

TeMA

Journal of
Land Use, Mobility and Environment

This special issue collects a selection of peer-review papers presented at the 8th International Conference INPUT 2014 titled "Smart City: planning for energy, transportation and sustainability of urban systems", held on 4-6 June in Naples, Italy. The issue includes recent developments on the theme of relationship between innovation and city management and planning.

Tema is the Journal of Land use, Mobility and Environment and offers papers with a unified approach to planning and mobility. TeMA Journal has also received the Sparc Europe Seal of Open Access Journals released by Scholarly Publishing and Academic Resources Coalition (SPARC Europe) and the Directory of Open Access Journals (DOAJ).

INPUT 2014

papers selected

Smart City

planning for energy, transportation
and sustainability of the urban system

SMART CITY

PLANNING FOR ENERGY, TRANSPORTATION AND SUSTAINABILITY OF THE URBAN SYSTEM

Special Issue, June 2014

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TeMA. Journal of Land Use, Mobility and Environment offers researches, applications and contributions with a unified approach to planning and mobility and publishes original inter-disciplinary papers on the interaction of transport, land use and environment. Domains include engineering, planning, modeling, behavior, economics, geography, regional science, sociology, architecture and design, network science, and complex systems.

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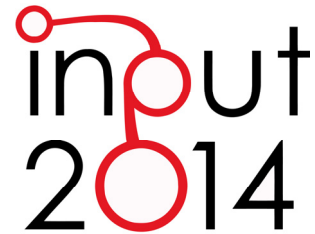
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This special issue of TeMA collects the papers presented at the 8th International Conference INPUT 2014 which will take place in Naples from 4th to 6th June. The Conference focuses on one of the central topics within the urban studies debate and combines, in a new perspective, researches concerning the relationship between innovation and management of city changing.



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EIGHTH INTERNATIONAL CONFERENCE INPUT 2014

SMART CITY. PLANNING FOR ENERGY, TRANSPORTATION AND SUSTAINABILITY OF THE URBAN SYSTEM

This special issue of TeMA collects the papers presented at the Eighth International Conference INPUT, 2014, titled "Smart City. Planning for energy, transportation and sustainability of the urban system" that takes place in Naples from 4 to 6 of June 2014.

INPUT (Innovation in Urban Planning and Territorial) consists of an informal group/network of academic researchers Italians and foreigners working in several areas related to urban and territorial planning. Starting from the first conference, held in Venice in 1999, INPUT has represented an opportunity to reflect on the use of Information and Communication Technologies (ICTs) as key planning support tools. The theme of the eighth conference focuses on one of the most topical debate of urban studies that combines , in a new perspective, researches concerning the relationship between innovation (technological, methodological, of process etc..) and the management of the changes of the city. The Smart City is also currently the most investigated subject by TeMA that with this number is intended to provide a broad overview of the research activities currently in place in Italy and a number of European countries. Naples, with its tradition of studies in this particular research field, represents the best place to review progress on what is being done and try to identify some structural elements of a planning approach.

Furthermore the conference has represented the ideal space of mind comparison and ideas exchanging about a number of topics like: planning support systems, models to geo-design, qualitative cognitive models and formal ontologies, smart mobility and urban transport, Visualization and spatial perception in urban planning innovative processes for urban regeneration, smart city and smart citizen, the Smart Energy Master project, urban entropy and evaluation in urban planning, etc..

The conference INPUT Naples 2014 were sent 84 papers, through a computerized procedure using the website www.input2014.it . The papers were subjected to a series of monitoring and control operations. The first fundamental phase saw the submission of the papers to reviewers. To enable a blind procedure the papers have been checked in advance, in order to eliminate any reference to the authors. The review was carried out on a form set up by the local scientific committee. The review forms received were sent to the authors who have adapted the papers, in a more or less extensive way, on the base of the received comments. At this point (third stage), the new version of the paper was subjected to control for to standardize the content to the layout required for the publication within TeMA. In parallel, the Local Scientific Committee, along with the Editorial Board of the magazine, has provided to the technical operation on the site TeMA (insertion of data for the indexing and insertion of pdf version of the papers). In the light of the time's shortness and of the high number of contributions the Local Scientific Committee decided to publish the papers by applying some simplifies compared with the normal procedures used by TeMA. Specifically:

- Each paper was equipped with cover, TeMA Editorial Advisory Board, INPUT Scientific Committee, introductory page of INPUT 2014 and summary;
- Summary and sorting of the papers are in alphabetical order, based on the surname of the first author;
- Each paper is indexed with own DOI codex which can be found in the electronic version on TeMA website (www.tema.unina.it). The codex is not present on the pdf version of the papers.

