, but with a key role for government and the greatest level of responsibility. Current practice demonstrates that the decentralization of public management is underway. The central administration separates the local administration's authority so that local authorities take the initiative in managing the resources within their jurisdiction, resulting in choices that are more in tune with local practice. As a result, central government agencies profit as well, as they may focus more on macroeconomic policies. Along with the benefits of devolving authority to local governments, public administrations often profit from partial privatization of their operations. Privatization in this context does not refer solely to the sale of state assets or the transfer of public property to private ownership, but also to the numerous forms of bidding, contracting, renting or purchasing, and even capitalization of businesses and corporations in order to increase their competitiveness. The premise of privatization is that the state delegates such functions to non-state organizations and people, therefore encouraging a vast pool of social players to participate in the functioning of the public administration. This resulted in the process of downsizing the apparatus, so decreasing the subsidy and easing the financial load on the state budget by not having to pay the state apparatus in the same onerous manner as previously. One of the benefits that modern public management will offer to the administration in the next years is that it will emphasize the need of accelerating decentralization and privatization in the framework of state administration changes.

In summary, the new theory of public management has several advantages since it identifies the direction and essential substance around which the conventional public sector must develop. This idea seeks to overcome the bureaucratic paradigm's shortcomings: Complicated structure with an excessive number of intermediate levels; excessive specialization makes adaptation difficult; administrative misuse, paper conflicts, and mechanical, stiff, and inflexible administrative procedures. While new public management scholars acknowledge the Marx Webber model's significant flaws, they do not reject its potential significance. As a result, public management has undergone significant modifications in terms of organizational structure, people management, procedural reform, administrative paperwork, expenditure, public procurement, quality management, and performance standards. The first phase of modern public management focused on the management and planning of public expenditures, e.g., despite the high cost of public administration, the outcomes were not good and did not fulfill the expectations of residents and organizations. The next stage of public management places a greater emphasis on competition within the public sector, providing a stronger impetus for public service delivery, performance management and performance standards, as well as quality and quantity management. Managers and administrative agencies are more concerned with their own tasks than with the ultimate outcome of the management process, dedication to quality management, and service quality. The organizational structure must be rebuilt in such a manner that it clearly defines accountability and results in a more dynamic and accountable agency that is more in tune with the government's performance.

While new public management theory offers significant advantages in terms of orienting public sector innovation, its limits should also be noted as contemporary management develops. The new public management critique focuses mostly on the public sector's adaptation of private sector management approaches. According to this opinion, new public management scholars fail to pay significant attention to the distinctions between the public and private sectors, stressing individual accountability while ignoring the governing body's responsibilities.

Metcalf (2001) argues that public management is not a purpose of an organization that requires the collaboration of many levels of government. This is much different for businesses, where rivalry is a necessary component of success. Excessive reliance on private sector management approaches in the public sector might result in public sector conflict. Metcalf was correct in his assessment, yet he appeared to be too anxious. Public managers have begun

to address the challenge of incorporating private sector management approaches into the public sector, while keeping in mind the fundamental differences between public and private sector management. However, in the time after the advent of new public management, many new public managers exaggerated the private sector's management approaches, arguing that what works in the private sector can be extended to the public sector. This mindset should be investigated. Indeed, public services will never compete with any other type of private enterprise. While governmental service requirements remain relatively constant over time, private service requirements appear to alter in response to changing client needs. For instance, the advancement of smartphone technology should not be compared to the advancement of requirements for, say, housing issue. Excessive change in public service management may potentially increase costs.

According to some scholars, such as Schik (2002), the values associated with new public management, such as efficiency, output, and personal responsibility, can undermine the values of justice and inhumanity in the public sector, despite the belief that civil servants can work for a lifetime or a specified period of time. The emphasis on real production has a negligible effect on conventional public administration values. The performance management standards by themselves encompass the ideals of professional ethics and the professional ethics to which public officials should adhere. However, without recognition and monitoring, these criteria themselves result in a shift in the conduct of government workers. Additionally, evaluation in the public sector is constrained by several limitations, intricate organizational ties, and authority. As a result, new public management academics cannot view the management tools deployed and performance criteria as a Holy Grail capable of simply and quickly enhancing the professional careers of civil employees. Clearly, this is a challenge that all countries' politicians and executives must address adequately when implementing new public management.

Another drawback of new public administration has been demonstrated to be the fact that while civilians are clients of the public service, they have not given adequate attention to their civic duty, more precisely the function of a citizen in a democratic state. Government-public relations are not fully analogous to service provider-customer interactions. Government-citizen relationships are increasingly complicated, and the four types of citizens reflect this: citizens, consumers, service users, and the public. As a result, emphasizing client interactions obscures citizens' involvement. Citizens are not only customers with the right to expect a high

standard of service; as citizens, they also have additional rights and significant responsibilities toward the public sector.

2.6.1.4. The Public Governance model

Reforming the public sector is a lengthy process (Webber, 1997). As indicated before, the process is clearly defined, but it is also constantly weighed thoroughly and transparently, because management effectiveness is always prized in modern public management. This is another significant advantage of public management over traditional administration. When implementing new public management aspects, the purpose must be to maximize the efficacy of management operations, so that administrators, in addition to being concerned with procedures and techniques, are also concerned with attaining the objectives. In any case, efficiency should be defined and assessed through not only cost/performance comparisons but also long-term outcomes-based measurements (Osborne, 2011; Bianchi et. al, 2010).

This makes a significant difference in traditional administration. Historically, the government was the primary force of control through policy choices, rules, and functions. On the contrary, governance is defined by a more participatory and symbiotic interaction and cooperation between various players in terms of the procedures connected with official government organizations. According to Rhodes (1996), "governance denotes a shift in the meaning of government, referring to a new means of ruling; or a modified state of ordered norms; or a new method of regulating society." Administrators are largely responsible for executing orders, adhering to applicable regulations, maintaining adequate cycle times, and adhering to appropriate standards of behavior. Performance management enables the administration to run more efficiently, reducing arbitrariness, resource waste, and psychological disrespect for public workers' productivity. When they issue a policy, they will need to use scientific and prudent analytical procedures to measure the policy's viability and efficacy. What resources are required to execute the policies, what are the outputs, how to obtain the objectives at the lowest possible cost, and how satisfied the public is with the policies - all of these elements are calculated and regulated. Of fact, given the diversity of administrative tasks and the size of the influence of administrative actions, measuring outcomes /costs is not straightforward. However, in order to evaluate and oversee the efficacy of public service operations, it is critical to define clear assessment criteria as soon as possible, and modern public management pushes the administration to do so.

The New Public Governance method may be seen of as a counter-narrative to both the Old Public Administration and the NPM, as it is based on institutional and network theory. Indeed, the NPG approach places a premium on the inter-organizational connections and governance procedures, as well as the efficacy and efficiency of public service organizations in their interactions with their environment (Osborne, 2010). Additionally, there is a general orientation of public sector enterprises toward other actors in the region, an appreciation for the value of socioeconomic networks, and the capacity of public actors to manage the connections formed by the networks (Badia, 2007).

New Public Governance offers a pluralist state in which interdependent players participate to the delivery of public services and a distinct process informs the policy-making system (Osborne, 2010). Political values are central to the governance debate in this approach. This movement increases trust and legitimacy by emphasizing three characteristics that are overlooked in the NPM approach: NPG is value-centered; it emphasizes the importance of creating government processes that facilitate the generation of agreements between diverse stakeholders; and finally, the creation of the public good is done through a co-production process. The government's role in the NPG approach is not only to regulate and distribute public benefits, but also to act as an agent for commercial and non-profit stakeholders to participate in the public good's ownership (Bao, Wang, Larsen, & Morgan, 2012).

According to Osborne (2010), governance literature may be classified into three major schools: corporate governance, "good" governance, and finally, public governance. The first method is focused on the internal systems and procedures that define the organization's objectives and relative direction. The concept of "good" governance is founded on a normative approach and models of social, political, and administrative governance given by international entities. The last approach, public governance, may be divided into five distinct sub-theories that help us better understand the execution of public policies and the delivery of public services in a governance framework. These are the sub-categories:

- Social-political governance is founded on an examination of the relationships and interactions within society, as it is only through an examination of these relationships that the formation and execution of public policy can be comprehended. Indeed, the government is reliant on other players in society;
- The public policy governance: concerned with how elites and networks interact in the public policy process;

- The administrative governance: concerned with how to improve the effectiveness of public administration in order to accommodate the complexities of the contemporary state;
- The contract governance: related to the NPM, specifically the governance of contractual relationships in the delivery of public services;
- The network governance: concerned with how diverse networks interact in the delivery of public services. It is concentrated on those networks that carry out public policies and provide public services.

All of these theoretical approaches on governance are beneficial for comprehending the execution of public policy and the provision of public services (Osborne, 2010)

2.6.2. Urban governance

The procedures through which government is structured and provided in towns and cities, as well as the interactions between state agencies and civil society—a phrase that includes residents, communities, private-sector players, and voluntary organizations—are central to urban governance. Governance has many connotations. For others, it symbolizes an idea and an analytical technique that offers up fresh perspectives on government processes, urban politics, accountability, and democracy. Others see governance as a more descriptive phrase that focuses on specific institutions and their funding, powers, and responsibilities. Raco (2020) points out some key issues for urban governance study include:

- Who takes choices on the structure and execution of policy in cities?
- How do these choices get made?
- Who and how controls agendas?
- Are there any policymaking processes?
- Which institutions/interests have influence and resources sufficient to impact policy agendas?
- What influence do locals and individual individuals have on how their towns are governed?

An emphasis on governance, then, brings attention to the interests that have the authority to influence policy choices in cities, as well as how decision-making processes work. Effective policy creation and execution are dependent on how governance systems are organized, formed, and structured. In essence, an emphasis on governance draws attention to both the technical and/or bureaucratic organization of governments and the state, as well as the

processes and structures that create and establish larger relationships of power, dominance, and authority.

The following subjects are fundamental to the study of urban governance:

Sustainability: Governance is a crucial component of the sustainability agendas pushed by institutions such as the World Bank, national governments, and nonprofit groups. Economic development initiatives, it is said, will only foster new kinds of equity if decision-making mechanisms and institutions are opened up and made responsive and responsible to a broad segment of civil society. As a result, there has been increasing interest in the decision-making procedures, particularly at the urban scale, where the consequences of development initiatives on various socioeconomic groups have been particularly noticeable. It is suggested that urban politics will only become really sustainable if new forms of participatory governance are adopted alongside economic and environmental policy agendas.

Urban politics: it is concerned with the interactions between various groups of individuals and interests in society, particularly those involving the acquisition of power and authority. It is strongly tied to the concepts of identity and representation, as well as the decision-making processes that lead to representations and conclusions. The nature of urban politics is both official and informal. Elections, political parties, representative systems, and the like are examples of the former, while the latter refers to the softer social interactions and networks that exist between various groups, players, and interests.

Citizenship: The move to participatory governance has far-reaching ramifications for citizenship and the ties that individuals have with the institutions that govern them. It entails redefining the bounds of governmental activity and regulation, as well as establishing a new balance of rights and obligations. Participatory government necessitates a stronger emphasis on what has been dubbed "active citizenship." In an essence, active citizens are politically, socially, and economically self-sufficient.

2.7. The roles of Active citizenship in urban governance and public policies

While doing field research in Vucciria, the author discovered the involvement of individuals and non-state community organizations in social dialogues, and also their actual contributions within the area. The concept of active citizenship and civic participation in urban regeneration has been and is being discussed by many scholars. Closely related to this research, studies conducted by Omong (2021) and Grippi (2019) in *Ballarò*, a neighborhood close to Vucciria

in Palermo, have yielded significant results of active citizenships in improving local tourism, communication networks and social programs. The active citizenship concepts cited below contribute to the thesis in supporting to clarify the discussions in the following sections regarding urban revitalization and tourism improvement projects in Vucciria.

2.7.1. Literature review of citizens

What does it mean to be a citizen? According to Aristotle, a person is presumed a citizen if he has the right to participate in government or adjudicate municipal operations. To continue with this thesis's investigation, it is required to define this notion. In general, a citizen is a collective phrase used to refer to a diverse group of individuals with varying tastes and origins (Yang, 2005). While citizenship is objectively determined by circumstances such as birthplace, setting, and historical time, it is consensually determined by people's free choice and acts.

Cooper & Gulick (1984) discuss that "Citizenship is the status and role which defines the authority and obligations of individual members of a community. This status and role may be formally codified in terms of qualifications, rights, and obligations by constitutions, charters, and laws, or informally determined by values, tradition, and consensus. A citizen is one who qualifies for the status of citizenship as prescribed formally, or informally, by a particular community, and is encumbered with the obligations assigned to this role by that community".

It should be noted that the concept of citizenship has evolved over time as a result of the relative context and circumstances. Matter of fact, in the popular consciousness, it was strictly linked with the concept of the nation-state; in this view, citizenship was something linked to the boundaries of the country to which individuals belonged; however, due to changes in collective life and the increased interconnection among citizens, public sector organizations, and governments, this requirement has fallen (Cooper & Yoder, 1999). These issues resulting from worldwide advances in the organization of modern societies have highlighted the interdependence at numerous levels and matters, including financial, environmental, technological, political, and cultural ones. This phenomenon might be seen as to increase interdependence and connectedness, intensified global contact and organizing, and the rise of transnational political formations, all of which confound and complicate nation-state sovereignty and jurisdiction (Soysal, 1999).

Another critical definition is supplied by Flathman and Lowi; the first author's research focuses on the relationship between citizenship and authority, with a clear contrast between high and low conceptions of citizenship (Cooper and Gulick, 1984). In the first instance, citizens are seen as peers who partake equally in the exercise of authority; in the second situation, authority

is distributed hierarchically and is confined to a few individuals. In general, citizen engagement through traditional institutional channels has a limited influence on government politics, which has heightened the interest of many people, administrators, and politicians in public participation in decision-making (King et al., 1998).

For Lowi, what matters is the effect of the statutorily defined role and all other informal factors such as values, traditions, conventions, and culture. In this perspective, two distinct poles may be identified: "legal citizenship" and "ethical citizenship." The first is defined and established by institutions and legislation, and as such, citizenship is seen as a solely political position and role. On the contrary, "ethical citizenship" refers to the position and function of individual members of a community as determined by social and economic factors such as values, traditions, conventions, and culture, and so encompasses a far larger range of concepts (Wang, 2015). The primary distinction is that in this scenario, membership is optional, and all citizen responsibilities are based on principles, standards, tradition, culture, and consensus among community members (Cooper and Gulick, 1984).

According to Flathman, there are two distinct definitions of citizenship: high citizenship is characterized by a broad and equal distribution of authority and citizens have numerous opportunities to participate in public affairs, whereas low citizenship is characterized by a hierarchical structure with limited opportunities for direct participation (Wang, 2015).

Wang (2015) illustrated the ideas of above arguments in Figure:

Definition of Citizenship		
	Legal	Ethical
High	<ul style="list-style-type: none"> • Membership in a government jurisdiction; • Membership status, rights, and obligation legally defined; • Obligations limited to governmental arena; • Authority shared among members by law; • Extensive participation provided by law; 	<ul style="list-style-type: none"> • Membership in any community, including, but not limited to, governmental jurisdiction; • Membership status, rights and obligations defined by values, norms, tradition and culture; • Obligations include political, social, and economic arenas; • Extensive participation provided by custom, tradition, and consensus;
Low	<ul style="list-style-type: none"> • Membership in a governmental jurisdiction; • Membership in status, rights and obligation legally defined; • Obligations limited to governmental arena; • Authority hierarchically distributed by law; • Minimal participation provided by law; 	<ul style="list-style-type: none"> • Membership in any community, including, but not limited to, governmental jurisdiction; • Membership status, rights and obligations defined by values, norms, tradition and culture; • Obligations include political, social, and economic arenas; • Authority hierarchically distributed by custom, tradition and consensus; • Minimal participation provided by customs, tradition and consensus;

Table 2: Definition of Citizenship

Source: Wang (2015)

Starting with the legal framework, citizenship can be defined as a political status or role bestowed on people; however, the main focus here is on the procedural aspects of involvement, specifically how it is defined in constitutions and statutes that prescribe the qualifications, obligations, and rights within the jurisdiction of a particular government (Roberts, 2004). Citizens, according to this viewpoint, are members of the State rather than of society, which is broader than the state.

Another definition based on the legal element is supplied by Schumpeter (1943), who believes that the primary responsibility of citizenship is to choose among policymakers. Citizenship, according to other experts, cannot be defined solely in the legal sphere, but must also incorporate an ethical and sociological framework. Governments, in particular, should be guided by a moral goal, namely the achievement of values in the lives of its citizens, but this moral purpose must be known and shared by all citizens (Roberts, 2004). Include the moral goal to allow scholars to broaden citizens' purview to include voluntary organizations and communities, forming communal values, norms, and traditions for the betterment of the world and establishing a sense of duty and civic devotions among citizens (Roberts, 2004). This

broadening of the concept of citizenship to include conceivable roles and responsibilities establishes a link with participation or involvement.

According to the so-called Thatcherism, active citizens are law-abiding, persons who desire to capitalize on the opportunities afforded by market rights while also attempting to display sympathy for those less fortunate (Faulks, 2006). Active citizens are contrasted to entrepreneurs in this concept, and they are not regarded as political participants who participate in policy-making processes and make political decisions. Indeed, this neoliberal reinvention of citizenship was founded on the concept of market rights and the rational choice theory. These rights, notably property ownership, consumer rights, and choice of service providers, were viewed as superior to socialist welfare rights as a better kind of citizenship. The privatization of public utilities and the introduction of market forces into the public sector were championed in the Thatcherism concept. According to this viewpoint, the Thatcherism model was compatible with the New Public Management approach.

Therefore, it is necessary to define citizen participation, and while engagement is included as a prerequisite in some definitions of citizenship, this concept may be considered contested and complex due to the number of individuals, group, and organizational variables that must be considered in developing a good theory (Roberts, 2004).

2.7.2. Active citizenship in policies making process

This concept is not new, and Aristotle supplied one of the earliest definitions: an active citizen is one who, by exercising actual knowledge and experience in the public interest, provides some decisive judgments about various areas of the governing field, but also governs and is ruled in turn (Stivers, 1990). Adler and Gogging propose another wide definition of civic engagement as "the ways in which citizens participate in the life of a community in order to better conditions for others or to help shape the community's future" (Adler & Gogging cited in Mueller, 2018, p.182).

According to some scholars, conflict can be resolved through citizenship participation because "the participatory process of ongoing, proximate self-legislation and the creation of a political community capable of transforming dependent private individuals into free citizens and partial and private interests into public goods" (Barber, as cited in Roberts, 2004). Citizens do have the ability and knowledge to be involved in all decision-making processes that affect them, such as political, administrative, and technical decisions, but there is also an opposing

viewpoint that views direct participation with skepticism and caution, preferring representative democracy, also known as indirect citizen's participation, due to the significant protection from the dangers of direct involvements (Roberts, 2004). On this topic, there is an ongoing debate in administrative theory and practice about direct versus indirect citizen participation. More specifically, public officials and administrators can invite direct citizen participation by including them in the development of bureau policy or they can prevent/discourage it in the execution of their duties (Roberts, 2004).

Macedo et al. claim, it is "any activity, individual or collective, devoted to affecting the collective life of the polity," or even "people participating together for deliberation and collective action within an array of interests, institutions, and networks, developing civic identity, and involving people in governance processes" (Macedo et al., as cited in Cooper et al., 2006, p.76). Citizens can participate in their government in a variety of ways, according to Roberts (2005), including attending public hearings, commissions, task forces, serving on juries, contacting and meeting public officials, or writing letters to protest governmental actions, but participation in these activities is individualistic and personal. According to this viewpoint, "engagement through legitimate institutional channels has minimal impact on the substance of government politics" (Crosby et al., 1986, p.172). This sort of citizen participation is tied to the ethical tradition, which emphasizes the linkages with the principles of right, duty, and active participation in substantive issues of government and community (Roberts, 2004). Citizens, in this sense, are a crucial element of the governing process because their participation contributes significantly to substantive decisions affecting the community as a whole.

The value of civic involvement in community development and urban change can't be overstated. It outlines a variety of options for achieving community objectives (Cooper et al., 2006:79).

A conceptual model of civic engagement approaches is shown in Figure below.

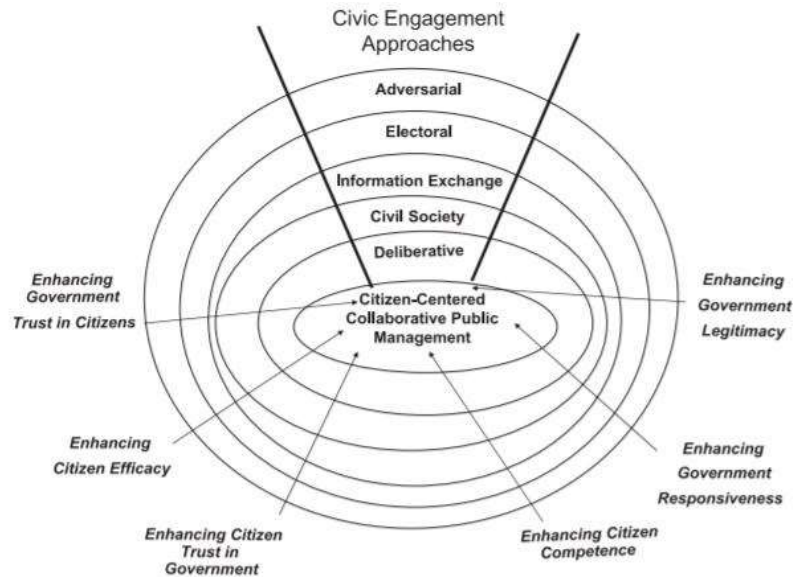


Figure 5: Conceptual model of approaches to civic engagement

Source: (Cooper et al., 2006:79).

As can be seen in figure, the approaches are listed in order of their contribution to cooperative civic management. While the adversarial strategy is a limited, the deliberative approach is more productive since it contributes the most (Cooper et al., 2006). Civic engagement may be achieved by both individual and communal activity in the adversarial method. Electoral participation, on the other hand, encourages citizens to take action by allowing them to express their views and ideas. Civic participation is facilitated by the information sharing strategy, which promotes legislation and administration. Politicians and government officials may learn a lot from the way civil society organizations work when it comes to moving a community forward. Deliberative methods are built on conversation, consensus and collective action from all sections of society (Cooper et al., 2006: 80-82).

Active citizenship has been organized from several perspectives, highlighting its key traits (Kennedy, 2007). The first feature is based on factionalism, which means that citizens who operate within the bounds of an established community are more effective than individuals who act beyond the boundaries of the community. It promotes public engagement in communal life. Second, it is founded on individualism, which is the propensity to emphasize people's degree of engagement within their unique capacity. Citizens must be able and willing to engage actively in political, community, and social issues. Third, it is built on agreement and is more democratic in nature. Active citizenship should always be organized around ethical bounds,

and it should never be done at the expense of the rule of law or human rights (Biesta, 2009). It is important to note that various factors can support active citizenship, such as a sense of belonging to the community, attachment to the community, a voice in the community, the ability to make contributions, the ability to connect opportunities to community needs, and the availability of training programs for the younger generation in educational institutions (Ireland et al., 2006).

CHAPTER 3: RESEARCH DESIGN AND METHODOLOGY

3.1. Introduction

As a general rule, research methodology should be understood as "a system of models, processes, and techniques utilized to determine the outcomes of a research topic" (Panneerselvam, 2014).

This implies that research methodology encompasses not only the research methodologies but also the reasoning underlying their application within the context of a research investigation (Kothari, 2004). In this line, the research methodology should explain why the researcher is employing specific procedures or approaches and not others, so that the study results may be reviewed by the researcher or by others (Kothari, 2004).

This research concentrates on an actual fieldwork research carrying through a two-year span. The study focused on two main methods.

Firstly, the author uses a qualitative interview questionnaire to collect information and stakeholder assessments for 4 main problem groups:

- governance practices and collaborative network at Vucciria
- urban status in Vucciria and efforts to manage and preserve them.
- local tourism status in Vucciria
- assessment of quality of life from local residents.

The information gathered from the questionnaire was designed to be consistent with the research hypothesis posed, whether sustainable restoration of local residents can be effectively achieved through urban regeneration and increase the attractiveness of local tourism, accompanied by a more effective governance platform for the enactment and implementation of public policies – such as promoting collaborative governance platforms and strengthening the role of active citizenship.

These primary fieldwork research are used to contribute to the generation of Dynamic Performance Governance approach at the later state of the study.

3.2. Fieldwork research

3.2.1 Case study: interviews and analyses

A “case” refers to an occurrence, an object, a human, or even an analytical unit. It is an empirical investigation that examines a contemporary event in its real-world environment using a variety of sources of evidence (Yin, 1989). Case studies enable a comprehensive view of a process to be taken, as opposed to a reductionist-fragmented approach. According to the holistic approach, the whole is not equal to the sum of its parts; as a result, the whole can only be comprehended by treating it as the primary subject of study (Gummesson, 1991).

Anderson (1993) views case studies as being concerned with the how and why of events, allowing for the examination of contextual realities and the discrepancies between what was planned and what occurred. The case study is not intended to be an examination of the complete organization, but rather to concentrate on a single issue, feature, or unit of analysis. This strategy permits comprehension of complex real-world operations involving the use of various sources of evidence. As Patton describes, the use of case studies to delve deeply into an area of interest is particularly suited (1987). Case studies are particularly valuable when one has to gain a thorough understanding of a particular problem or scenario and when one can discover cases with a wealth of information (Noor, 2008).

Despite their widespread use and lengthy history, case studies have generally been regarded as the social science methodologies' weaker sister (Yin, 1984). Case study investigators are viewed as having strayed from their academic subjects, and their investigations are alleged to be lacking in precision, objectivity, and rigour. A significant reason for the poor perception of case studies is that many associate "precision, objectivity, and rigor" with quantitative metrics (Patton and Appelbaum, 2003). Hamel (1993) emphasizes that the case study has been heavily criticized for two reasons: 1) its lack of representativeness as a point of observation for a social phenomenon, and 2) its lack of rigor in the collection, construction, and analysis of the empirical materials that form the basis of the study.

The first limit is based on the belief that generalisations cannot be formed from case studies, whilst the lack of rigour criticism is based on the issue of bias introduced by the researcher's subjectivity and that of the field informants on whom the researcher relies to comprehend the case.

Case studies are generally preferred when the investigator has little control over occurrences and the focus is on a contemporary phenomenon inside a real-world environment (Yin, 1984). At least four distinct applications for case studies are identified by Yin:

1. To provide explanation the causal relationships underlying complicated real-world interventions that are beyond the scope of survey or experimental methodologies. The distinction between case studies and natural sciences in terms of explanation is that, although natural sciences seek to explain universal truths, case studies seek to explain the specific instance at hand with the possibility of reaching broader implications;
2. To depict the real-world setting in which an intervention occurred;
3. To act as an evaluation tool for an intervention;
4. To investigate scenarios in which the intervention being assessed does not have a clear, singular set of outcomes.

The most vehement criticisms leveled at the case study approach have centered on the issue of validity. Case studies are frequently criticized for being subjective, lacking in rigor, and producing results that cannot be generalized across settings. In terms of generalization, many argue that a single instance cannot be generalized from and that case studies are only good for developing hypotheses, not verifying them (Patton and Appelbaum, 2003).

Case studies are also criticized for a lack of rigor due to the absence of established methodological methods; nevertheless, one may argue that the absence of predetermined stages makes case studies more difficult and demanding. As mentioned previously, case studies rely on a variety of data collection techniques, including observation, interviews, history, and quantitative measures. Rather than being deficient in rigor, data collecting is time-consuming, can take months or even years, and data saturation appears virtually unavoidable (Miles, 1990). Patton and Appelbaum (2003), through research with Stake (1995), Hamel (1993), and Eisenhardt (1989), develop a clear image of the actions necessary to do a proper and useful case study. The following points summarize such a road map:

1. Identify the subject of study: the researcher's first critical step is to determine the subject of the case. While it is necessary to broaden the scope of the study in order to give the researcher room to maneuver and allow the case to lead them in new areas, it is also necessary to outline the research objectives and build tentative hypotheses.

2. Case selection: case study research does not rely on random sampling. Rather than that, the case study researcher must carefully select a case that is important to the area of study and allows for a thorough examination of the issue.

3. Conduct a literature survey to develop a starting theory: existing literature on the subject of investigation helps frame the case study and is critical for creating research validity and confidence in the findings. If the ideas and hypotheses in the existing literature correspond to the case findings, confidence in the findings is strengthened. If, however, the results of the case do not match the literature on the issue, a wonderful chance to ascertain why and possibly generate new theory presents itself. As Eisenhardt (1989) emphasizes, connecting emergent theory to existing literature strengthens the internal validity, generalizability, and theoretical level of theory constructed through case study research.

4. Data collection and organization: To prevent being overwhelmed by mountains of data, equipment and methods for data collecting should be devised. While data collecting is a continuous process of seizing favorable circumstances and developing systematic strategies for watching events, interviewing informants, and examining documents, it is critical to maintain a consistent focus on the subject of study.

5. Analyzing the data and drawing conclusions: yet again, the risk of getting overwhelmed by the volume of data exists during the analysis phase. The case study's ultimate purpose is to find patterns, deduce meanings, form conclusions, and develop theory. As previously said, a thorough description is required before concluding. Once the context is established, the data may be appropriately reviewed and the findings presented. The quality of the context description, the establishment of links to the literature, and triangulation will all be critical in evaluating the research's validity. Despite criticism that properly planned case studies lack rigor, case studies are valuable and have historically been referred to as "soft" research (Yin, 1984).

3.2.2. Data collection

The identification of the cluster of demands required both desk and field effort. In this study, a document content analysis was used to collect secondary data, while a questionnaire survey was used to collect primary data. The sample sizes were determined using a procedure that has been published and is scientifically recognized. The table by Krejcie & Morgan (1970) and the

formula by Yamane (1967) are two well-known sample selection strategies for social science research that have been published (Okello & Lamaro, 2015).

Category of interest groups	Population of interest groups	Sample size of interest groups	Number of interviewees
Active citizens	5	5	5
Business owners	8	8	8
Community based organizations	1	1	1
Head of Cabinet	1	1	1
Market vendors leaders	10	10	10
Mayor of the Municipality	1	1	1
Municipality planning officers	2	2	2
Municipality representatives	10	10	10
NGOs	3	3	3
Residents representative	10	10	10
Social enterprise	1	1	1
University scholars	5	5	5
Total	57	57	57

Table 3: Sample size selection for Vucciria neighborhood.

(Source: Author)

3.3. A Dynamic Performance Governance approach to enhance repopulation and urban revitalization in Vucciria

3.3.1. Dynamic Performance Management as an approach to support consistency and learning in policy design and implementation

Dynamic performance management is a method of managing performance that combines standard performance management techniques and approaches with System Dynamics modeling (Bianchi, 2002, 2012, 2016). Dynamic performance management, which is based on a learning-oriented approach, may assist decision-makers in better framing the policymakers involved in a policy field (i.e. the relevant system) and in designing sustainable policies about results.

Dynamic performance management is a conceptual framework that progresses from synthesis through analysis. It is composed of three layers: end-result, performance drivers, and strategic resources. At the heart of dynamic performance management are instrumental views of performance, which give a framework for evaluating the sustainability of performance.

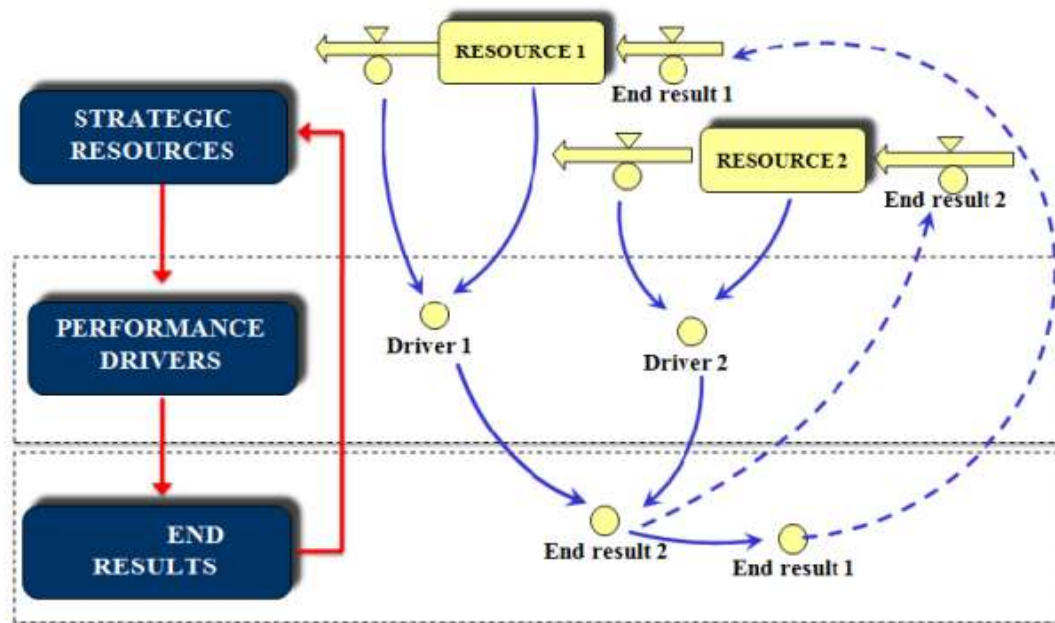


Figure 6: A dynamic view of performance management

(Source: Bianchi, 2016, p. 73).

The first step in implementing dynamic performance management is to define the desired outcomes (both outcomes and outputs). If the first stage in implementing the instrumental

approach is to define the desired outcomes, the second part is identifying performance drivers. Performance drivers assess actual performance against a benchmark in terms of efficiency, productivity, and effectiveness in the utilization of a set of strategic resources: For example, *skills/desired skills* have an effect on the failure rate of service delivery; *actual service time/expected users waiting time* has an effect on user satisfaction; and the *number of administrative tasks/administrative task threshold* has an effect on the cost per piece of paperwork.

As a third step, dynamic performance management supports decision-makers to outline the policies to adopt in order to affect the strategic resources (i.e., the stocks of tangible and intangible factors to build-up and deploy together with others) that will influence performance drivers, and through them, the end-results, which will feedback on the strategic resources making policy sustainable (Bianchi, 2016).

In complex governance contexts such as urban revitalization, immigration, or health care, strategic resources are rarely managed or controlled by a single institution (e.g. municipality, hospital, or ministry); rather, they are managed by a variety of organizations and players. Dynamic performance management can assist each company inside a network in determining how it can contribute to the accomplishment of broader system outcomes (Bianchi, 2016; Bianchi, Bovaird, & Loeffler, 2017; Cosenz & Bivona, 2018). The idea can be understood as follow: instrumental view implies that alternative means for improving performance be made explicit. In this regard, it is necessary to identify both end-results and their respective drivers. To affect such drivers, each responsibility area must build-up, preserve, and deploy a proper endowment of strategic resources that are systemically linked to each other. End-results provide endogenous sources of accumulation and/or depletion of resources which are strategic for the performance e.g. cash flow accumulates into the bank account; the rate of the problem solved at customer services depletes the backlog of problems to be solved.

End-results are flows which capture both output and outcomes, and they can be modelled as in-and-out flows of strategic resources. Strategic resources can be classified in physical resources referring to the ones which can be purchased on the market (inventory, employee, capacity), and resources generated by management (internal) routines (reputation, organizational climate, skills, solvency) that can be obtained only through efficiency or effectiveness of operations.

3.3.2. Applying dynamic performance governance to assess performance sustainability in local areas through an inter-organizational and collaborative perspectives

Performance sustainability can be articulated in a variety of ways using DPM. As illustrated in Figure below, performance can be evaluated from an internal, external, or “time” perspective. From an internal perspective, sustainable performance should have a balanced profile that demonstrates consistency throughout an organization's various subsystems, sectors, and departmental/functional domains. Externally, the social and competitive components of success should be consistently designed to ensure that financial performance is accomplished (Coda, 2010).

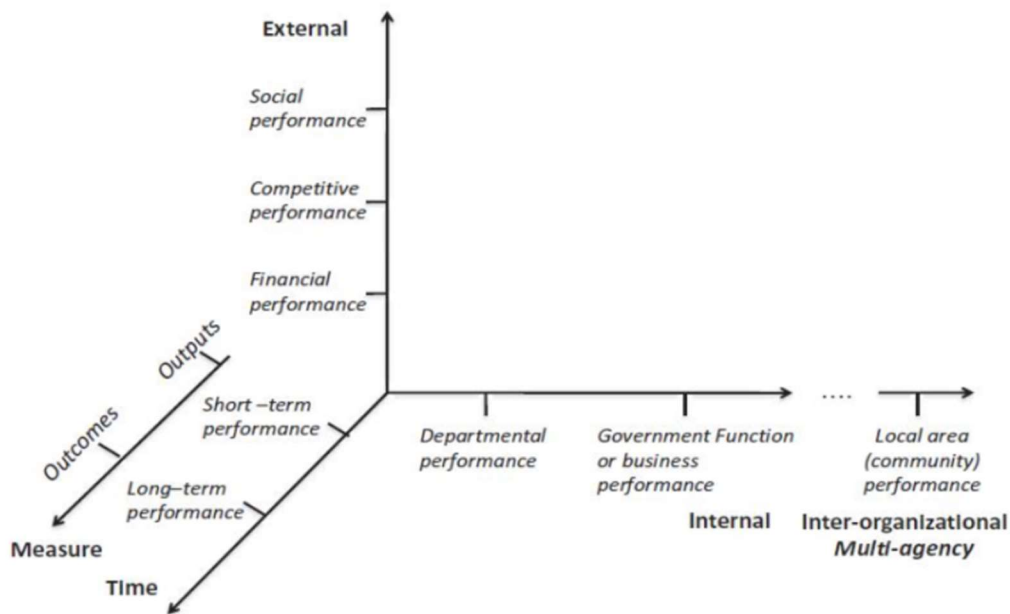


Figure 7: A balanced view of performance

Source: (Bianchi et al., 2019)

Under a “time” lens, performance sustainability should be measured and appraised in such a way that short- and long-term trade-offs can be considered. This triadic paradigm enables the perception of an agency's mutual dependencies with its setting (Bianchi, 2016). To do this, a fourth dimension of DPM can be added as an extension of the previously stated internal dimension. This is referred to as a "interorganizational" (or multi-agency) viewpoint. This perspective is centered on local area performance, i.e., the capacity of stakeholders in a region (e.g., a city neighborhood) to work on the development of common goods that generate public value, hence improving the conditions for local organizations to pursue sustainable

development. This value may refer to a local area's social, competitive, and financial performance, as well as the performance of its particular organizations. This implies that not only the short-term effects of policies (output measures) are quantified and influenced, but also their long-term consequences (outcomes).

Both of these outcomes pertain to the development of intermediate and final outcomes, which result in modifications to common goods, as a result of collaborative policies. For example, each organization can influence the change in attractiveness of a local area (end result) by implementing policies that improve the quality of infrastructure and services, the number of businesses located in the area, the average employment rate, citizen (or tourist) satisfaction, and the quality of the local environment.

3.3.3. DPM and DPG integration

It is feasible to integrate the DPM and DPG from the network governance configuration from the "outside-in" perspective. Such a measure can help to ensure the long-term viability of initiatives such as urban renewal. It improves the policy creation and implementation process by focusing on organizational performance. Based on the concept of the instrumental view of performance, the DPG framework may be considered as an all-encompassing DPM framework that is applied from the outside in. Such a viewpoint may be used in collaborative networks and, more broadly, collaborative governance as a practice (Bianchi, 2021).

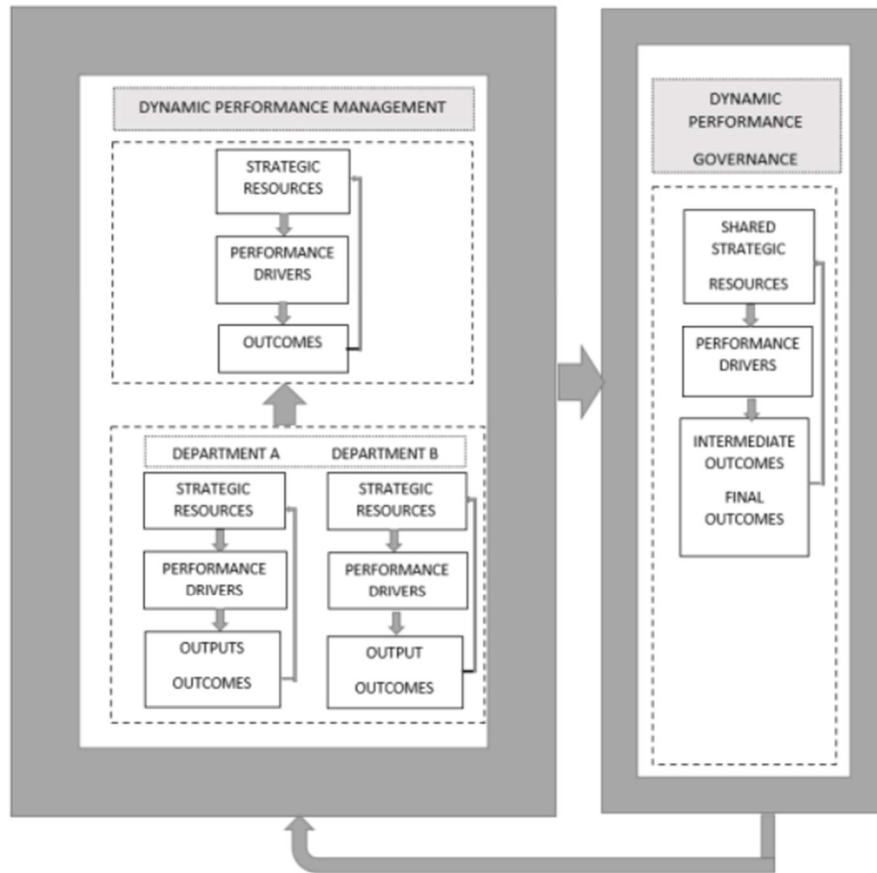


Figure 8: Combined DPM and DPG approaches

Source: (Bianchi, 2021:34)

The Figure 8 depicts an interface of how DPM and DPG can be combined to support sustainable policy design and implementation through an outside-in perspective of performance (Bianchi, 2021: 342).

CHAPTER 4: THE FIELD RESEARCH OF VUCCIRIA CASE

4.1. Background

4.1.1. Introduction to the field research

The author of this study has begun the fieldwork research in the Vucciria neighborhood since mid-2019. Research was interrupted and negatively impacted by the Coronavirus-19 pandemic during the entire period from late 2019 to mid-2021, when interviews and data collection plans were limited by epidemic prevention and control regulations, typically: large-scale city lockdown (D.L. 25/03/2020 and subsequent Prime Minister's decrees), resulting in the shutdowns of organizations, businesses, and even some relevant local government agencies. Moreover, people involved in the project are infected with Coronavirus resulting in isolation, absence and lose the ability to work, even via the online platforms.