SMART CITY PLANNING FOR ENERGY, TRANSPORTATION AND SUSTAINABILITY OF THE URBAN SYSTEM Special Issue, June 2014

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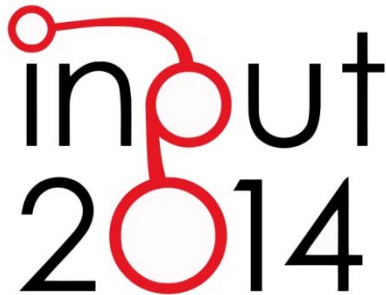
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SPECIAL ISSUE

Eighth International Conference INPUT
Smart City - Planning for Energy, Transportation and Sustainability
of the Urban System

Naples, 4-6 June 2014

The logo for the INPUT 2014 conference. It features the word "input" in a lowercase, sans-serif font, with the "i" and "n" connected by a red line that forms a stylized shape. Below "input" is the year "2014" in a larger, bold, sans-serif font. The "0" in "2014" is also connected to the red line above it.

SMART DIALOGUE FOR SMART CITIZENS ASSERTIVE APPROACHES FOR STRATEGIC PLANNING

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ABSTRACT

It is very important to know how to communicate, but even more important is knowing how to listen. There is no dialogue without listening. Listening and speaking can generate a virtuous cycle that, enriching the field of information, allows the introduction of essential elements of innovation. It is relevant in this context the assertive ability of who manages and coordinates the decision-making processes. The potential of new approaches based on assertiveness are the new frontier of research discipline that is able to meet future challenges aiming to contribute to the construction of places and forms of living together in the growing interest of fairness and justice.

Assertive facilitator knows how to guide difficult people and handle very hard situations without adopting manipulative behaviors. He is able to detect the potential conflict and to bring to light the reasons for disagreement, softening the tone and avoiding any possible uncontrolled escalation. He encourages debates and open discussions; he has to build links too, fueling reports profits, collaborating with others toward common goals; speaking and discussing in groups and among groups; seeking solutions in which, both parties, come out winning. So the view expressed is argument of discussion in the development of the tools of urban structure, with the aim of implementing a participatory methodology in the development of planning tools. We propose an application in the series of meetings of initial preparatory participation to the formation of a Preliminary Plan for a medium size town.

KEYWORDS

Participatory processes, New governance, Assertiveness

1 CONFLICT, PARTICIPATION AND LISTENING IN NEW GOVERNANCE

The emergence of new economic and political conditions as well as of new explicit and implicit social needs, requires, as part of the territorial government, the adoption of innovative and experimental practices covering an inclusive attitude and a deep knowledge of the people, in order to reduce the distance between the decision maker/decisions and the citizens' needs. Consequently there is a complexity of choices to make. The need to achieve higher and higher design quality requirements, requires a careful reconnaissance of the recipients and the quality of the interventions depends on the involvement of facilitators/mediators able to create a climate of mutual trust.

In this perspective it seems impossible to postpone a *holistic* approach to the planning, absolutely participative, as it is particularly suited to dealing with the "complexity", correlating different levels of treatment of problems: technical-scientific, political-administrative, social-cultural .

For planners, the method is to be identified in their participation; in a meaningful public participation by individuals and groups, to supporting processes to urban choices that affect them, to better know the local situation and to design in accordance with the knowledge the needs and the aspirations of the inhabitants themselves.

Moreover, the role of the planner is to be a *guarantor of listening* (Geddes 1915). Knowing the area, the city, the story is necessary but not sufficient: it is absolutely essential the *people's active listening*.

The involvement of the inhabitants and their participation strengthens social cohesion and relations with the public administration. Culturally, socially, politically and ethnically the parties involved are different from each other. This diversity is considered an asset that contributes to the creation of different scenarios.

For political and cultural movements social objectives to be pursued and participatory methods to achieve are not disjoint, on the contrary they are integrated in the same social and cultural development.

At the time of a real putting into practice the principles of an active citizenship and the protection of the excluded in the planning practices, several conceptual and operational difficulties occur: peculiarities of the context, issues and questions of the local community, the characteristics of their social status and their lifestyles, contradictions between values, ethics and local culture.

A structured process based on the use of methodologies, sometimes refined tools and unconventional attitudes of experts should be chosen to use efficiently the participation of the inhabitants.

Participatory processes undertaken in the institutional field require by the local authority, resources and considerable effort: costs and investments in terms of time, energy, mediation, authoritative dialogue, creative conflict management, acquisition of mutual respect and trust.