In the past 10 months from July 2021 – April 2020, fieldwork research has partially and fully resumed to certain extents, in accordance with the new Coronavirus-19 pandemic situation, and positive progress has been achieved; thereby, providing this dissertation with more completeness not only from observations of the occurring phenomena in daily life, but also from the inside perspectives of different stakeholders, covering issues: real estate, public space uses and renovation, crimes, business and employment opportunities, quality of life (in contextual term), tourism, and the presences of community-based organizations, etc. In the framework of this research, in order of urgency and seriousness of the problems, the author focuses on different discussion groups, characterizing the situation in Vucciria for years:

- Degenerated real estates & Insufficient public spaces;
- Significant landscape regeneration projects.;
- Tourism: Difficulties and misconceptions;
- Local population emptiness.

It should be noted that, in order to ensure the logical consistency of the thesis, the issues that have been focused on fieldwork research and explained below will be used as the basis for the application of Dynamic Performance Governance approach presented later in chapter 5.

4.1.2. The tourism sector in Italy and Sicily

Tourism is a significant economic industry in Italy. Italy is the fifth most visited country in terms of international tourism arrivals, with 217.7 million foreign visitor nights spent and a

total of 428.8 million visitors, according to ENIT² (2018). Bank of Italy estimates from 2018, the tourism sector directly contributes more than 5% of the national GDP (13% when indirect GDP is included) and employs more than 6% of the workforce. (UNWTO, 2018; Bank of Italy, 2018). Besides business purpose, people travel to Italy primarily to experience the country's inspiring culture, cuisines, history, fashion, architecture, sports, and art. Winter and summer tourism are prevalent in several spots around the Alps and Apennines (*AloggItaly*, 2018), while beach tourism is prevalent throughout its three seas: The Mediterranean, the Ionian and the Adriatic's shore.

Figure below shows the most visited regions in Italy (data as of 2018), calculated by nights spent by visitors. Beside the table is a map of regions in Italy for visuals.

# Rank	Region	# of nights in 2018
1	 Veneto	69.229.094
2	 Trentino-Alto Adige/Südtirol	47.618.085
3	 Tuscany	41.152.681
4	 Emilia-Romagna	40.647.799
5	 Lombardy	39.115.354
6	 Lazio	36.684.847
7	 Campania	21.689.412
8	 Apulia	15.197.186
9	 Liguria	15.183.243
10	 Sicily	15.135.259
11	 Piedmont	15.100.768
12	 Sardinia	14.940.111
13	 Marche	9.656.538
14	 Calabria	9.212.630
15	 Friuli-Venezia Giulia	9.022.550
16	 Abruzzo	6.193.473
17	 Umbria	6.081.647
18	 Aosta Valley	3.606.308
19	 Basilicata	2.603.624
20	 Molise	482.051
Total		428.844.937



Figure 9: The most visited regions in Italy, 2018

² ENIT, stands for *Ente Nazionale Italiano per il Turismo*, Italian National Tourism Agency, is responsible for promoting tourism in Italy.

(Source and illustration: ISTAT, 2018)

Sicily, the largest island on the Mediterranean Sea, also the most southern region in Italy, ranks 10th for the most visited region in Italy. Palermo, with 1.7 million nights spent by visitors, ranks 39th among the most visited city in Italy; and among Sicilian cities, it ranks 2nd after the city of Messina.

While the tourist sector is not addressed in the Italian Constitution, but it has a significant impact on many other economics and cultural activities, in which the State has constitutional authority and specific obligations (Napolitano, 2008). Indeed, the State has the right to establish its own administrative structures, such as a national tourist administration, as well as public agencies, such as the ENIT (Italian National Tourism Agency). Regardless of national competence, the tourist sector is also under the jurisdiction of the regions.

The regions are entitled to play a leading role in a number of critical tourist areas, including:

- management and designing of tourism activities at the regional and local level;
- advertising of strategic marketing activities;
- governance of European Structural Funds;
- management of activities related to regional tourist structures;
- management of activities related to tourism businesses and professionals.

As a result, the state's engagement is focused on tourist concerns of national relevance. Coordination between the state and the regions is especially vital for the marketing of Italy abroad; the regions must capitalize on the opportunities provided by the international reputation of the brand "Italy" (OECD, 2011).

The State developed a legislative framework for the development and promotion of tourism in Italy by Law 135/2001 (Napolitano, 2008). The legislation recognizes tourism's positive influence on national economic growth and employment, as well as its potential to address the socio-cultural requirements of Italian inhabitants. Furthermore, the development of tourism products and services, according to the law, is an effective tool for overcoming existing economic disparities between regions and an important means of achieving policies addressing the problem of development differences between Italian northern and southern regions, which has long been a critical issue for the country's future development and stability. It is determined

that tourism has a favorable influence on national economic growth and employment, as well as the capacity to address the socio-cultural demands of Italian inhabitants. The law also recognizes that the development of tourism products and services is an effective tool for overcoming existing economic disparities between regions, as well as an important means of achieving policies addressing the issue of development disparities between northern and southern regions, a critical issue for the country's future development.

Since 2008, the Italian government has launched a number of efforts to promote competitive and long-term tourist growth. The fundamental pillars of these initiatives have been the development and coordination of policies across institutional levels, the expansion and bolstering of the Italian tourism brand, the restructuring of promotional activities abroad, and the creation of an environment conducive to increased competitiveness. The Permanent Coordination Committee on Tourism was established in July 2010 to encourage and strengthen collaboration between the Italian State and the regions (Cassano, 2019). The Minister of Tourism chairs this new Committee, which is made up of the presidents of the Italian regions and the autonomous provinces of Trento and Bolzano, as well as representatives from the Ministries of Foreign Affairs, Economy and Finance, Economic Development, Public Administration and Innovation, Environment, Transport, and Regional Affairs.

The most recent changes in Italian government policies demonstrate a growing emphasis on tourism while also highlighting the absence of essential coherence between tourist policies and overall development plan. In Italy, a clear reference document for national tourist development is lacking, which would be critical for a cohesive and coordinated growth of tourism in Italy and its regions (OECD, 2011).

The diversity of stakeholders is a distinguishing element of tourism. At the public level, they cover almost all administrative areas, both horizontally (via ministries in charge of transportation, infrastructure, regional development, immigration and customs, education and training, and so on) and vertically (via ministries in charge of immigration and customs, education and training, and so on) (from the national level to the regional and local levels).

The Sicilian tourism system has the task of increasing its weight in the regional economy while simultaneously consolidating reliable interconnections with other industries. Due to its legislative authority, the Sicilian Region plays a critical, if not pivotal, role in assisting the system, of which it is a component, in meeting this problem. Sicily's situation has deteriorated over time. The causes for this poor performance are structural in nature, but they are

exacerbated by the flaws of the Italian tax system, labor market rigidity, and a lack of credit protection. For these reasons, the tourist industry might be characterized as complicated, and the challenges associated with it as “wicked”.

Tourism policy is executed at numerous levels of government and, within the Sicilian Region, by various Departments, Services, and Operations Units. Given this complexity, decision-making processes are influenced not just by technical considerations, but also by the pluralistic nature of decision-making "domains", in which subjects are presented with a range of competing interests and modes of issue evaluation and solution thinking.

4.1.3. The city of Palermo: general information and its historic center

For more than a millennium, Palermo was a part of the Roman and later the Byzantine Empires. The Arabs governed the city for two hundred years, making it the capital of the Emirate of Sicily. Following the Norman conquest, Palermo became the capital of the Kingdom of Sicily. Later, it was a member of the Kingdom of Two Sicilies, along with Naples³, until Italy's unification (1860). According to Eurostat, the population of Palermo's core area is around 710 thousand people, while the population of its urban space is approximately 855 thousand people, and the metropolitan region has approximately 1.2 million people (Cannarozzo, 2010; URBACT, 2018).

Historic centers are integral to the character and legacy of Italian cities and have been at the heart of cultural discussion and administrative agendas for decades, resulting in substantial regulatory and planning papers to preserve and repair them (Ceccarelli, 1977; Ciardini & Falini, 1981; Giambruno, 2007; Cutolo & Pace, 2016). However, demographic trends and usage dynamics over the last three decades suggest that the effects of planning policies and regulations on settlement choices should be questioned, as the internationally recognized heritage of the cities, one of the most valuable assets in urban Italy, is underutilized, devitalized, and wasted. Despite the fact that the *Associazione Nazionale Centri Storici Artistici*⁴'s survey has made significant contributions (ANCSA, 2017), the issue of underutilization of historic centers has not been thoroughly studied in relation to plans and regulations; some literature addresses the issue of historic center regeneration (Ferrini &

³ Naples (*Napoli* in Italian), nowadays the capital city of Campania Region.

⁴ Italian National Association for Artistic Historical Centers

Sorrentino, 2013; Balletti & Ghersi, 2014; Marcoaldi, 2018; Bellia & Puma, 2018), but none specifically addresses the reaction of planning instruments to underutilization.

Palermo is situated on a coastal plain surrounded by hills. The city's historic core covers around 2.50 square kilometers and has a population of approximately 30,000 people, making it one of the biggest European historic centers (ANCSA, 2017) (See Figure below). The historic center's rich architectural legacy includes huge cathedrals, palaces, and heritage buildings in a variety of styles ranging from Romanesque, Gothic to Baroque. The majority of Palermo's historic center structures are currently aristocratic magnificent palaces from the nineteenth century. The majority of them evolved into a complicated jumble of several subdivisions with height expansions and additions.

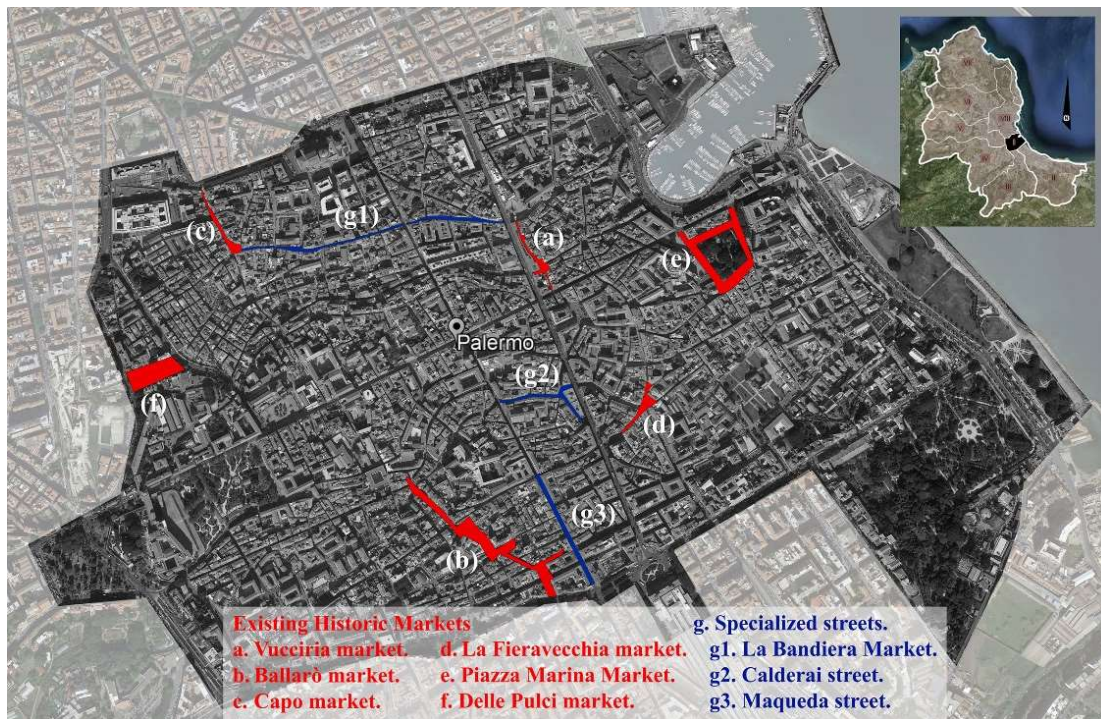


Figure 10: The map of Palermo historic center indicating the main historic street markets

(Source: Retrieved from Google Earth and Palermo Municipality)

Palermo is a city with a history that may be told via the individuality of its urban places. Palermo's traditional markets are one of the city's most important resources, in terms of culture, identity, tourism, etc. These marketplaces are among the most popular tourist attractions in Sicily's capital. In addition to being a tourist attraction, markets continue to govern as a commercial supplier for inhabitants — notwithstanding the establishment and expansion of

big retail malls (Pavia, 2012). Sicily's street markets are the most authentic gateways to the past. They are not just places to sell and purchase, but they are also living museums of Sicily, places for "visual eating and drinking" (Balistreri & Pollaci, 2008, p.11), and they provide a method to conserve Sicilian customs.

Traditional street markets in Palermo are located in the midst of the city's neglected neighborhoods. Despite the numerous events and changes that have occurred over the history of the city structures, the city street markets have survived and been maintained. They represent the majority of the city's intangible heritage. They reflect the city's traditional look and keep the historic core livable during the day and even at night. In addition to business activity, these marketplaces accommodate a variety of social gatherings.

4.1.4. Regulation on the historic center markets in Palermo: Proposals and reality

The press conference for the presentation of the *RUM*⁵ proposal, the Single Regulation for Historic Markets, which aims to bring order to the entire sector of market economic activities, was presented in May 2013 at Palazzo Galletti (Palermo). The regulation deals with the issue of local, historical and general markets in an organic way, such as fish and fruit and vegetables.

In addition to confirming the provision of the Three-Year Plan of Public Works, with the creation of a single market center in Bonagia with the fruit and vegetable, fish and horticultural markets, the regulation introduces several new features:

- a specific indication of the purposes which the Markets aim at is introduced;
- the possibility of different management of the markets (direct and indirect) is envisaged;
- incompatibility is introduced between the role of municipal employee and the performance of incompatible commercial activities;
- opportunities for outsourcing parking, portorage, etc.;
- the award criteria for the announcement of free stands have been established;
- it has been established that the commensuration of tariffs will refer to the principle of balanced budget and the cost-effectiveness of management;

⁵ R.U.M.: Regolamento Unico Mercati: The Single Regulation on Markets

- entered into bargaining with trade associations for aspects related to the quantification of commercial minimums;
- the minimum indices of significance of the commercial activity have been introduced, upon reaching which the dealers are required
- with regard to the fish market - in order to ensure greater sanitation control, in addition to the general plan, a HACCP (Hazard Analysis and Critical Control Points) plan is imposed for each concessionaire;
- the creation of the Wi-Fi network available to commercial operators is started;
- introduced the provision for the establishment of a Consortium of Concessionaries to be entrusted with the sale of agro-food products for large-scale distribution;
- the expansion of the services offered by the market cashier (medium-credit) and the possibility of setting up an exclusive cashier for market operators are foreseen.

A strategic element of Rum is the section dedicated to historical markets (Ballarò, Capo, **Vucciria**, via Bandiera, Montalbo and the flea market). Discounts are also provided for historic shops, with the inclusion in tourist itineraries and the delivery of the *Panormus* brand. Furthermore, the Single Market Regulation on trade in public areas provides for the establishment of vending machines, the introduction of safety regulations and the creation of the second-hand market and that of the farmer who will encourage zero-kilometer products, guaranteeing greater controls also on the origin of the products.

The association representing Palermo merchants have recently encouraged to organize meetings to improve the regulation of the capital's markets. The initiative is from the Fruit and Vegetable salers and Commissioners Association that adhere to *Confcommercio*⁶ Palermo. The project envisaged the presentation of the Single Market Regulation, recently approved by the City Council, at the headquarters of the fruit and vegetable market. The occasion proved to be an opportunity for meetings and discussions also on problems to be solved and projects to be supported by *Confcommercio*. The same meeting can now also be held for the fish market and with the associations of traders who work in the various districts of Palermo.

⁶ Confcommercio, or the Italian General Confederation of Commerce, Tourism, Services, Professions and Small and Medium-sized Enterprises, represents all companies in the tertiary sector, specifically all those activities related to tourism, trade and services.

4.2. Overview of the *Vucciria* neighborhood case studies

Vucciria is one of Palermo's most historic marketplaces. It is situated near the port, between via Roma (one of Palermo's main thoroughfares) and the sea. Via Maccheronai, plaza Caracciolo, via Argenteria, piazza Garraffello, and via dei Cassari are its principal thoroughfares. It used to be one of Palermo's most well-known traditional marketplaces and most famous historic part of the city center. Its name is derived from the French word "boucherie", which refers to a location where meat is slaughtered and sold (Stanzione, 2018), which translates as 'bucceria' in Italian and 'vucciria' in Palermitan dialect. Initially a slaughterhouse and meat market during the Anjou era, it later evolved into a fish, fruit, and vegetable market. In Palermitan language, '*vucciria*' refers to a state of bewilderment or disarray caused by market sounds.

Nowadays, the name emphasizes the club's central position in the city's nightlife. Beginning with the sense of sight, the initial meaning effect is derived from the architectural space's perception. The streets provide a pervasive sense of desolation. During the day, just a few automobiles and perhaps a scooter travel through the district. There are few people, those who truly live there, occasionally come and go, open windows, or pick up garments stretched out in the sunlight to dry. There are just a few stores and market stalls, including a greengrocer and a fishmonger, as well as a few flea market stalls. There are some bars, which are typically closed in the morning. The streets and squares of Vucciria are densely packed with historic and antique structures, many of which were destroyed entirely or in part during World War II and have not been repaired. This results in a unique 'aesthetic of ruins' that pervades the whole Palermo historic center.

The Vucciria market used to be the commercial core of the city; despite its tiny size, it was packed with commodities from all over the world, commerce of all types, and the hustle and bustle that was typical of a city like Palermo. In reality, the phrase "Vucciria" means "confusion and commotion" in local Sicilian (Tano, 2018), and the Sicilian proverb "*I balati ra Vucciria 'un s'asciucanu mai*" (Morelli, 2016), which translates to "The Vucciria floor never dries" illustrates how the market used to be a highly bustling location. One of the most notable Sicilian paintings by Renato Guttuso is "*La Vucciria*", which depicts the city's busy market. It is a large artwork (300 x 300 cm) that portrays the essence of the Vucciria market as a place for all items and all people.

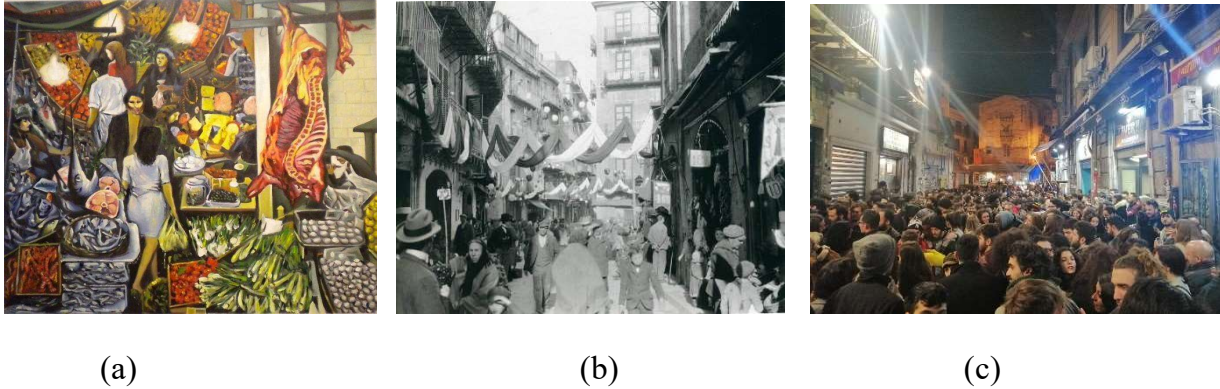


Figure 11: “La Vucciria” pass and present painting and photos

(a) Oil paint on canvas “La Vucciria” by Renato Guttuso (1974), currently in “*Palazzo Chiaramonte - Steri*”, University of Palermo; (b) Old photo of Vucciria market showing the typical daily activities of Palermo; and (c) Photo of Vucciria market during evening and night, as it turns into place for nightlife (*source: author*).

Vucciria was identified with the Loggia district, due to the presence of the *Logge delle Nazioni*, meaning by this term all the colonies of "foreigners" present in the city, who chose this location for its proximity to the port. The centerpiece of the district, then as now, is via Argenteria, between the current Piazza Caracciolo and Piazza Garraffello. The first, subjects to repeated transformations over time, is dominated by the church of S. Antonio Abate, the terminal stronghold of the old *Panormos*, and contained one of the water sources that characterize the Vucciria. The building system on Via Argenteria, in particular the northern side, is strongly characterized by the presence of Catalan architecture, gathered around the church of S. Eulalia dei Catalani which, founded after 1282, would have assumed its current name at the end of the 15th century, to then be rebuilt *sphericam formam* starting from 1630 in a position set back from the road on which there is a front that leads to the *atrium* of the church.

Since the 2000s, the Vucciria has become one of the venues for the Palermo nightlife, from late afternoon until late midnight. Visitors can find bars, pubs that sell drinks at a lower cost than places in other areas, and corners where street food is sold, from sandwich with *panelle*⁷

⁷ “*Panelle*” is a pancake made with chickpea flour, a typical street food of Sicilian cuisine.

and *crocchè*⁸ to sandwich with Sicilian sausages, spleen, *stigghiola*⁹, octopus and other finger-
foods.

4.3. Degenerated real estates and insufficient public spaces

Dwellings abandoned and degeneration has been a critical issue in Vucciria. In an area of 249 hectares there are 1,610 buildings (churches, private buildings and properties owned by the Municipality) to be secured: 248 are at risk of collapse; 368 are unsafe, 1,004 in a state of decay. It is estimated that about half a billion euros would be needed: 289 million for degraded buildings; 150 million for those unsafe and 84 million for those at risk of collapse. See Figure

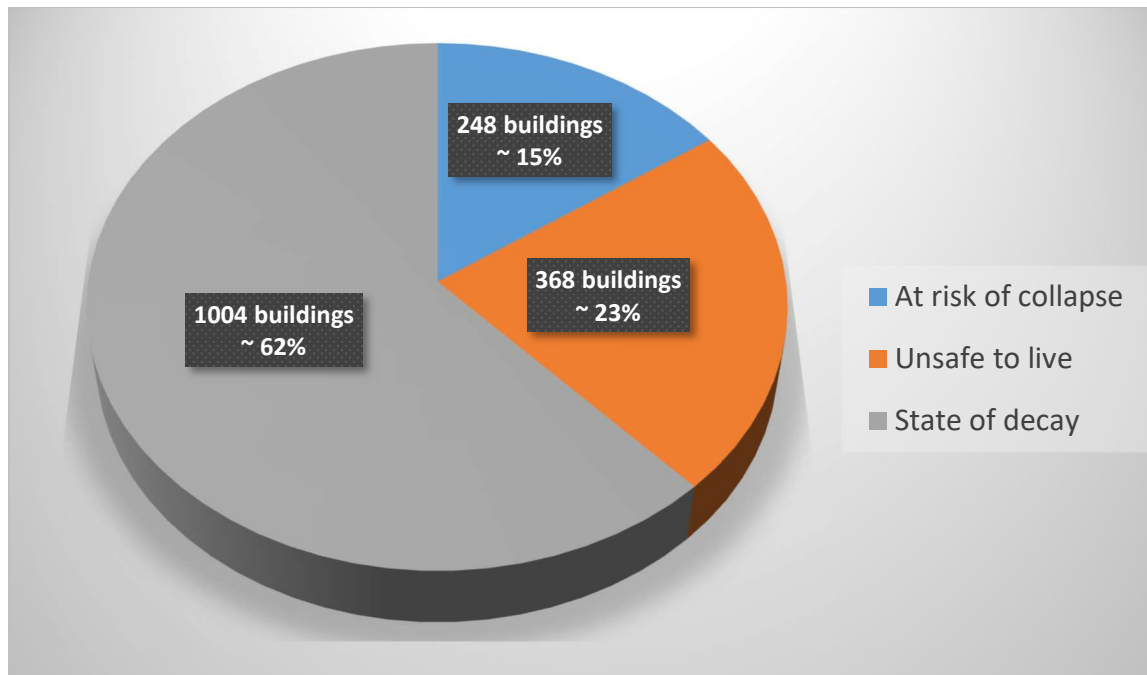


Figure 12: Number and percentage of degraded buildings in Vucciria as of 2014

Source: Municipality of Palermo (2014)

Those statistics summary is the snapshot taken by the municipal offices; and during one of the interview, it was reclaimed by the then-president of the Environment and Territory Commission Giampiero Trizzino, after the collapses happened in Piazza Garraffello in 2014. Piazza Garraffello was characterized, since the thirteenth century as a commercial center for

⁸ “*Crocchè*” are a dish of Neapolitan and Sicilian origin, made from mashed potato and egg, which is covered in bread crumbs and fried.

⁹ “*Stigghiola*” is a typical dish of Sicilian cuisine, which has as its basic ingredient the intestines (in particular those of lamb). It is a typical Sicilian product, which earns an official recognition as traditional Italian food products of the Italian Ministry of Agricultural, Food and Forestry Policies.

the presence of the headquarters of foreign merchants who, also as a result of advantageous measures for their trade issued by the city government, settled in Palermo and mainly in this gravitating district around the *Cala*, then the east facing port, where an eighteenth-century octagonal staircase develops in Palermo togetherness with the analogous one in the contemporary Palazzo Oneto in via Bandiera, which is also undergoing degradation. See Figure



(a)



(b)

Figure 13: (a) Vucciria's buildings at the risk of collapsing and (b) Vucciria's Piazza Garraffello collapsed in 2014

(Source: La Repubblica Newspaper 05/02/2014)

Vucciria, the second largest in Europe, runs the risk of falling apart and therefore need to be regulated (Forello, 2017). The historic center of Palermo continues to "crumble" with the partial collapse of an uninhabited building in Argenteria Nuova street, a few steps from Piazza Garraffello in Vucciria. The event that by pure chance did not involve people, aroused the reaction of the local politicians. "Among the first measures that the administration will implement when it is in the government of Palermo is the preparation of a municipal regulation on historical markets - which must be recovered by encouraging traders and artisans to invest. We are also developing a new and innovative recovery plan for properties that require safety measures through a partnership between the municipality and the owners. If you are not able to combine economic development and urban redevelopment, this city has no future " (Forello, 2017).

Besides the deterioration of the buildings, which obviously causes danger and insecurity for residents and tourists; landscape degradation and lack of care are also a problem here. Piazza

Caracciolo is a square in Palermo. The square is located in the La Loggia or Mandamento Castello a Mare district in the historic center of Palermo, and is the heart of the Vucciria market. The square was arranged by the viceroy Caracciolo in 1783 even if it no longer retains the image of the time. Currently during the day, it retains the historical aspect of the market being completely filled with vendors, especially butcheries. For the past few years, the scenery is under degradation.



Figure 14: Piazza Caracciolo in the past and now

(a) Piazza Caracciolo in the past; (b) A street market in Piazza Caracciolo during busy days; (c) Piazza Carraciolo's scenery degrades and calls for restoration

There are also complaints by the residents about the Vucciria public spaces, regarding area for recreational activities. According to an interview with the Committee of Vucciria, "It is not a matter of social exclusion, but we think that the less represented in the neighborhood are the children. They don't have a place to play, and since cars can traffic in the area it is risky for them". For example, the only accessible small park is the "Parco della salute" near the *Foro Italico*, but also there is not a traffic light across the street for safety. Children often say that they would like to have a place to play. This concept was repeated when the Committee of Vucciria presented the new plan of circulation, by a grandmother who asked precisely to be able to have his grandson close while playing. For the moment the municipality is doing very little in this regard, maybe they listen to these requests but in reality, there is no willingness to solve the problem. In 2015, there is a sole good example when a social group organized the vision of films on the weekend and in the afternoon, they kept the children of the neighborhood busy and entertained by organizing recreational activities.

The above problems reduce the quality of life, leading to a decline in population and a decrease in the tourist attractiveness of this area.

4.4. Main real estate and landscape regeneration projects

Since the last recent years, multiple efforts to restore the decay real estate and degraded landscapes have been taken by relevant stakeholders. Figure below shows a list of proposals of ten main places called to be restored and renovated in Vucciria, as suggested by the researchers and endorsed by the relevant Consortium of entrepreneurs:

(1) Ex-Fonderia; (2) Chiesa di S. Sebastiano; (3) Chiesa del Crocifissello di Tavola Tonda; (4) Chiesa di S. Maria La Nova; (5) Piazza Garraffello; (6) Piazzetta Garraffello; (7) Piazza Caracciolo, (8) Chiesa di S. Eligio degli Orefici; (9) Piazza S. Andrea; (10) Piazza S. Domenico



Figure 15: Initial proposals of places to be renovated or repaired in Vucciria

Source: Vucciria, between ruins and restorations (Foundation Salvare Palermo)

Table below shows a summary of various significant real estate and landscape regeneration projects from 2017 until now, and later to be discuss in details. There might have been other projects carried out in Vucciria, however, in the framework of this research, the author has chosen the most notable ones for reporting. The indexes for evaluating their significances are: their importance to Vucciria's identity, project's motivation and characteristics, type of collaboration, funding amount.

REGENERATION PROJECTS	Location	Project's Motivation	Funding sources or schemes	Relevant stakeholders	Type of collaboration (if any)	Status/ Results
<i>Palazzo Mazzarino</i>	Piazza Garraffello	Restoration, Rebuilding for real estate sales	Consortium of entrepreneurs Garraffello	NGOs, businesses Municipality.	Public-Private partnership (PPP)	Planning approved & In construction
<i>Palazzo Sperlinga and Palazzo Rammacca</i>	Piazza Garraffello	Restoration	Consortium of entrepreneurs Garraffello	NGOs, businesses Municipality.	Municipality endorsement	In progress of planning
<i>Fontana Garraffello</i>	Piazza Garraffello	Restyling	Consortium of entrepreneurs & Municipality	NGOs, businesses Municipality.	Public-Private partnership (PPP)	Finished
<i>Piazza Caracciolo's landscape</i>	Piazza Caracciolo	Regeneration through cleaning services	Municipality	CBOs, businesses, Municipality	Collaborative governance	Accomplished
<i>Piazza Caracciolo's sewage network</i>	Piazza Caracciolo	Repair and upgrade	Municipality	CBOs, businesses, Municipality	Collaborative governance	In construction
<i>Two degraded buldings</i>	Residential neighborhood	Regeneration	Private households	Local businesses, citizens	-	Finished

Table 4: Summary of various significant real estate and landscape regeneration projects in Vucciria (2017 – as of November 2021)

4.4.1. Restoration and renovation of Piazza Garraffello

It was 2017 when a consortium of entrepreneurs - which formed Garraffello *Co. Ltd.*¹⁰ - relied on the P15 Architecture Studio to start an impressive restoration of Piazza Garraffello and in particular of the three buildings that overlook the place: Palazzo Rammacca, Palazzo Sperlinga and Palazzo Mazzarino (the one on which the famous writing "*Uwe ti ama*"¹¹). And the latter was actually the first to be restored, with some elements that are already arousing a lot of interest. In fact, a fascinating piece of medieval Palermo emerged that the decay had kept hidden. The first elevation that we have seen, between January and February 2021, is the one that overlooks *via della Loggia*: next to a newer part, which includes the access door, an older part of the building has emerged that is requesting - obviously reasons - a more important restoration work which will be completed only a few months later, in the summer of next year.

What arouses astonishment is, at first glance, it looks like a medieval tower but which instead is what remains of the building that once continued on the square, roughly up to the position of the current fountain, and which was cut in the mid-sixteenth century (some sources say in 1546 (Forello, 2017)) for the construction of Piazza Garraffello. The remains of the double mullioned window that characterizes it - and which in the past had been the subject of a clumsy restoration attempt - seem very similar to those of the three medieval houses of *Salita Sant'Antonio*, highlight the architects who are working on the project, and the stolen columns almost identical to the medieval houses that are located behind the church of *San Matteo al Cassaro*, on Via Vittorio Emanuele, just ahead of the *Piazzetta Marchese Arezzo*.

It was a careful restoration project, underlined by the the architects, which also involved the recovery - and in some cases the complete reconstruction, with the due differentiation - of the decorative elements of the balconies of the main *façade* destroyed by what was called a villainous securing of buildings after the collapses in 2014. With the exception of the ground floor, of which nothing is yet known regarding the intended use (to find out if they will be, as said, commercial establishments or headquarters of associations) and one is still in phase by negotiation, all the apartments have already been sold. And for those who are wondering about that top floor, the 380 square meters in which the Austrian artist Uwe Jaentsch lived for over fifteen years together with his partner, what is known is that that house-studio is was divided into three apartments, these too sold.

¹⁰ Limited company, a type of business's formation

¹¹ In Italian for "Uwe loves you"



(a)



(b)

Figure: Restyling project to renovate the center fountain in Piazza Garraffaello

(a) Inauguration of the restyling fountain

(b) The famous building with writing “Uwe ti ama”

(Source: *La Repubblica* newspaper, 27/05/2017)

Figure shows a restyling project completed for the fountain in Piazza Garraffaello. The monument in the popular district of Vucciria was inaugurated in 2017 after months of construction. The restoration began in March 2017, based on a project by the architect Simone Di Trapani and the surveyor Sergio De Francisci. The works, carried out by the Edilsacif company of Lercara Friddi, cost 46 thousand euros.

In February 2014, after the collapse of a building, the artist Uwe Jantsh had smeared the fountain with the inscription “*Si vende*”¹² in red paint, to denounce the deterioration of the monument. While today it has the chance to shine again, but it is only the first step towards an overall redevelopment of this corner of the historic center of Palermo: a 7-million-euro project is ready for Piazza Garraffaello, thanks to a consortium of entrepreneurs who will invest in the relaunch of the Vucciria.

4.4.2. Collaboration to clean and renovate landscape in Piazza Caracciolo

After the many requests and reports from the traders and the district councilors headed by Massimo Castiglia, Piazza Caracciolo was cleaned, the bins were removed and decorated with

¹² In Italian, means For Sales/ To Sell.

plants. In recent weeks it was the bins installed in the center of the historic square that triggered the anger of the traders: "They make the square dirty and smelly" (retracting from interviews).

"This morning, however, the square was reborn" - says the councilor Salvatore Imperiale, one of the promoters of the initiative. The traders have undertaken to manage the plants, and watch over the square. At the same time, RAP¹³ (Palermo Environment Resources company) will deal with the collection of waste from the shops with a system that is very close to door-to-door, thus making the installation of bins that spoil the neighborhood. This is an example of coordination and collaborative governance in managing the strategic resource.



Figure 16: Piazza Caracciolo before and after the intervention

Source: Author

Since 2018, a sewerage network repaired and upgraded was: this is what the president of the First constituency of Palermo, Massimo Castiglia, underlines, after the report by Giovanni Moncada, president of the Palermo Civic Committees Association. The intervention that AMAP¹⁴ carried out in *via Pannieri* and in Piazza Caracciolo was strongly desired by the mayor and already included in the program of interventions that AMAP must do some drains and upgrade sewer networks that have failed. So it is an intervention already foreseen. The project accelerated because there was a recent confrontation with the constituency on some priorities that exist at Vucciria, not only related to the flooring but also to the lighting of Piazza Caracciolo, which were also reactivated.

¹³ RAP - *Risorse Ambiente Palermo S.P.A.* – Palermo Environment Resources company, a body established under the NPM reform, responsible for collecting trash and managing the scenery of city of Palermo.

¹⁴

On May, 2018, a meeting, promoted by the Vucciria Committee was scheduled between the municipal council and associations, residents and traders of the area, in which Castile will also participate: "We like it when citizens report problems and take care of them - underlines the president of the first district -, the thing that interests us most, however, is that it is the inhabitants and traders of Vucciria who directly follow these interventions and promote requests to take charge of the development of their own territory, taking into account their own of the current situation, which sees the Vucciria in great difficulty".

4.4.3. Refurbishment and renovation of deteriorated residential buildings in Vucciria neighborhood

Figure shows two properties located in the heart of the historic center of Palermo, before and after renovation projects; which were restored by a local architectural and constructing business, similar to the "Buy and Restore" scheme to renovate degraded buildings for both residential and tourism purpose. Significant records of Bed and Breakfast¹⁵ bookings have been recorded in the houses belong to the two buildings.

The first one (Figurr 17 below) situated along the Via Argenteria that connects Piazza Caracciolo and Piazza del Garraffello. The housing unit is located at number 27, almost adjacent to the 15th-century complex of the Church of S. *Eulalia dei Catalani*. The project starts from the desire to renovate a small building with a nineteenth-century appearance, but during the works, following the peeling of the deteriorated plasters, elements emerge that constituted a medieval decorative apparatus which became the central point of the restoration project. Inside, for all elevations of the property, there is a tourist-accommodation structure of the Bed & Breakfast type (see Figure d, e). The trademark designs of Sicilian origins have been restored and regenerated for creating attractiveness of the rooms. At the request of the client, the new wooden ceilings were decorated with ornamental motifs and colors that unequivocally denounce their contemporaneity.

¹⁵ A bed and breakfast (typically shortened to B&B or BnB) is a small lodging establishment that offers overnight accommodation and breakfast, mostly for tourism purposes



Figure 17: Restoration and renovation of degraded building on in Vucciria – no. 1

(a) An apartment (located on n.27 Via Argenteria) before and after renovation; (b) The restoration scenery used for Bed & Breakfast tourism service; (c) Renovation project; (d) and (e) Interior designs and restoration to generate attractiveness of the bedrooms

(Source: Studio PL5 at <http://www.pl5architettura.it>)

The second real estate situated on Via Materassai n.64 (See Figure 18). Despite the ancient origins of Via Materassai, a few valuable elements have been found inside, a symptom of the numerous renovations carried out over the centuries. The road had its own commercial importance over the centuries and, between the second half of the eighteenth century and the first of the nineteenth century, it was the seat of the renowned Florio grocery; the medicinal substances sold by the Florio family gave a first impetus to the commercial successes of the famous family.



(a)



(b)

Figure 18: Restoration and renovation of degraded building on in Vucciria – no. 2

(a) The exteriors of the building before and after renovation project;

(b) The interior ground floor before and after renovation project.

(Source: Studio PL5 at <http://www.pl5architettura.it>)

At the time of the first inspections, the building was in fair condition and the nineteenth-century vestiges have been preserved. Inside, eight residential real estate units have been created, of which two register for the Bed and Breakfast services.

4.5. Traffic issues

4.5.1. Road conditions and car parking availability

One of the most significant issues influencing the condition of urban open spaces in historic areas is traffic. Furthermore, there is a reciprocal influence between markets and traffic with street markets. The streets of Palermo's historic districts, including Vucciria, are extremely tiny, and streets containing marketplaces are practically difficult to utilize for motor vehicles. However, this creates a new issue: how to provide critical services for products movement and garbage disposal. Parking is prohibited or limited on most of Vucciria's main streets, thus side streets and other vacant areas are converted into parking lots.

4.5.2. Limited Traffic Zone (ZTL)

After a process of communication, including lobbying, the historic market of Vucciria has been introduced a limited traffic zone (ZTL in Italian). In June 2020, the Urban Mobility department of the city of Palermo issued two important ordinances: 422 and 423, relating respectively to the establishment of a Limited Traffic Zone in the "Vucciria" Historical Market and to the new regulation of vehicular traffic in the perimeter area of the same market, concerning the streets: Maccheroni descent, Piazza Caracciolo, Caracciolo Viceré descent, via Pannieri and via Argenteria¹⁶. This measure will lessen the private cars and vehicles to travel to the area, leaving more public space, while endorse an easier accessibility to the commercial area for local residents and tourists.

4.5.3. Lack of public transport and absence of pedestrian and cycle zones

In terms of frequency and diversity, the public transportation system in Vucciria, like with other areas of Palermo, was ineffective. Through addition, the quality of the pavement on major old streets makes cycling in the historic district difficult, and the use of pikes in the packed ancient markets is ineffective. Recent attempts to counter such problem have been the installation of scooter – however, the speed of such device is quite fast comparing to cycling and therefore, is dangerous.

4.6. Crime control and Tourism misconceptions

Destination attractiveness of Vucciria, as for tourism, has been a paradoxical issue for the past decade. Vucciria is a destination with many objective and subjective strengths. Vucciria is located in the heart of the old town, within walking distance of the central train station and other tourist attractions; for examples: measured by average walking speed, Vucciria 10 minutes from the *Teatro Massimo* (Massimo Theatre), 6 minutes from the crossroad intersection *Quattro Canti*, 5 minutes from *Ballaro* market, 7 minutes from Palermo's *La Cala* port, 11 minutes from Palermo Cathedral, 14 minutes from Palermo central train station, etc. (source: *Google Maps*). This location advantage suggests a good opportunity for hospitality services.

¹⁶ Source: <https://palermo.mobilita.org/2020/06/19/si-allarga-la-ztl-del-centro-storico-anche-lo-storico-mercato-vucciria-e-zona-a-traffico-limitato/>

Although Vucciria is one of the main destinations in Palermo, but there is not enough tourist information to guide visitors through the markets. It is difficult for foreign visitors – especially those who do not speak Italian – to have a tour in Palermo historic markets without a local guide.

Not only that, Vucciria contains many fascinating legends and historical relics, and is fully capable of impressing tourists in many aspects, including: religion, traditional cuisine, spiritual values to the local community, and so on. Moreover, the place is widely advertised by the Municipality of Palermo through social media channels (source: *Comune di Palermo* website). Despite all of those facts, Vucciria has not been able to fulfill its tourism potential. Vucciria's tourism and destination attractiveness still depends more on its nightlife rather than on the aforementioned factors.

Concerning the neighborhood, as a nightlife spot, the local residents do not think that bars and alcohol sales are feasible ways of promoting the tourism attractiveness of Vucciria in the long term, because of the lack of public order, the risks of exceeding into drug trafficking, illegal businesses and their violation of noise at night. Several drug seizures have been carried

Local government's policies are more of immediate responses than a long-term program, be they either transient, or relatively heavy in formality. Firstly, the Municipality of Palermo will not give any permission to open new pubs in the area. Secondly, units of the orderly police, financial police, and gendarmerie regularly barricade at the entrances to Vucciria and carry out arrests and crime suppression. This, on the one hand, contributed to the strengthening of the orderly situation for Vucciria; but on the other hand, there have been complaints from tourists and local residents that the presence of armed units is sometimes a mere formality. In the author's quick interviews with foreign tourists, it has been suggested that the presence of too many armed units gives them the impression that Vucciria is full of instability and danger; and in many cases, Vucciria became "a gathering place for locals and tourists surrounded by legions of police". It should be clarified and emphasized that the above comments are only to clarify multi-dimensional views on the tourism situation in Vucciria, the author does not intend to criticize the activities of law enforcement. Crime-fighting agendas, in terms of policy science, always require not only the active participation of local residents (Xavier et al., 2015), but also tourists' feedbacks. It seems there is a lack of coordination in the scene.



Figure 19: Presences of police squads in Vucciria during nights

For the bright side, the Municipality of Palermo has endorsed various exhibitions and programs to promote cultural heritage and tourism in Vucciria, for example: “A’ Vucciria Sicilia Street Food” in April-May 2021, “Che Vucciria!” in the end of 2022, and some other smaller events randomly organized by the locals and active citizens in the area. This is a good direction, and it falls to the desires of local residents of transforming Vucciria to a spot famous not only for local’s nightlife, but also for selling local products, promoting local culture, and telling its fascinating stories.