These actions, on the one hand have, as already said, the problematic aspects, on the other hand face resistance of no small importance: it is now an established aspect of the whole and critically addressed by disciplinary research (Musco 2006), that of *distrust* or indifference of the local communities in relation to opportunities in *official* or institutional participation; on the other hand, there is an intermittently interest, or only apparent, as part of the institutional actors, being, however, a considerable degree of discretion, which depends, ultimately, on the actual will of action of the individual local authority or responsible administration. We need to consider the constraints due to the general limitation in the availability of resources of time and energy that allows the everyday life imposed by today's social organization (Ginsborg 2004), but also of skills and personal motivations: to participate is often considered a luxury, so activists, retirees, etc. prevail.

However, it emerges, the issue of institutional accountability that entails, at the same time, recruitment of individual personal responsibility, in practice as well as in research.

CONFLICTS	TYPE	CAUSE
a	relational	strong emotions misconceptions and stereotypes; wrong or incomplete communication; Repeated negative behaviors
b	Of value	fundamental; daily; of self-definition
c	Informative	missing or wrong information; different versions on the priorities; different procedures of evaluation or interpretation of the data
d	structural	definition of roles; time limits; physical-geographical relationships; unequal distribution of power and authority; unequal control on resources
e	Of interest	substantial; procedural; psychological

Tab. 1 Participation and conflicts – re-adapted from Carley, Christie, 1992

Methodological issues are of crucial importance. But it is not only the measurement with methods or techniques, but, more importantly, to compete with the harshness, even conflicting, issues and real problems, with all their political, ideological and interest implications.

Compared to the articulation of a plurality of practices and a multitude of languages, the assumption of a principle of responsibility is also declined from the principles of clarity and precision. Clarify roles, actors, interests, give clear and exact names to things, *to make oneself understood*, is the basis of the assumption of a principle of responsibility.

Planners must be at the service of the interests of each scene and sustain their motivation. In the name of social equity, they should be available to share their knowledge and to accept the argumentative size, which path to reach the decision.

Studies on *social mobilization*, arguing that "the planning is to a lesser extent in land resources and analysis and better relationships characterized by a process of mutual learning" (Friedmann 1973), conceived the plan as an *interactive* process. Planning, therefore, is conducted in *a face to face* contact with people interested in the decisions. The practice involves a process of *mutual learning* between the professional¹ and the dweller, in no predefined ways but formed and changed over the course of a planning process² consisting of field surveys and analysis of data, but also in an interpersonal dialogue.

The communication theory applied to planning proposes (Forester 1989), the idea of planning *for and with* the citizens, exploring what should be the ability of the planner help maximize the effectiveness of its role in relation to the powers in the game. The ultimate consequences of the critique of rational decision based on certainty, initiated by cognitive, condenses in the paradigm that goes by the name of the *garbage can model* (March and Olsen 1993), which describes, not an only uncertain situation, as in the cognitive model, but above all the *ambiguity*, almost impossible to manage³.

¹ The *reflective* approach (Schön 1993) is characterized by a major disposal to listening and aiming to stimulate the client's participation in finding problems and building solutions.

² John Friedmann (1973) described the growing gap between the so-called experts and their clients. A strong distance from the inaccessibility of the language with which professionals usually formulated problems. He believed that the two forms of knowledge should be integrated, developing personal relationships between customers and experts, through the adoption of what he called a *trans-active* planning style.

³ Actors enter and leave the scene of the political and participative arenas depending on how their own interests or problems, or tasks, or occasions change. Not necessarily their interest is merit of the

Moreover, in the perspective of communicative ethics, the values of the planning are dispatched fully only in the recognition of the axiom of *no-neutrality*⁴ (Forester 1998), namely the "overcoming of the distinction of rational mold, hard to disappear, including the possibility to rationally discuss the facts and the inability to do the same about the values" (Borri 1998).

The search for ways in which the planning process can become more effective in suggesting and sharing some of the results and, subsequently, in implementing them, moves on the turn of argument (Habermas 1986)⁵. The plan also involves the ensuing debate and argument, that is the negotiation of a high pragmatic role into an ontological, as a structural component of the schedule.

2 THE SKILLED PLANNER AS ASSERTIVE FACILITATOR

The emergence of new economic and political conditions as well as of new explicit and implicit social needs, and the resulting complexity of the choices to be made, require the adoption of experimental and innovative practices, an inclusive attitude and a deep knowledge of the inhabitants in order to reduce the distances between the decision maker/decisions and the citizens' needs. The need to achieve increasingly high requirements of design quality, integrated and flexible, requires a careful reconnaissance of the recipients and the quality of the interventions depends on the involvement of facilitators/mediators able to create a climate of mutual trust.

Listening and speaking can generate a virtuous cycle that, enriching the field of information, allows the introduction of essential elements of innovation .

In this context, it is crucial the expert planner participatory whose capacity should be that of finding and recognizing forms of local wisdom valuating them as important resources in the process. These forms of knowledge and traditional skills, must be associated with unusual abilities and skills, related to communication, relationship and mediation.