Eventually, it can be said that the Vucciria neighborhood is an important touristic spot, but tourists are always disappointed by the reality that they see. They imagine to find in the area the market portrayed by Renato Guttuso, and that, shop-owners always have to explain them that the market is very little resemblance to the one represented by the famous painter. This reality has been somehow captured by the responsible public bodies, and certain efforts and agendas have been executed, however a coherent and stable strategy to effectively maximize and fulfill the neighborhood’s tourism potential has been desired by relevant stakeholders.

CHAPTER 5: APPLYING DYNAMIC PERFORMANCE GOVERNANCE TO FOSTER REPOPULATION IN THE VUCCIRIA NEIGHBORHOOD

5.1. Vucciria Neighborhood: contextual key

The "contextual key" for Vucciria's historic neighborhood is derived from the scientific literature, which shows urban regeneration as the consequence of the interaction of many intervention tactics and methodologies (Roberts & Sykes, 2000). As a result, the intervention in Vucciria demonstrates several levels of results that are critical for the neighborhood's change. Similarly, Bianchi (2021) demonstrates how intermediate and final outputs may be generated using a contextual framework in order to improve the planning process in urban communities.

The stakeholder network map displays a collection of key stakeholders who play critical roles in the neighborhood's network process. Stakeholder groups have varied functions, which may be depicted through a stakeholder network map, whether the network process is informally or explicitly stated in a document.

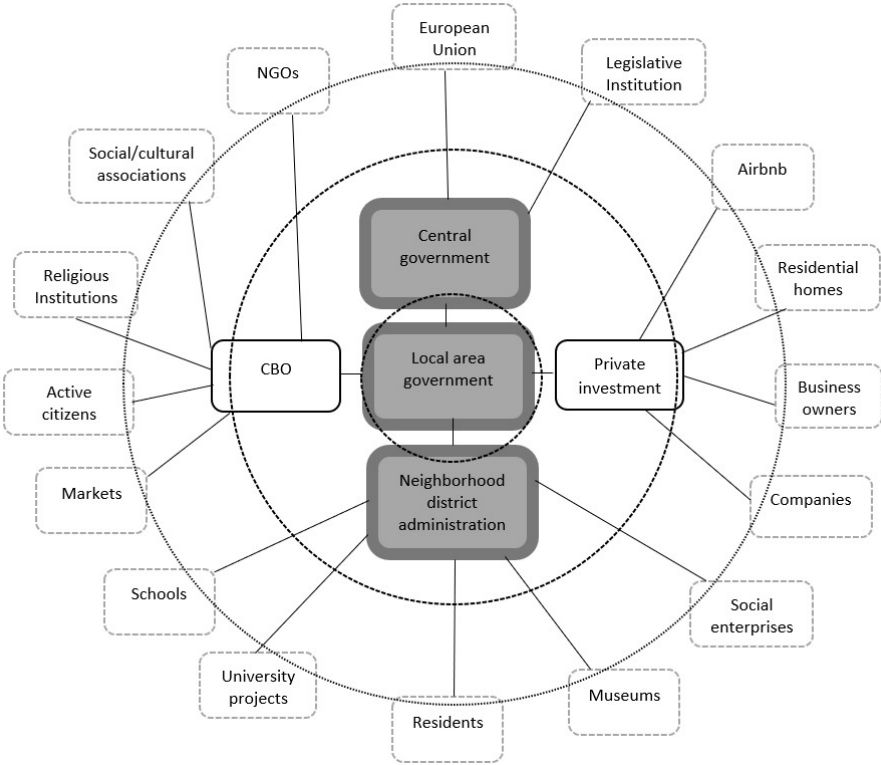


Figure 20: Stakeholder network map of Vucciria

Source: Bianchi et. al (2019) and modification

Figure above depicts the existing network of parties participating in the Vucciria neighborhood's redevelopment. By engaging in certain activities, each of the stakeholders contributes to the public good. The stakeholders with the most capability and dedication in the network process are the federal government, local governments, and neighborhood district administrations. Stakeholders that obtain their legal status from the municipality and have less commitment fall into the second group, which includes community-based organizations and the commercial sector. The final group of stakeholders is found on the periphery. They lack the authority and commitment to effect change (Rădulescu et al., 2016: 10). However, all of these parties share jobs and responsibilities, allowing the network to function (Bianchi et al., 2019).

It is important to understand the roles of such stakeholders and their interactions to shared resources and how their performance can be measured. Such questions bring up the needs to identify the performance drivers, to achieve an effective outcome-based management. In return, the outcomes' dynamics consequently affect the shared resources of the neighborhood in long-term, be it the Quality of Life, the attractiveness of Vucciria, the urban regenerations quantities and qualities, and so on.

5.2. Reframing the plan for repopulation in Vucciria neighborhood through DPG approach

The pillar concept of the application comes from the fact that common failures of policies to recover local population in the past, for example: by uncontrolled gentrification, mass construction without taking into account of other critical factors, like quality of life, to ensure long-term and sustainable recovery. One former and common policy is to promote gentrification process, as discussed, on one hand, could probably “fill the gap” between the needs of upper-class to find a home in downtown and the place's supply in vacant houses; however, it is often marked by inflated home prices and displacement of a neighborhood's previous residents.

The natural feature of the case study under consideration, Vucciria, is that it is not only an area with great potential for exploitation in terms of location, tourism, and business, but also a residential area. I argue that efforts to address local resident rehabilitation cannot be solved by just one or a few authorities. This issue requires the cooperation and settlement of responsible agencies to formulate coordinated policies.

Vucciria's urban revitalization and local population recovery must be placed in an ecosystem that includes the critical infrastructure and public services described above, as well as public transportation and communal living places. These infrastructural needs must be addressed concurrently with housing. The case for a policy that entails systematic investment in urban regeneration and related critical infrastructure may be criticized for its impracticality, for example, due to insufficient capital. I propose that the capital shortage problem cannot be remedied only by governmental investment efforts. Local population recovery should exist with its own economy, especially for a neighborhood with such characteristics like Vucciria.

The next part will explore how DPG may develop a policy for Vucciria's urban revitalization and population recovery. To provide performance management with simulation models that can be used to visualize proposed policies via DPG charts and reports, a more comprehensive effort is required than qualitative modeling. This requires not just precise data, but also the active involvement of decision-makers with a working knowledge of system dynamics modeling. Computer simulation modeling will not be utilized to generate policies in this part. As Wolstenholme (1999) observed, "computer simulation modeling adds significant value to qualitative mapping by enabling more in-depth and rigorous analysis." However, the difficulty with computer modeling is that data are sometimes unavailable, leaving models hypothetical. Additionally, they are frequently idealized representations of the world constrained by the restrictive nature of the feedback paradigm and the language of stock-flow diagrams [...], there is always a tendency to produce models that are overly detailed and complex in order to adequately validate them against their creator's mental models.

5.2.1. Causal loop diagrams of Vucciria's repopulation process

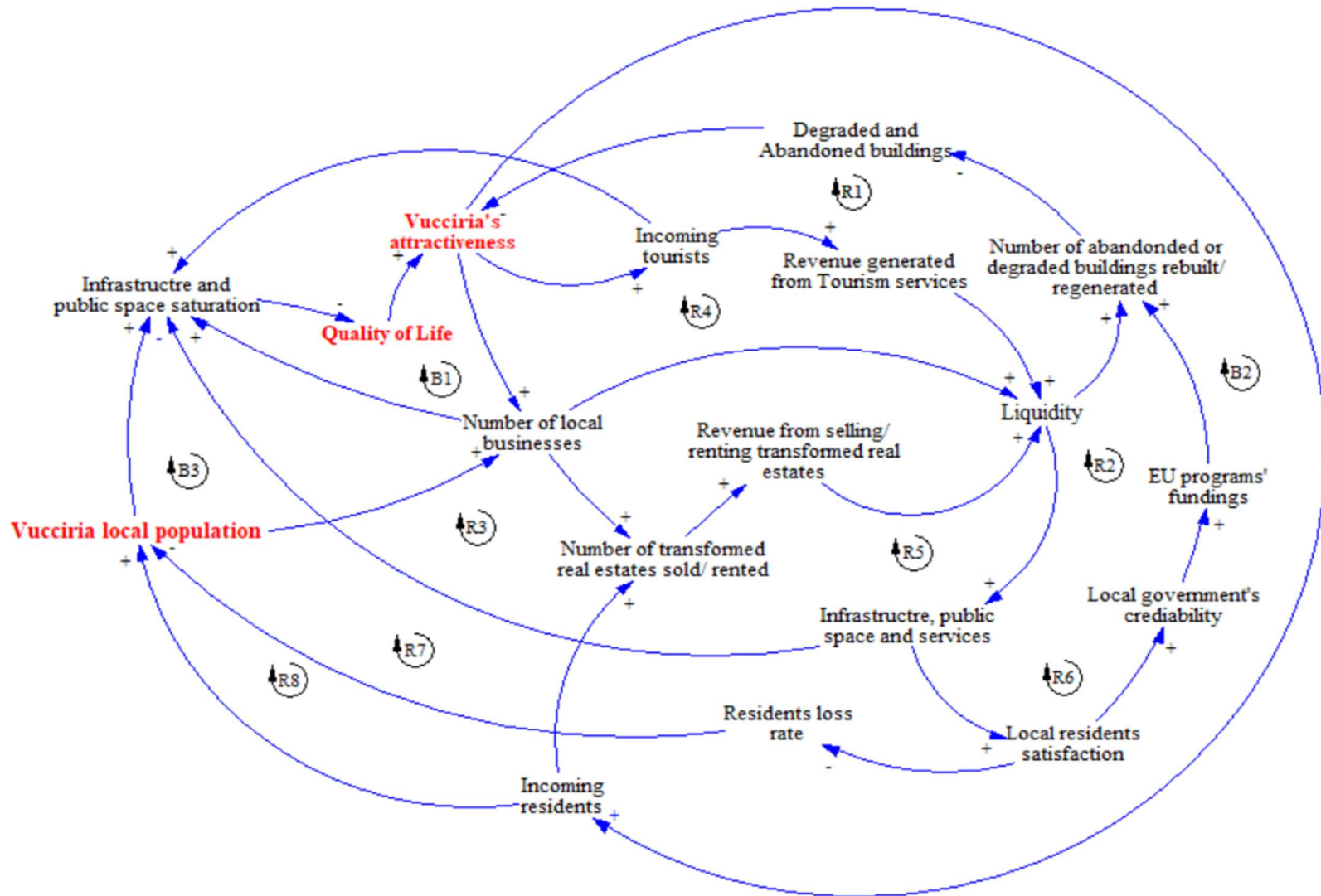


Figure 21: Main feedback loops describing the sustainable repopulation scenario in Vucciria

Figure above portrays the main feedback loops describing the ecosystem of the development and potential decline process of local residents in Vucciria. Return on investment should be considered not only within financial perspective but also inclusively covering other less static ones, like social and wellbeing-ness of local citizens. The author argues that long-term planning's consequences should be also included in return on investment assessment. There are two main patterns of utilizing liquidity as investment: the first one is to regenerate and reconstruct degraded and abandoned buildings for commercial and residential purposes; the second one is to upgrade the infrastructure, public spaces and public services. The investment sourcing comes from four sources: the first refers to direct public funding, the second refers to return on investment from resales of degraded buildings, while the third and fourth are secondary schemes generated inside and by the neighborhood's economy.

1. EU's programs funding scheme: while the funding possibility from regional government is limited due to regulations and depends on the central government's planning, European Union's Urban development and Cohesion funds can be considered. The scheme depends on feasibility of the projects, in fact, the transparency and change in local government's creditability acts as one of the most important criteria. Therefore, in the model it is translated into a critical performance driver.
2. Revenues from selling and rentals of transformed buildings taxation: either from direct transformation-and-sell of abandoned buildings or taxation of private buildings being regenerated for tourism purposes.
3. Revenues generated from Tourism services taxation, including tour guiding services, tickets to monuments and sites, etc.
4. Revenues generated from local businesses taxation, also through taxation. Note that number of local businesses are linear with local population.

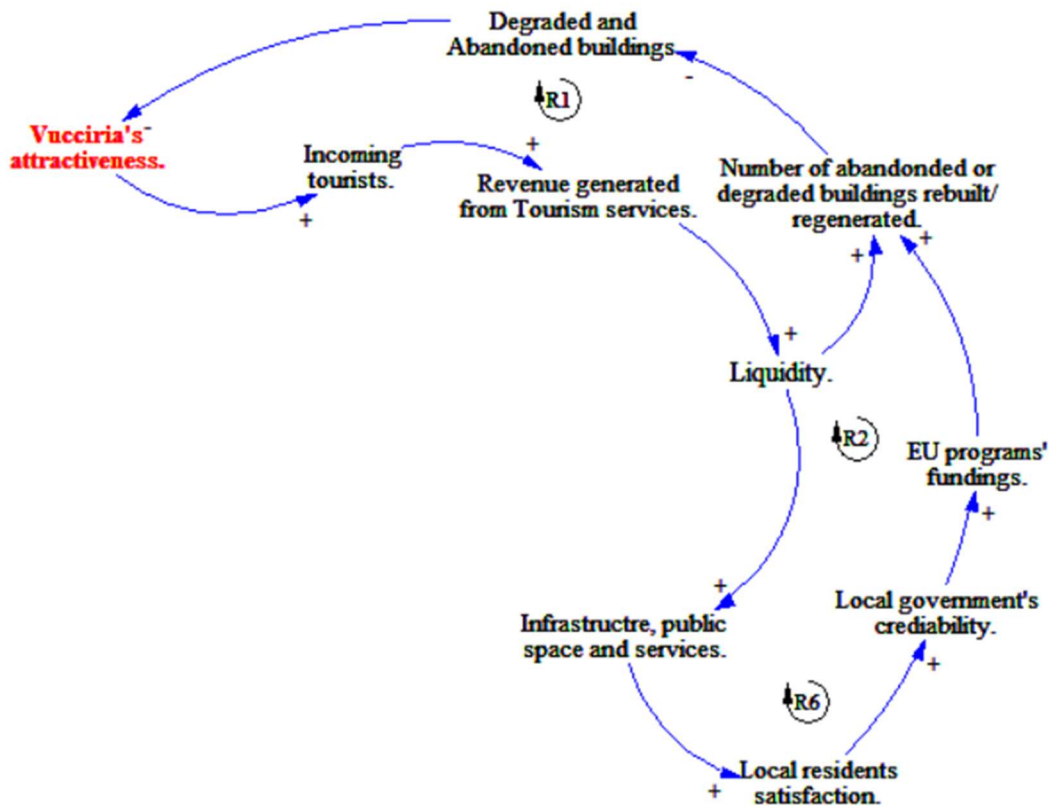


Figure 22: Reinforcing loops illustrating tourism inter-relation to Vucciria's attractiveness

Reinforcing loop R1 shows the dynamics of Vucciria attractiveness to tourism, and its interaction with urban regeneration if revenues generated are used to reinvest in not only the transformation of degraded/ abandoned buildings but also other infrastructure and public spaces. The higher attractiveness of Vucciria, through experiences and reviews of past tourists (so called words of mouth), the higher incoming tourists will visit/ revisit the place. Through taxation, these sources will generate not only funding for reinvestment but also opportunities for employment opportunities.

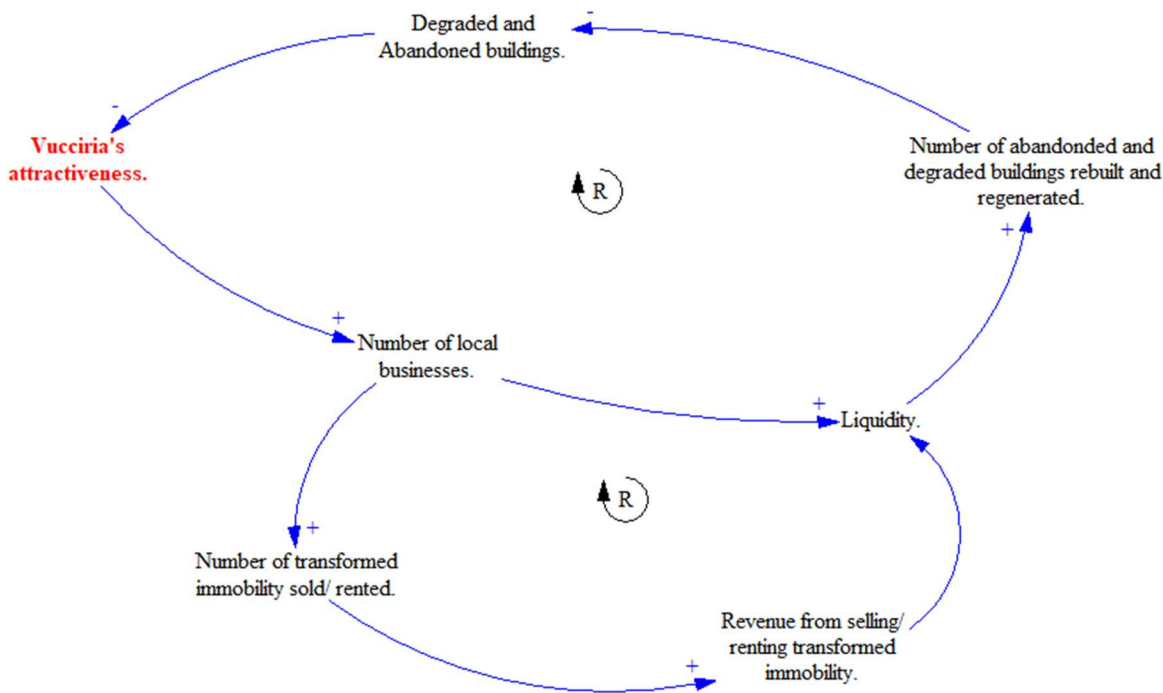


Figure 23: Reinforcing loops of local businesses affecting Vucciria's attractiveness

The same taxation scheme applies for the launches of new local businesses, based on the increase of Vucciria's attractiveness. Figure above shows how Vucciria's attractiveness can generate more openings of local businesses, especially in terms of retail services and representative/ branch offices of bigger companies. Studies show that businesses tend to open their outlet branches in area attracting tourists and having better attractiveness for marketing exposure purposes (Investopedia). The consequence of these situations is that, more transformed real estates, especially kinds of situated in more central and on bigger streets will be needed, most probably rented, in the process. This will lead to a rise in the revenue generating from their sales.

However, more incoming tourists and more businesses opening will lead to public spaces and services saturation and in some cases overloaded in the future. Over-tourism is the congestion or overcrowding from an excess of tourists, resulting in conflicts with locals. The World Tourism Organization (UNWTO) defines over-tourism as "the impact of tourism on a destination, or parts thereof, that excessively influences perceived quality of life of citizens and/or quality of visitor experiences in a negative way" (Koens et. al., 2018). This issue might not be an existing feature of Vucciria, however, should be taken into account in long-term planning of infrastructure construction and management. Figure below shows the balancing loops illustrating the dynamics among

Vucciria's attractiveness, its public space and services' saturation influenced by local businesses and tourism.

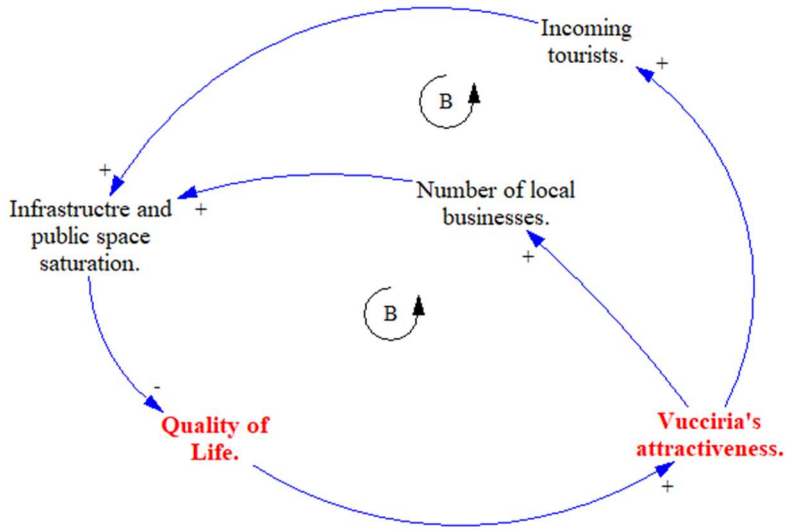


Figure 24: Balancing loops showing effects of tourism and business to Quality of Life

Figure 25 below expands above loops to effects of local population.

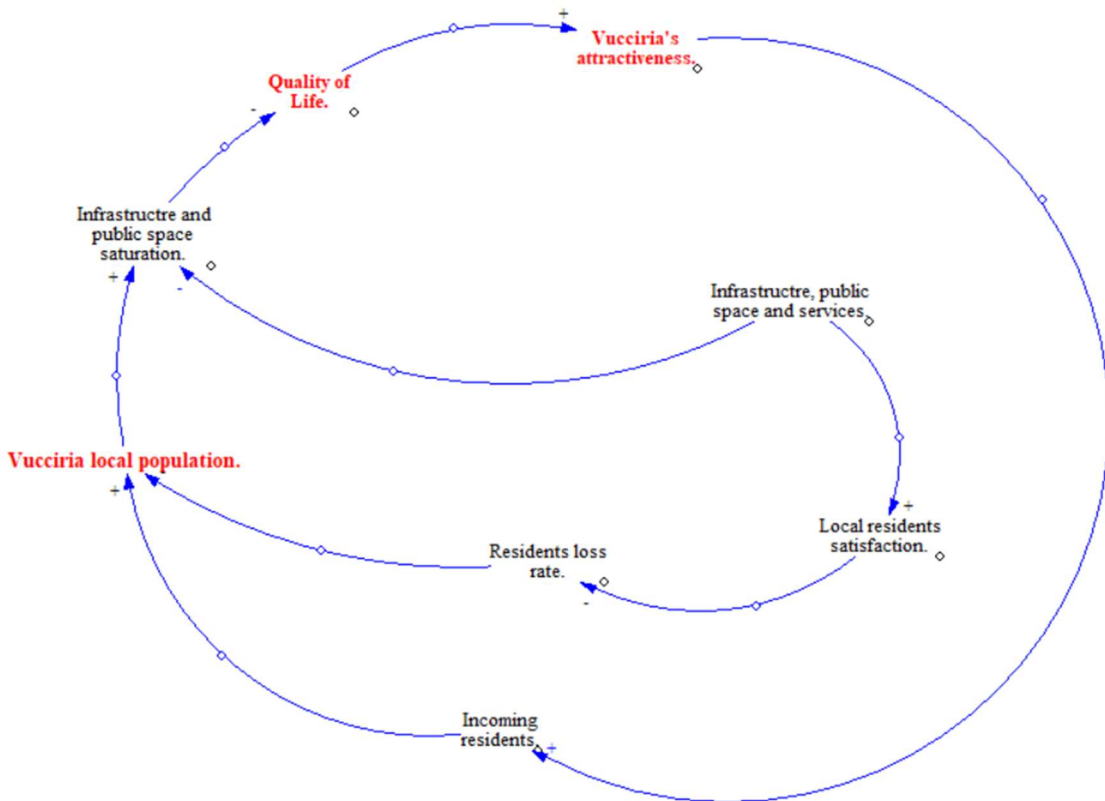


Figure 25: Balancing loop - main effects of resident loss rate's effect

The same phenomenon applies when the population of Vucciria rises, public space and infrastructure will be under more pressure. The infrastructure and public space saturation is a performance driver, deliberated one side is the capacity and the other side by frequency and total usages by not only tourists and businesses but also and foremost, the Vucciria's local population. Extracted figure below shows how repopulation will interact with other mentioned factors to create a balancing loop. This suggests that sustainable repopulation will always have to be in accordance with infrastructure and public services planning, so as to not exceed their capacity. Otherwise, repopulation will be short-term and bring up more problems, leading to the decline in the quality of life.

5.2.2. Enhancing active citizenships roles to support neighborhood governance

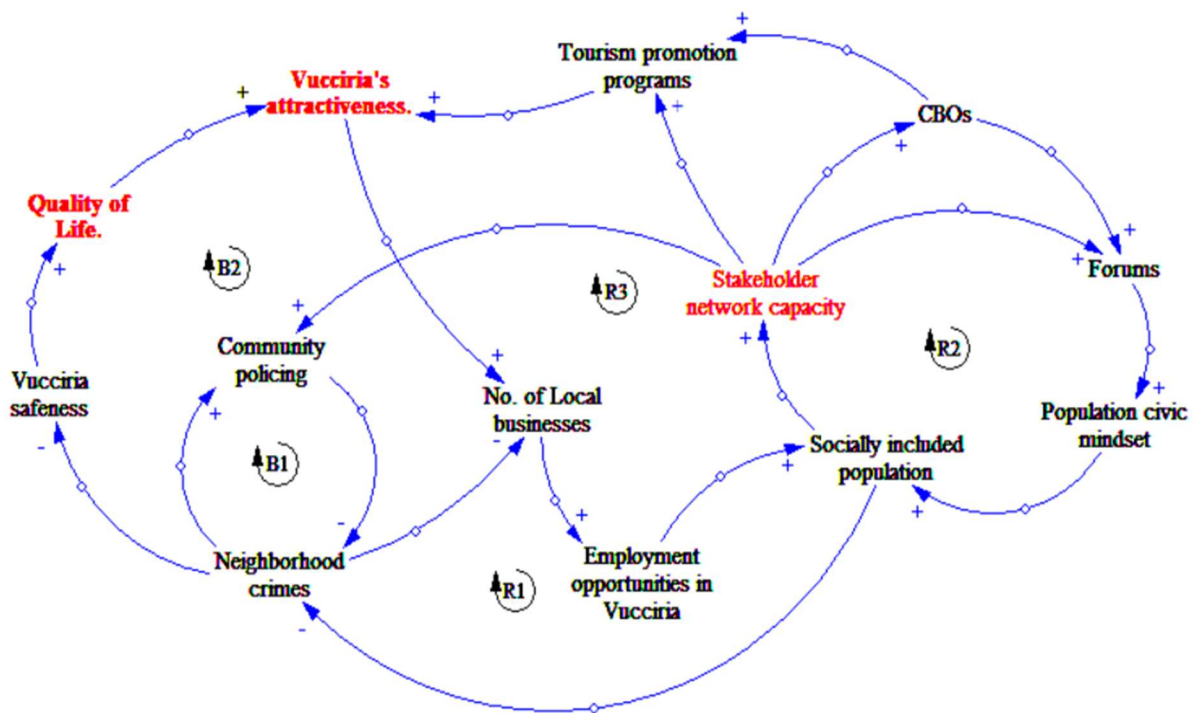


Figure 26: Causal loop diagram illustrating active citizenship roles in Vucciria' governance

Figure 26 above depicts the active citizenship's dynamics in the governance of Vucciria, especially through their roles in tourism promotion and community policing programs. The reinforcing loop R1 is an important one as it illustrates how generating employment opportunities can enhance social inclusion and decrease neighborhood crimes. Employment opportunities are generated through the new openings and expansions of local business within the area. Neighborhood crimes, as a countering driver, decrease Vucciria's safeness and further its Quality of Life and attractiveness.

Stakeholder network capacity is the central component of active citizenship settings. It is increased by percentage of socially included population. The reinforcing loop R2 illustrates how such development can be facilitated through activities of Community-based organizations and Forums. The better Stakeholder network capacity is, the greater impacts that they can have in tourism programs and community policing. These two patterns eventually contribute to the employment opportunities, Quality of Life and Vucciria's attractiveness, which are two important Strategic resources that have been analyzed in the previous section.

To summarize, Figure 26 adds content in linking the role of active citizenship and its components to Figure 21, which are the main feedback loops describing the sustainable repopulation scenario in Vucciria. Figure 21 is still used as the foundation for building the DPG chart in the next part of this chapter; however, the contributions of the analyzes in this section have the role of representing and illustrating the author's findings in fieldwork regarding active citizenship involvements.

5.2.3. The sustainable local repopulation strategy in Vucciria through Dynamic Performance Governance approach

The central idea of DPG application to the case of Vucciria is to remap the connections generated from causal loops diagram into dynamics relations of Strategic resources, Performance drivers and desired End-results.

Urban revitalization is a series of activities aiming at reforming an existing city structure, particularly in neighborhoods that have fallen out of favor owing to economic or social factors. Improvements to the urban environment, such as the condition of the pavement and the functionality of the sidewalks, are common characteristics of urban regeneration programs. When a neighborhood undergoes regeneration, it offers an opportunity to re-evaluate how it may be made more sustainable and resilient in the future. A regenerated urban landscape, along with adequate infrastructure, can foster an efficient city capable of fostering innovation, a greater quality of life, and economic development that is based on shared resources.

The Figure 27 illustrates the initial model that represents the inter-relationships among urban regeneration outputs, Vucciria's attractiveness, Quality of Life and Resident satisfactions. Abandoned buildings ratio as a benchmark and the change in abandoned buildings ratio are performance drivers that affect the Change in Vucciria attractiveness. Quality of life, Local Population and Attractiveness are three essential strategic resources that determine the quality and sustainability of the urban revitalization. Accordingly, Quality of Life ratio, Attractiveness

ratio (as benchmarks, or comparisons to other areas) are the performance drivers, used as driving forces to generate desired outcomes, which are framed as End-results.

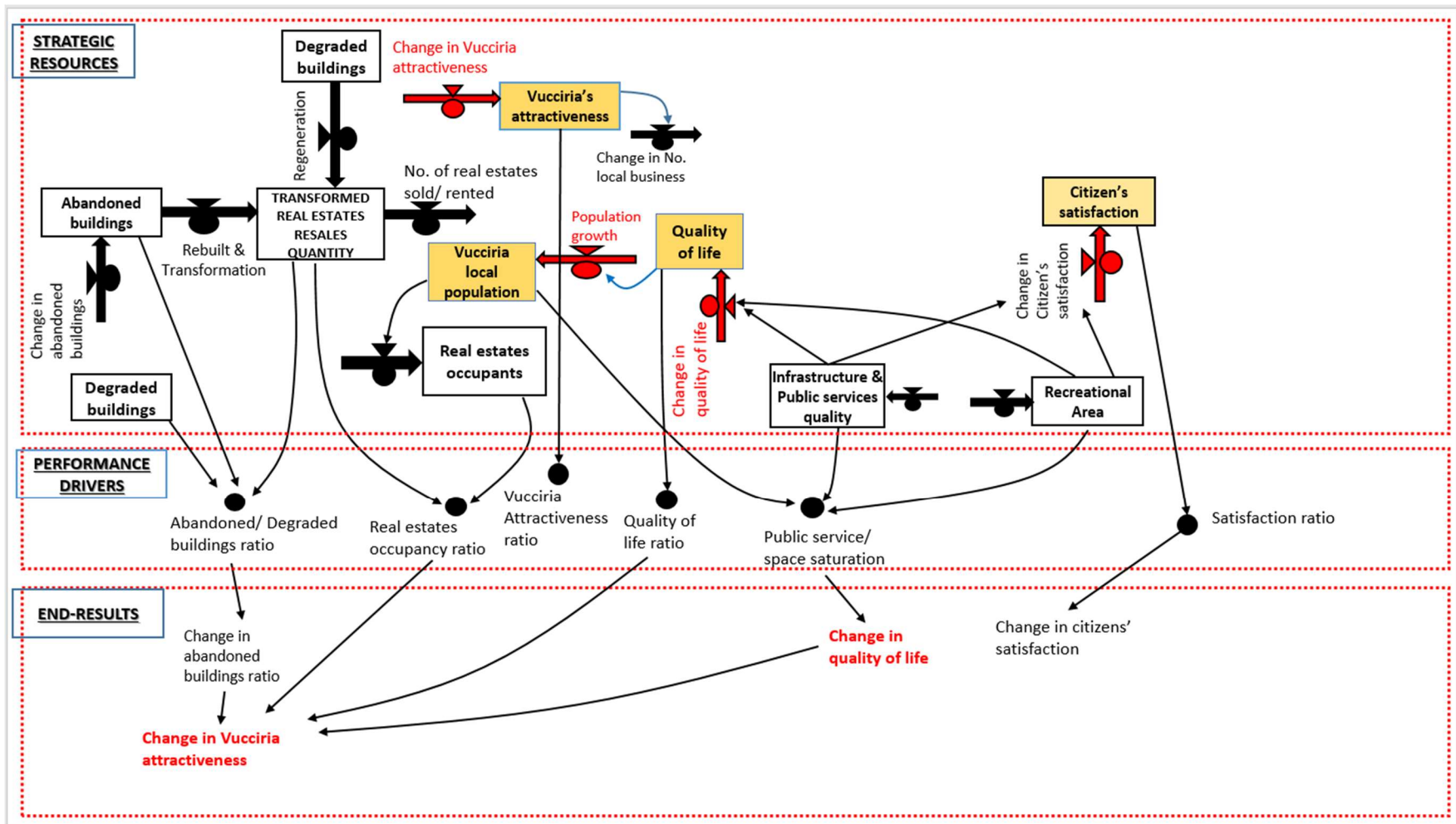


Figure 27: Initial illustration of DPG chart for urban governance in Vucciria – before funding schemes

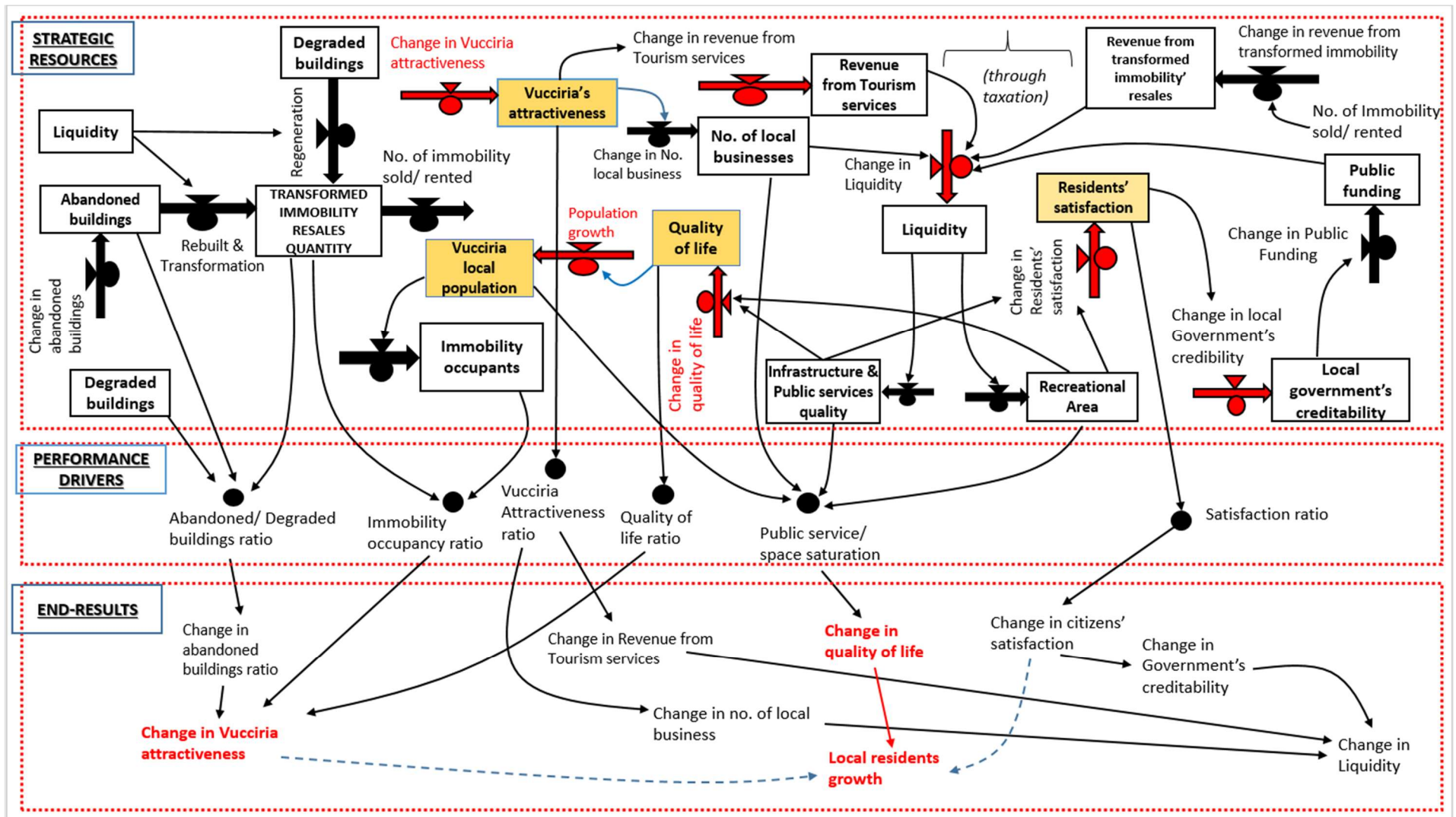


Figure 28: A complete Dynamic Performance Governance chart included Liquidity schemes for the sustainable resident growth in Vucciria neighborhood

Figure 28 above shows how Dynamic Performance Governance is utilized to reframe the inter-relations among Tourism, Urban Revitalization and sustainable local population growth of Vucciria neighborhood. To generate public value (quality of life and city attractiveness), the liquidity from public funds should also be spent to reinvest in infrastructure and public services. The emphasis of this viewpoint is on local area performance, which is defined as the ability of stakeholders in a region (e.g., a city neighborhood) to collaborate for the development of common goods that may generate public value, thereby providing better conditions for local organizations to pursue sustainable development (Bianchi, Vignieri, Bereciartua, & Cohen, 2019).

The more degraded and abandoned buildings are transformed and rebuilt in good manners, it increases the total number of dwellings available for sales; and also increase abandoned/degraded building ratios that subsequently increase Vucciria attractiveness. The attractiveness of Vucciria would later promote and activate new residents to come in, and at a point it might reach what is called gentrification process. This also means more dwellings will be occupied, either in terms of rentals or purchased in the future. These are the first scheme of repopulation.

Quality of life is affected by numerous criteria. As demonstrated in the interviews, they are especially public services, public space availability and recreational area.

To keep the gentrification process out of its possible shortcomings, for example, inflated housing prices or housing speculation, there should be a pattern to make sure remaining residents stay in the future – by having intervened policies that promote economic activities of the neighborhood.

5.3. Main findings and discussions

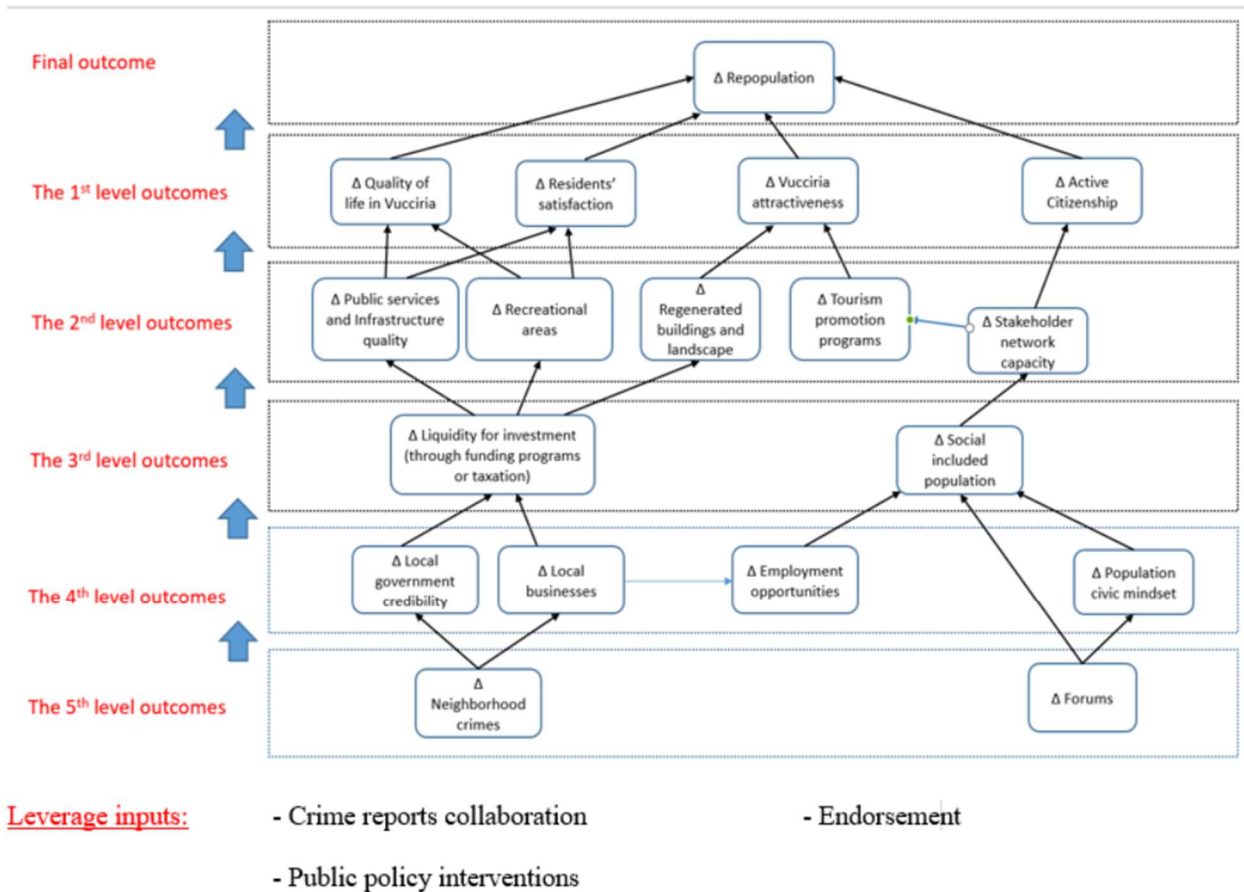


Figure 29: Understanding levels of outcomes generation – extracting from DPG process

The DPG chart of collaborative governance in Vucciria suggests that to successfully achieve desired outcomes, each stakeholder has to take their roles. Layers of inputs and intermediate outcomes are recognized in Figure above as an assessment. Leverage inputs (as policies interventions) to activate the process can be crime reports collaboration and public entities' endorsement.

Levels of outcomes achieved reflect sustainability goals for the sustainable repopulation in Vucciria, however, they do not necessarily occur in an absolute chronological sequence, i.e., outcome accomplishments may occur concurrently, or alternately. The final outcome is achieved when intermediate outcomes are appropriately prioritized; understanding this will assist policy makers by an in-depth policy review and enactment process.

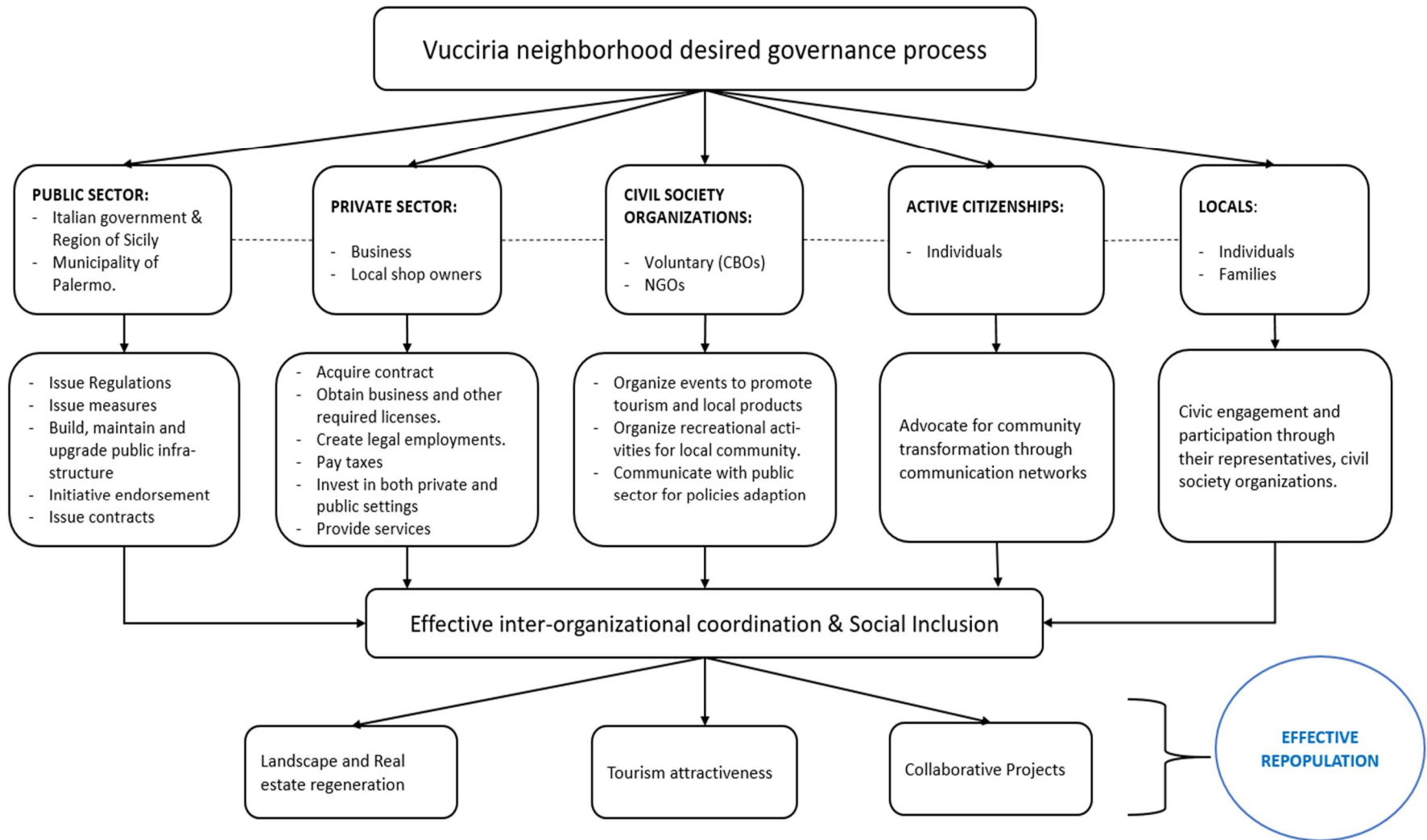


Figure 30: The desired governance process of Vucciria neighborhood

Figure above suggests a desired governance process in Vucciria neighborhood. Main stakeholders are categorized in 5 main groups: Public sector, Private Sector, Civil society organizations, Active Citizenships and Local residents. Effective programs are generated through communication and stakeholders network. This figure summarizes the desired governance process in Vucciria neighborhood to generate successes in three main areas, as discussed above: landscape and real estate regeneration, tourism attractiveness, collaborative projects in terms of generating public values. The ultimate outcome is for a sustainable repopulation of the neighborhood.

5.4. Policy recommendations

The thesis suggests three applicable policies, respectively and logically inherited from the three main discussed themes; which are following:

Theme A: Urban regeneration.

Theme B: Tourism improvement.

Theme C: Collaborative governance network application.

It could be argued that the effectiveness of chosen public policy interventions is a shared strategic resource that illustrates the effect of policy interventions on the well-being of local residents. In order for accepted public policy interventions to be effective, decision-makers must examine the diverse viewpoints of all stakeholders about intervention enhancement (Camprag, 2018). Public policy intervention is capable of introducing projects with both good and negative effects. On the one hand, a good influence might facilitate community development, whilst a negative impact may appear as unexpected consequences on the other (Amato et al., 2016; Ploegmakers et al., 2017).

Therefore, decision-makers should identify any unexpected repercussions and attempt to mitigate them. However, approved public policy measures that lack a system for analyzing delays, feedback loops, and unpredictability would ignore dynamic complexity, which can lead to policy resistance and unexpected effects, hence diminishing the efficacy of the intervention (Bianchi, 2016)

5.4.1. Policy suggestion for theme A: Conditional housing auction program for reinvestment in infrastructure and public landscape

From the economic theory perspective, the auction platform should be an enticing manner of selling assets. Milgron and Weber's (1982) foundational work illustrates that the competitive

aspect at auction sales should result in selling prices that exceed the results achieved by alternative sale platforms. Competitive bidding is a necessary requirement for this claim. This means that huge audiences must be organized in such a way that numerous bids are independent of one other. This independence is required since bidders must compete to obtain the best price.

In the housing market, the auction mechanism is used in a variety of ways. Auctions are utilized as a sale method in open-market transactions, just as they are in other marketplaces such as the market for fine arts. In certain countries, such as the United Kingdom and Australia, home auctions account for a large portion of normal home sales. In this case, the seller deliberately lists the house for sale in the hopes that competition among prospective purchasers would result in the best possible earnings. Another significant advantage of holding an auction is that it expedites the selling. While alternative methods of sale may need lengthy negotiating procedures, visits to the homes, and costly advertising periods, auctions provide results on the moment. The transaction is finalized at the end of the auction day as long as there are appropriate offers (Brounen, 2012).

Previous research comparing auction vs private transactions employed a variety of approaches to determine the result of real estate auctions. Auctioning real estate is viewed as a viable alternative to selling by private treaty in Australia and New Zealand, for example. Using numerous factors for comparison and quality control, Lusht (1996) discovered that higher-quality properties sold at auction in Australia have an average premium of 8%. Dotzour et al. (1998) utilized a hedonic model to compare auctions to private talks and discovered that high-priced and distinctive assets sell for a premium ranging from 5.9 to 9.5 percent. According to Ashenfelter and Genesove (1992), auction prices for New Jersey condominiums were greater than private listings.

Italian government has been launching a similar program “Buy-and-Repair” that attracts investors to buy 1-euro properties with conditional repairing. However, the scheme is limited to the sole responsibility of regenerating the real estates. Dotzour et al. (1998) discovered that auctions in New Zealand are more successful when properties are more entitled to more attractive surroundings and resulting in a higher price range. The consideration of this policy suggests the scheme to expand the conditional auctioning program in this manner. The policy contributes not only in economic theory perspective but also in public value theory ones.

5.4.2. Policy suggestion for theme B: Organizing collaborative programs to promote tourism based on local products sales

Tourism successes take tourist experience as the core of tourism demand and destination competitiveness (UNWTO, 2010). Local products, especially of artistic craftsmanship items and local dishes are among the best values define and determine a place's distinctiveness and attractiveness.

Visitors' desire for authenticity and the hunt for "icon" items that capture specific geographical features are met by local products. Visitors can connect with the host culture and carry symbols of it home by shopping local items, while engaging with them on-site, sampling local food, or participating in local production allows for more real experiences.

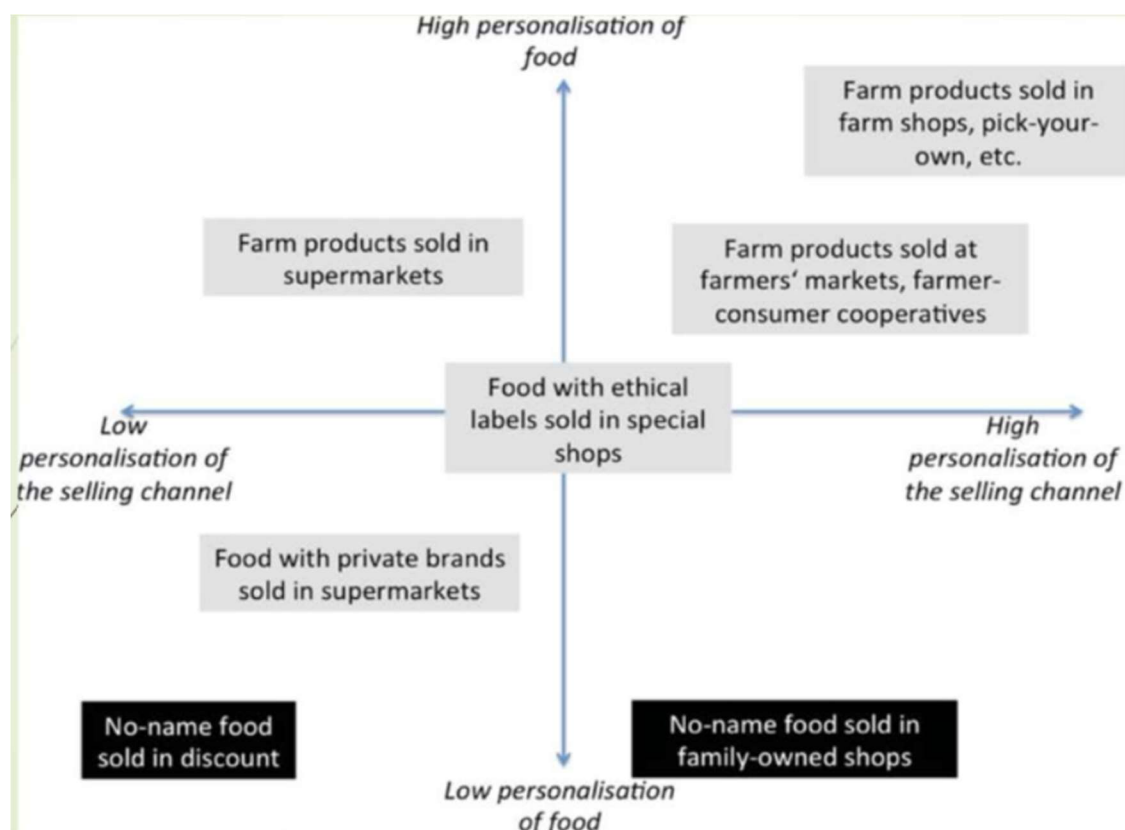


Figure 31: Personalization of food and supply-chains

(Source: Sidali et al, 2015)

Figure above shows the segments of food as local product in supply-chains theory. This can be applied also for other artistic craftsmanship items, such as ceramics and so on. Vucciria, while might not be the actual places to produce such things, however, with its location

advantage can act as a bridge to connect Sicilian tourism to a more sustainable pattern. The fact that it used to be historical market can be utilized to endorse such movement.

The central idea of tourism promotion in Vucciria based on local products sales is the on-site experience, integrating visitors, local actors, and a variety of local resources - “countryside capital”, reinforcing its uniqueness and meaningfulness. The most relevant core-resources and attractors, representing the territory’s strongest comparative advantages (Crouch & Ritchie 1999) need to be integrated, so as to provide a most unique, distinctive, and possibly authentic tourism experience (setting), which needs to be designed and managed so as to achieve true competitive advantages.

Furthermore, consumption of Vucciria local products encourages local commerce, resulting in multiplier effects that benefit the local economy, minimal leakages, and high backward economic connections, all of which help to improve the distribution of tourist benefits throughout the community. Buying local items may help a destination build a positive regional image, increase exports, and create new market linkages. These notions might be other strategic resource to be utilized.

5.4.3. Policy suggestion for theme C: Community policing to strengthen public orders and security

In recent years, the trend toward community policing has gained traction as police and community stakeholders seek more effective methods to promote public safety and improve the quality of life in their communities. Chiefs, polices and other law enforcement officials are actively evaluating whether changes in orientation, structure, and operations will enable them to better serve the communities they serve by increasing the quality of services they deliver. Apart from law enforcement units, the stakeholders involved in Vucciria case study should necessarily be:

- ***Members/Groups of the Community:*** Volunteers, activists, official and informal community leaders, residents, visitors and tourists, and commuters—all of whom live, work, or otherwise have an interest in the neighborhood—are a useful resource for identifying community problems. At town hall meetings, neighborhood association meetings, community decentralized offices/storefronts, and team beat assignments, these community factions can be engaged in achieving particular goals.
- ***Service Providers / Nonprofits:*** Community-based groups that offer services to the community and lobby on its behalf can be important partners in advocacy. Victims

groups, service clubs, support groups, issue groups, advocacy groups, community development companies, and the church community are examples of organizations that work with or are made up of people who have shared interests.

- **Private Enterprises:** For-profit enterprises have a significant stake in the community's well-being and may be valuable partners since they frequently bring significant resources to bear on issues of mutual concern. Businesses may assist in the identification of problems and the provision of resources for solutions, which may include their own security systems and community engagement. Information regarding police and corporate partnerships and efforts, as well as crime prevention measures, may be disseminated through the local chamber of commerce and visitor centers.
- **Media:** The media is a great tool for communicating with the public. They can help by publicizing community issues and possible solutions, such as government or community agency services or newly enacted laws or ordinances. Furthermore, public perceptions of the police, crime problems, and crime fear can all be influenced by the media.



Figure 32: An example of community policing as collaboration and communication among residents, tourists and officials in Rome's historical center (Italy)

According to the United States' Bureau of Justice (1994), community policing has far-reaching consequences. The increasing emphasis on making community members active participants in the problem-solving process, as well as patrol officers' essential position in community policing, need significant adjustments within the police organization. The neighborhood patrol officer, who is supported by the police department, assists community people in mobilizing support and resources to address problems and improve their quality of life. Members of the community express their worries, provide advice, and take action to solve these problems.

Developing a fruitful collaboration will necessitate the energy, creativity, understanding, and patience of all parties involved.

Community policing in Vucciria might span a wide range of conceptual and practical methods and is still in its early stages. Community policing techniques differ based on the needs and reactions of the communities involved; nonetheless, all community police operations share some basic ideas and concerns. Community policing is essentially a partnership between the police and the community to identify and solve community problems; in Vucciria they are particularly drug trafficking, tax frauds, unauthorized sales, etc. They are also general public orders to follow, especially those required during nights and curfew hours, for example, social distancing regulations during the Covid-19 pandemic. With the police no longer the sole keepers of law and order, all people of the community become active allies in the endeavor to improve neighborhood safety and quality.

CONCLUDING REMARKS

The historic center of Palermo is not only rich in architectural legacy, but also in intangible living heritage. Vucciria is regarded as the city's most important living legacy and still possessing great potential, however, it has been facing with many problems even more than the architectural heritage. Vucciria confront its difficulties in decaying buildings, tourism failures, neighborhood crimes and foremost it is operated in a fragmented manner without effective coordination and collaborative networking. This eventually leads to a serious depopulation in the past decade in this historic neighborhood center.

1. Through fieldwork research analyses in Chapter 4, the author finds out that urban degeneration, tourism failures, and lack of effective collaborative governance are the underlying problems that caused the depopulation in Vucciria.

2. Identify the critical factors to pursue a long-term, sustainable repopulation in Vucciria?

Through analysis in Chapter 5, the critical factors for achieving effective repopulation in Vucciria are:

- Adequate funding and provision for investment in urban revitalization, including regeneration and rebuilding public landscape, decaying real estates and recreational areas.
- Ensuring quality of life.
- Provision of quality of infrastructure and public services.
- Tourism improvements.
- Collaborative network development through fostering the roles of active citizenships.

3. How Dynamic Performance Governance can build a sustainable strategy for local population's recovery in Vucciria?

Through the analysis in Chapter 5, we find that to depopulation in Vucciria have the roots in many fragmented problems. To achieve sustainable repopulation in the Vucciria neighborhood, it requires coordination through an effective collaborative network programs including urban revitalization, tourism improvements and more stakeholder network capacity with the goals to pursue a good quality of life. Vucciria needs to be seen as both a residential neighborhood and a potential tourism and pro-business area that has its own economy. By investing in the development of its infrastructure, public spaces and recreational area, it will

contribute to solving the problem of depopulation in this neighborhood. Infrastructure development will enhance the attractiveness of urban areas, and facilitate to more openings of businesses, and raise the prices of commercial real estates in Vucciria; therefore, through the taxation the state budget will increase significantly. Lastly, the development of infrastructure will increase the satisfaction of the people, and lead to an increase in the local governments creditability and increase the opportunity to access the European Union's funding programs for sustainable urban development.

APPENDIX

KEY INFORMANT INTERVIEW DISCUSSIONS

Dear Respondents,

I am requesting you to respond to these questions because you have the relevant and active roles in this neighborhood. The information that you are going to provide will be treated with utmost confidentiality, and will not be used for any other purpose except for this research. Thank you very much for your cooperation.

1. In your opinion, what do you think led to the decline/decay of Vucciria?
2. What are the problems currently affecting the Vucciria neighborhood?
3. How was the Vucciria Committee founded?
4. Which group of people are represented in the committee?
5. Which stakeholders do you work with?
6. What activities does the committee carry out?
7. Has the committee made any achievements? Could you name one of them?
8. Has the committee observed any issues of gentrification?
9. How has it handled such an issue?
10. What do you think should be done to regenerate Vucciria?
11. What are the main assets existing in Vucciria which can be used to improve on the quality of life of the neighborhood?
12. How is the community participating in intervention projects in this area?
13. What are some of the important stakeholders in Vucciria?
14. What are some of the challenges that have affected social inclusion in Vucciria?
15. Is Vucciria facing a problem of social exclusion? How, can you please explain?
16. Which segment of society is the most socially excluded in Vucciria?
17. Has the committee observed any issue of social exclusion in Vucciria?
18. How has it handled such an issue?
19. When do the Committee usually hold meetings?
20. What are the future plans of the committee?
21. What are the future prospects of the Vucciria neighborhood?
22. What are some of the desired community outcomes that you would wish Vucciria to achieve?

Thank you for your helpful insights!

BIBLIOGRAPHY

- ANCSA Associazione nazionale centri storici artistici; Cresme. *Centri storici e futuro del Paese. Indagine nazionale sulla situazione dei centri storici*; Documenti ANCSA: Roma, Italy, 2017.
- Anderson G. (1993). *Fundamentals of Educational Research*. Falmer Press, London, pp: 152-160.
- Anderson, M. B., & Sternberg, C. (2013). “Non-white” gentrification in Chicago’s Bronzeville and Pilsen: Racial economy and the intraurban contingency of urban redevelopment. *Urban Affairs Review*, 49(3), 435–467.
- Anguelovski, I., Triguero-Mas, M., Connolly, J. J., Kotsila, P., Shokry, G., Pérez Del Pulgar, C., Garcia-Lamarca, M., Argüelles, L., Mangione, J., Dietz, K., & Cole, H. (2020). Gentrification and health in two global cities: A call to identify impacts for socially-vulnerable residents. *Cities & Health*, 4(1), 40–49.
- Bagwell et al., *Public space management*, London Metropolitan University (2012)
- Balistreri, U. & Pollaci, C., *I mercati del Centro Storico di Palermo*, ISSPE Istituto Siciliano Studi Politici ed Economici: Palermo, 2008.
- Balletti, F.; Ghersi, A. *Abitare il centro storico: studi documenti e progetti per il cuore della città di Genova*; Alinea: Firenze, Italy, 2014.
- Bank of Italy, *"The weight of tourism in Italy, the characteristics of the demand and the accommodation capacity"*, Report 2018
- Bassett, S.M. (2013). *The role of spatial justice in the regeneration of urban spaces*. The University of Illinois at Urbana-Champaign.
- Bellia, P.; Puma, P. *Firenze, la trasformazione del centro antico*; Edifir: Firenze, Italy, 2018.
- Bhavsar, N. A., Kumar, M., & Richman, L. (2020). Defining gentrification for epidemiologic research: A systematic review. *PLOS ONE*, 15(5), e0233361.
- Bhutta, N., Chang, A. C., Dettling, L. J., & Hsu, J. W. (2020). *Disparities in wealth by race and ethnicity in the 2019 survey of consumer finances* by United States Federal Reserve Board.

- Bianchi C., Navarra D. (2013). *Enhancing performance management and sustainable development through e-government policies in urban areas: A system dynamics approach*. ASPA Conference, New Orleans.
- Bianchi C., Rivenbark C.W. (2012). *A comparative analysis of performance management system: The cases of Sicily and North Carolina*. Public Performance & Management Review, Vol. 35 No. 3.
- Bianchi C., Rivenbark W. C. (2014). *Performance management in local government: The application of system dynamics to promote data use*. International Journal of Public Administration, 37, 13, 945–954.
- Bianchi C., Williams D. (2015). *Applying system dynamics modeling to foster a cause- and effect perspective in dealing with behavioral distortions associated with a city's performance measurement programmes*. Public Performance & Management Review, 38:3, 395-425
- Bianchi, C. (2010), *Improving performance and fostering accountability in the public sector through system dynamics modelling: From an 'external' to an 'internal' perspective*, Systems Research and Behavioral Science, 27(4), 361-384.
- Bianchi, C. (2012), *Enhancing Performance Management and Sustainable Organizational Growth Through System-Dynamics Modelling*, In S. N. Grösser , & R. Zeier, Systemic Management for Intelligent Organizations (pp. 143-161). Berlin: Springer.
- Bianchi, C. (2016), *Dynamic Performance Management*, Zurich: Springer International Publishing.
- Bianchi, C., & Tomaselli, S. (2015). *A dynamic performance management approach to support local strategic planning*. International Review of Public Administration, 20(4), 370-385.
- Bianchi, C., Bovaird, T., & Loeffler, E., *Applying a Dynamic Performance Management Framework to Wicked Issues: How Coproduction Helps to Transform Young People's Services in Surrey County Council, UK*. International Journal of Public Administration vol. 40, 2017, pp. 833-846.
- Bianchi, C., Vignieri, V., Bereciartua, P., & Cohen, A. (2019), *Enhancing Urban Brownfield Regeneration to Pursue Sustainable Community Outcomes through Dynamic Performance Governance*, International Journal of Public Administration, 2-15.
- Biswanath et. al. (2010) "*A Facet-Based Methodology for Geo-Spatial Modeling*". GeoSpatial Semantics: 4th International Conference, GeoS 2011, Brest, France
- Brown-Saracino, J. (2013). *The gentrification debates: A reader*. Routledge.

- Bryson, J. M., Crosby, B. C., & Bloomberg, L. (2014). *Public value governance: Moving beyond traditional public administration and the new public management*. *Public administration review*, 74(4), 445-456.
- Cannarozzo, T., Palermo: *Centri storici e nuove centralità urbane*, eds S. Storchi & O. Armanni, Alinea Editrice: Florence, pp. 95– 115, 2010.
- Caves, R. W. (2004). *Encyclopedia of the City*. Routledge. p. 710.
- Ceccarelli, P.; Indovina, F. *Risanamento e speculazione nei centri storici*; Angeli: Milano, Italy, 1977.
- Chen R., *Invited takings: supermajority, assembly surplus, and local public financing*, *Iowa Law Reviews*, 100 (6) (2015)
- Chidester, R. C., & Gadsby, D. A. (2009). One neighborhood, two communities: The public archaeology of class in a gentrifying urban neighborhood. *International Labor and WorkingClass History*, 76(1), 127–146.
- Chigbu, Uchendu E. (2012). "*Village renewal as an instrument of rural development: evidence from Weyarn, Germany*". *Community Development*. 43 (2): 209–224.
- Choi, N. (2016). Metro Manila through the gentrification lens: Disparities in urban planning and displacement risks. *Urban Studies*, 53(3), 577–592.
- Ciardini, F.; Falini, P. *L'analisi dei centri storici, manuale per la formazione degli strumenti di intervento urbanistico*; Officina: Roma, Italy, 1981.
- Clampet-Lundquist, S. (2010). "Everyone had your back": Social ties, perceived safety, and public housing relocation. *City & Community*, 9(1), 87–108.
- Cosenz F. (2010). *A system dynamics approach to analysing the effect of clientelism on public organizations performance in Italy*. *Review International Comp. Management*, 11, 325-337.
- Cosenz F. (2011). *Sistemi di governo e di valutazione della performance per l'azienda «Università»*. (Vol. 51). Giuffrè Editore.
- Cosenz F. (2014). *A Dynamic Viewpoint to Design Performance Management Systems in Academic Institutions: Theory and Practice*. *International Journal of Public Administration*, 955-969.
- Cosenz F., Bianchi C. (2013). *Designing performance management systems in academic institutions: A dynamic performance management view*. In ASPA Conference, New Orleans.

Couch et al., (2010). *Thirty years of urban regeneration in Britain, Germany and France: The importance of context and path dependency*. *Progress in Planning*, 75, 1-52.

Couture, V., & Handbury, J. (2017). *Urban revival in America, 2000 to 2010* (Report No. w24084). National Bureau of Economic Research.

Crewe, S. E. (2017). Aging and gentrification: The urban experience. *Urban Social Work*, 1(1), 53–64.

Cultural Heritage. Unesco, France.

Curran, W. (2018). “Mexicans love red” and other gentrification myths: Displacements and contestations in the gentrification of Pilsen, Chicago, USA. *Urban Studies*, 55(8), 1711–1728.

Curren, R., Liu, N., Marsh, D., & Rose, K. (2016). *Equitable development as a tool to advance racial equity*. Government Alliance on Race and Equity.

Cutolo, D.; Pace, S., *La scoperta della città antica. Esperienza e conoscenza del centro storico nell'Europa del Novecento*; Quodlibet Studio: Macerata, Italy, 2016.

Davidson, M. (2008). Spoiled mixture: Where does state-led “positive” gentrification end? *Urban Studies*, 45(12), 2385–2405.

Davidson, M., & Lees, L. (2005). New-build “gentrification” and London’s riverside renaissance. *Environment and Planning A: Economy and Space*, 37(7), 1165–1190.

DeFilippis, J., & Wyly, E. (2008). Running to stand still: Through the looking glass with federally subsidized housing in New York City. *Urban Affairs Review*, 43(6), 777–816.

Delgado, E., & Swanson, K. (2019). *Gentefication* in the barrio: Displacement and urban change in Southern California. *Journal of Urban Affairs*, 43(7), 925–940.

DeVylder, J., Fedina, L., & Jun, H. J. (2019). The neighborhood change and gentrification scale: Factor analysis of a novel self-report measure. *Social Work Research*, 43(4), 279–284.

Dewar, M., Seymour, E., & Druță, O. (2015). Disinvesting in the city: The role of tax foreclosure in Detroit. *Urban Affairs Review*, 51(5), 587–615.

Docquier, F. & Rapoport, H. (2012). *Globalization, Brain Drain, and Development*. *Journal of Economic Literature* 50(3), 681-730.

Drew, E. M. (2012). “Listening through white ears”: Cross-racial dialogues as a strategy to address the racial effects of gentrification. *Journal of Urban Affairs*, 34(1), 99–115.

- Eisenhardt K. M. (1989). *Building Theories from Case Study Research*. Academy of Management Review, Vol. 14
- El-Husseiny, M-A. (2013). *Role of public space in achieving social sustainability in Cairo*. Asian Journal of Environment-Behaviour Studies, 4(14), 145-158.
- Ferrigni, F.; Sorrentino, M.C. *Il futuro dei territori antichi: problemi, prospettive e questioni di governance dei paesaggi culturali evolutivi viventi*; Edipuglia: Bari, Italy, 2013.
- Florida, R. (2002). *The Economic Geography of Talent*. Annals of the Association of American Geographers 92(4), 743-755.
- Forello, U., as cited in interviews,
https://palermo.repubblica.it/cronaca/2017/05/30/news/forello_aree_no_tax_nuova_ztl_ecco_il_mio_piano_per_la_citta_-166800438/, accessed on 03/12/2019
- García, I., & Rue, M. M. (2018). “Our interests matter”: Puerto Rican older adults in the age of gentrification. *Urban Studies*, 55(14), 3168–3184.
- Gartland, L.M. *Heat Islands: Understanding and Mitigating Heat in Urban Areas*; Routledge: Oxford, UK, 2012
- Giambruno M., *Per una storia del restauro urbano: Piani, strumenti e progetti per i centri storici*, Cittastudi: Torino, Italy, 2007.
- Glass, R. (1964). *London: Aspects of change* (Report No. 3). MacGibbon & Kee.
- González-Leonardo, M., López-Gay, A. & Recaño, J. (2019). *Brain Drain and the Second Wave of Depopulation*. Perspectives Demographiques 16, 1-4.
- Gummesson E. (1991). *Qualitative methods in management research*. Newbury Park, California: Sage Publications.
- Hamel J. (1993). *Case Study Methods*. Newbury Park, California: Sage Publication.
- Hood, C. (1991). *A public management for all seasons?*. Public administration, 69(1), 3-19. Ps. Hood (1994)
- Huyser, M., & Meerman, J. R. (2014). Resident perceptions of redevelopment and gentrification in the Heartside neighborhood: Lessons for social work profession. *Journal of Sociology & Social Welfare*, 41, 3–22.
- James, P. et. al. (2015). *Urban Sustainability in Theory and Practice: Circles of Sustainability*. London: Routledge.

Jyot H.: *Culture: at the heart of SDGs*. UNESCO-Kurier, 2017.

Kennedy, M., & Leonard, P. (2001, April 1). *Dealing with neighborhood change: A primer on gentrification and policy choices*. Brookings.

Krings, A., & Copic, C. (2020). Environmental justice organizing in a gentrifying community: Navigating dilemmas of representation, recruitment, and issue selection. *Families in Society: The Journal of Contemporary Social Services*, 102(2), 154–166.

Lane, Marcus B., *Public Participation in Planning: an intellectual history*, Australian Geographer. 36 (3), 2005, pp 283–299

Lavrusheva O., *The concept of vitality. Review of the vitality-related research domain*, New Ideas Psychol., 56 (2020)

Lee, D. (2016). How Airbnb short-term rentals exacerbate Los Angeles's affordable housing crisis: Analysis and policy recommendations. *Harvard Law & Policy Review*, 10, 229.

Lees, L. (2008). Gentrification and social mixing: Towards an inclusive urban renaissance? *Urban studies*, 45(12), 2449–2470.

Lees, L., Slater, T., & Wyly, E. (2013). *Gentrification*. Routledge.

Levine C. H., (1984). *Retrenchment, human resource erosion, and the role of the personnel manager*. Public Personnel Management Journal, 13(3), 249-263.

Levine C. H., (1985). *Police management in the 1980s. from decrementalism to strategic thinking*. Public Administration Review, 45, 691-700.

Lewicka, M. (2011). Place attachment: How far have we come in the last 40 years? *Journal of Environmental Psychology*, 31(3), 207–230.

Lewis C. W., Logalbo A. T. (1980). *Cutback Principles and Practices. A Checklist for Managers*. Public Administration Review, 40(2), pp. 184-188.

Liberty Fund.

Lo Piccolo, F., *Urban renewal in the historic centre of Palermo*. Planning Practice and Research, 11(2), pp. 217–225, 1996.

Lobbia, J.A. (1999), *"Bowery Bummer: Downtown Plan Will Make and Break History"*, The Village Voice.

- Lubitow, A., Zinschlag, B., & Rochester, N. (2016). Plans for pavement or for people? The politics of bike lanes on the “Paseo Boricua” in Chicago, Illinois. *Urban Studies*, 53(12), 2637–2653.
- Luna-Reyes L. F., Martinez-Moyano I. J., Pardo T. A., Cresswell A. M., Andersen D. F., Richardson G. P. (2006). *Anatomy of a group model-building intervention: Building dynamic theory from case study research*. *System Dynamics Review* 22(4): 291 - 320.
- Lynch K. (1984), *Good City Form (first ed.)*, MIT Press, Cambridge
- Maciag, M. (2015). *Gentrification in America report*. Governing.
- Mallach, A. (2008). *Managing neighborhood change: A framework for sustainable and equitable revitalization*. National Housing Institute.
- Mantini, "Manuale di diritto urbanistico", Giuffrè Editore, 2013.
- Manzo, L. C., & Perkins, D. D. (2006). Finding common ground: The importance of place attachment to community participation and planning. *Journal of Planning Literature*, 20(4), 335–350.
- Marcoaldi, P. *Per la città di Viterbo: Masterplan del centro storico*; Quodlibet: Macerata, Italy, 2018.
- Martin, L. (2007). Fighting for control: Political displacement in Atlanta’s gentrifying neighborhoods. *Urban Affairs Review*, 42(5), 603–628.
- Mastroieni M., *Collaborative and market-driven approaches to economic development and revitalization*, Real Estate Issues, 12 (1), 2007
- Mihaylov, N., & Perkins, D. D. (2014). Community place attachment and its role in social capital development in response to environmental disruption. In L. Manzo & P. Devine-Wright (Eds.), *Place attachment: Advances in theory, methods and research* (pp. 61–74). Routledge.
- Morisson, A. & Bevilacqua, C. (2018). "Balancing gentrification in the knowledge economy: the case of Chattanooga's innovation district". *Urban Research & Practice*. 12 (4): 472–492.
- Mouratidis, K. & Porrtina, W., *Built environment, urban vitality and social cohesion: Do vibrant neighborhoods foster strong communities?*, Landscape and Urban Planning, Vol. 204, 2020.
- Noor, K. B. M. (2008). *Case study: A strategic research methodology*. American journal of applied sciences, 5(11)

- Noto, G., & Noto, L. (2019). *Local strategic planning and stakeholder analysis: Suggesting a dynamic performance management approach*. *Public Organization Review*, 19(3), 293-310.
- O'Flynn, J. (2007). *From new public management to public value: Paradigmatic change and managerial implications*. *Australian journal of public administration*, 66(3), 353-366.
- Ohmer, M. L., Coulton, C., Freedman, D. A., Sobek, J. L., & Booth, J. (2018). *Measures for community and neighborhood research*. SAGE.
- Oliver, M. L., & Shapiro, T. M. (2019). Disrupting the racial wealth gap. *Contexts*, 18(1), 16-21.
- Osborne, S. P. (1998). *Voluntary Organizations and Innovation in Public Services*. Routledge.
- Osborne, S. P. (2006). *The New Public Governance?*. *Public Management Review*, 8(3), 377-387.
- Osborne, S. P. (2010). *The New Public Governance? Emerging Perspectives on the Theory and Practice of Public Governance*. Routledge.
- Osborne, S. P., Radnor, Z., & Stokosch, K. (2016). *Co-Production and the Co-Creation of Value in Public Services: A Suitable Case for Treatment?* *Public Management Review*, 18(5)
- Panneerselvam, R., *Research Methodology*, Eastern Economy Edition (2014)
- Patton, E. and Appaelbaum S. H. *The case for case studies in management research*. Management Research News. 2003.
- Pavia, M., *Percorsi Palermo: Microinterventi di ricucitura del tessuto urbano*, NEU noi-Spazio al lavoro: Palermo, 2012.
- Perkins, D. D., Hughey, J., & Speer, P. W. (2002). Community psychology perspectives on social capital theory and community development practice. *Community Development*, 33(1), 33-52.
- Popkin, S. J., Katz, B., Cunningham, M. K., Brown, K. D., Gustafson, J., & Turner, M. A. (2004, May). *A decade of HOPE VI: Research findings and policy challenges*. Urban Institute.
- Qudrat-Ullah, H., & Seong, B. S. (2010). How to Do Structural Validity of a System Dynamics Type Simulation Model: *The Case of an Energy Policy Model*. *Energy Policy*, 38(5), <https://doi.org/10.1016/j.enpol.2009.12.009>

- Rădulescu, C. M., Ștefan, O., & Rădulescu, G. M. T. (2016). *Management of Stakeholders in Urban Regeneration Projects. Case Study: Baia-Mare, Transylvania.*
- Rafieiyani, M., & Aydaghmish, F. M. (2016). *Proposing a Conceptual Framework of Urban Regeneration Interaction and Entrepreneur City in Achieving Place Marketing.*
- Ramia, G., Patulny, R., Marston, G., & Cassells, K. (2018). *The Relationship between Governance Networks and Social Networks: Progress, Problems and Prospects.* *Political Studies Review*, 16(4), 331–341.
- Ramirez, B. (2020). *Improving Sustainable Development Outcomes Through Best Management Practices.*
- Recaño, J. (2017). *The Demographic Sustainability of Empty Spain.* *Perspectives Demográfiques* 7, 1-4.
- Regolamento Unico Mercato, City of Palermo, <https://www.comune.palermo.it/palermo-informa-dettaglio.php?tp=1&id=1966>, 2013
- Ritchie, H.; Roser, M (2018), *Urbanization*, Our World in Data, retrieved 14 February 2021.
- Robinson, D. L., Rhodes, D. J., & Van Sluytman, L. (2020). Watching neighborhoods vanish: The intertwining of gentrification, race, class, and policy. *Journal of Poverty*, 20(5–6), 473–492.
- Sánchez-Moral, S., Arellano, A. & Díez-Pisonero, R. (2018). *Interregional Mobility of Talent in Spain: The Role of Job Opportunities and Qualities of Places during the Recent Economic Crisis.* *Environment and Planning A: Economy and Space* 50(4), 789-808.
- Sassen, S. (1991). *The Global City.* Princeton, Princeton University Press.
- Schusler, T., & Krings, A. (2018). *Addressing environmental gentrification: Improving environmental health for children and youth without displacement.* Loyola University Chicago.
- Seshadri T., *An analysis of the feasibility of private land assembly for special economic zones in India*, *Urban Studies*, 49 (10), 2012
- Shanshan, et al., *Research on the evaluation of vibrancy of characteristic towns from perspective of big data on tourist amount: taking nine characteristic towns in the eastern part of China as an example*, *Dev. Small Cities Towns*, 36 (2018), pp. 43-48

- Shaw, K. S., & Hagemans, I. W. (2015). Gentrification without displacement and the consequent loss of place: The effects of class transition on low-income residents of secure housing in gentrifying areas. *International Journal of Urban and Regional Research*, 39(2), 323–341.
- Sinha, A., & Kasdan, A. (2013). Inserting community perspective research into public housing policy discourse: The right to the city alliance’s “We Call These Projects Home.” *Cities*, 35, 327– 334.
- Smith, N. (1996). *The new urban frontier: Gentrification and the revanchist city*. Psychology Press.
- Smith, N. (2002). New globalism, new urbanism: Gentrification as global urban strategy. *Antipode*, 34(3), 427–450.
- Stabrowski, F. (2014). New-build gentrification and the everyday displacement of Polish immigrant tenants in Greenpoint, Brooklyn. *Antipode*, 46(3), 794–815.
- Szostak R., *The Causes of Economic Growth: Interdisciplinary Perspectives*. Springer Science & Business Media, 2009
- Teixeira, S., Hwang, D., Spielvogel, B., Cole, K., & Coley, R. L. (2020). Participatory photo mapping to understand youths’ experiences in a public housing Neighborhood preparing for redevelopment. *Housing Policy Debate*, 30(5), 766–782.
- Thompson, C., Milton, S., Egan, M., & Lock, K. (2018). Down the local: A qualitative case study of daytime drinking spaces in the London Borough of Islington. *International Journal of Drug Policy*, 52, 1–8.
- Thurber, A. (2018). Keeping more than homes: A more than material framework for understanding and intervening in gentrifying neighbourhoods. In J. Clark & N. Wise (Eds.), *Urban renewal, community and participation: Theory, policy and practice* (pp. 25– 43). Springer.
- Thurber, A. (2019). The neighborhood story project: A practice model for fostering place attachments, social ties, and collective action. *Journal of Prevention and Intervention*, 49(1), 5–19.

Thurber, A., Gupta, J., Fraser, J., & Perkins, D. (2014). *Equitable development: Promising practices to maximize affordability and minimize displacement in Nashville's urban core*. Prepared for the Metropolitan Nashville Planning Department.

Tocqueville, A. de, (1835). *Democracy in America*. Ed. by Nolla, E. (2012), Indianapolis,

Torres, S. (2020). "For a younger crowd": Place, belonging, and exclusion among older adults facing neighborhood change. *Qualitative Sociology*, 43(1), 1–20.

Travis, W. R. (2007). *New geographies of the American West: Land use and the changing patterns of place*. Island Press.

UNESCO (2018). *Basic Texts of the 2003 Convention for Safeguarding of the Intangible*

United Nations World Tourism Organization. (2007). *A practical guide to destination management: Madrid*.

UNWTO, *Tourism Highlights*, 2015, 2016, 2017, 2018 Edition

URBACT, Municipality of Palermo, <http://urbact.eu/municipality-palermo>, accessed on 03/12/2019.

Vangen, S., & Winchester, N. (2014). Managing Cultural Diversity in Collaborations: *A Focus on Management Tensions*. *Public Management Review*, 16(5), 686–707.

Vargas-Silva, C. (2012). *Handbook of Research Methods in Migration*. Edward Elgar Publishing.

Versey, H. S., Murad, S., Willems, P., & Sanni, M. (2019). Beyond housing: Perceptions of indirect displacement, displacement risk, and aging precarity as challenges to aging in place in gentrifying cities. *International Journal of Environmental Research and Public Health*, 16(23), 4633.

Vigoda, E. (2002). *From Responsiveness to Collaboration: Governance, Citizens, and the Next Generation of Public Administration*. *Public Administration Review*, 62(5), 527–540.

Vinci, I. (2019). *How the EU Regional Policy Can Shape Urban Change in Southern Europe: Learning from Different Planning Processes in Palermo*. *Urban Research & Practice*, 1–26.

- Wang, W., Li, H., Cooper, T. L., (2015). *Civic Engagement and Citizenship Development: The Case of Homeowners' Participation in Neighbourhood Affairs in Beijing*. Administration and Society, 1-25. DOI: 10.1177/0095399715581041
- Wei, F., & Knox, P. L. (2014). Neighborhood change in metropolitan America, 1990 to 2010. *Urban Affairs Review*, 50(4), 459–489.
- Wichowsky, A., Moynihan, D. P., (2008). *Measuring How Administration Shapes Citizenship: A Policy Feedback perspective on Performance Management*. Public Administration Review, 68(5), pp. 908-920. <https://doi.org/10.1111/j.1540-6210.2008.00931.x>
- Wilson, S., Hutson, M., & Mujahid, M. (2008). How planning and zoning contribute to inequitable development, neighborhood health, and environmental injustice. *Environmental Justice*, 1(4), 211–216.
- World Tourism Organization, "UNWTO technical manual: Collection of Tourism Expenditure Statistics" (PDF), 1995
- Xavier, D-A., et. al, *The urban vitality conditions of Jane Jacobs in Barcelona: Residential and smartphone-based tracking measurements of the built environment in a Mediterranean metropolis*, Cities, Vol. 86, pp. 220-228, 2019.
- Xia, et al., *Analyzing spatial relationships between urban land use intensity and urban vitality at street block level: a case study of five Chinese megacities*, Landscape Urban Planning (2020)
- Yin R.K. (1984). *Case study research - design and methods*. Beverly Hills: Sage Publications.
- Yin R.K. (1993). *Application of case study research*. California: Sage Publication.
- Yin R.K. (2003). *Case study research: Design and methods*. Thousand Oaks: SAGE.
- Yin, R. K. (1989). *Case study research: Design and methods, revised edition*. Applied Social Research Methods Series, 5.
- Zeng C., et al., *Spatially explicit assessment on urban vitality: case studies in Chicago and Wuhan*, Sustainable Cities Society, 40 (2018), pp. 296-306