The task is not only cognitive, but above all practical and ethical, able to awaken the citizens themselves, leaving the terms of perceived discomfort, turning opponents into allies, showing a reasonable confidence, producing encouragement and hope. Obviously they are unusual ability from the point of view of traditional skills training: scientific knowledge is accompanied by the knowledge of the emotions; the analytical skills alongside those of listening and empathy.

One of the features that should be a participatory process (Bobbio 2000) is the *informality*: the participatory processes, although structured, must be "organized in order to allow informal exchanges between participants and relationships face to face. Participants must have the ability to use non-technical language and change their orientations in the course of the interaction".

The facilitator has the task to assist the various stakeholders involved in the process, chairing the proper functioning in terms of procedure and interaction.

decision: participating can be a value in itself, an obligation towards a third part, an expectation related to the own role or an answer to the simple desire to be there. The problem is particularly relevant to the arenas in which everyone can participate in any decision and where there is a large freedom of entry and exit (Bobbio 2003).

⁴ A moral assumption seems to be back the different political interpretations of urban planning: the planner can be a political actor *sui generis*, different from the other parties involved in the process, because he binds a some peculiar competence of *technical judgment* to a component of political judgment (common to the different actors).

⁵ Starting from critics of functionalist rationality that characterized the urban planning of the '70s, and basing on the theories of *communicative rationality* (Habermas 1981), the *communicative urban planning* was developed. It is able to influence almost all current urban planning theories and practices.

An important feature for the facilitator is *assertiveness*.⁶ For this reason it is essential the ability to listen to: while the aggressive agent judges and criticizes while the passive one is overly compliant, the assertive one is open and gives due consideration to the other party. To do this, you need to *receive messages* of what is said, to paraphrase what is being communicated and synthesizing what you are discussing. Another essential element is empathy, which is able to capture the perspective of the interlocutor, assuming its point of view. Preconditions for assertive behavior are: good self-image in terms of self-esteem; adequate communication; freedom of expression; ability to respond to the questions and criticism; ability to give and receive praise; ability to dissolve conflicts.

The capacity is based on the perception of feelings and effort to understand the perspectives of others nourishing an active interest. This competence is necessarily based on the value of diversity and different points of view, as an opportunity and a contribution to the analysis of reality.

When you find yourself having to deal with conflicts, the potential of *assertiveness* emerges clearly.

The *assertive facilitator* knows how to lead people and handle difficult situations with tension without adopting manipulative behaviors. It is able to detect the potential conflict and to bring to light the reasons for disagreement, softening the tone and avoiding a possible uncontrolled escalation. He encourages debate and open discussion; he has also to build links, fueling reports profits, collaborating with others toward common goals; converse and discuss in groups and among groups; seek solutions in which both parties come out victorious.

The reasons that may support an *unassertive* passive behavior, sometimes aggressive, can be recognized with the presence of certain factors that are often traceable form of communicative errors and cognitive distortions of perception and interpretation of context, beliefs not in line with the reality, but, most of the times, for political opposition.

Among the reasons that fuel a lack of assertiveness there is what you want/need to please others and avoid conflict at all costs. The assertive facilitator attempts to prevent conflicts, not to avoid them. Indeed, he is convinced that they may be useful if managed well.

Different *styles* can be taken over inclusive decision-making processes:

- Passive style. Conflicts exist and it is best to take note, so that avoiding them is a totally ineffective strategy. The best solution is to be able to govern them at best. It could be useful to face the problems and conflicts when they are in the initial stage, when the anxiety is less and more than adequate is our ability to make better use of cognitive resources available to us;
- Unassertive style. You are aggressive and insensitive to the reasons other proposals; that is, it gives no time to the other party to express their point of view; in this way, the unassertive takes himself off the possibility of improving the quality of his reports;
- Assertive style. Who recognizes the rights of their own and of the others is ready to listen to the views expressed by his interlocutor and to express his disagreement, maintaining total respect for him⁷; this leads him to accept negotiation as the primary tool to address and resolve the conflicts that inevitably arise.

⁶ *Assertiveness* (from Latin *asserere* which means to assert) or *assertion* (or self- statement) is a feature of the human behavior which is the ability to express clearly and effectively emotions and opinions. According to American psychologists Alberti and Emmons, it is defined as “a behavior that allows a person to act in his own interest, to defend his point of view without exaggerated anxiety, to express with sincerity and confidence his feelings, to defend his rights without ignoring those of the others”.

⁷ For the assertive facilitator the self-value is more linked to the human dignity than performances and results.

- *Active listening.* Through the reformulation, the other party shall forward to the issuing his directions, which demonstrate that you understand the message, to have grasped the emotional dimension, and so on. This ensures a quality communication.

Among the basic assertive strategies there is knowing how *to say no*: to block initiatives deemed unacceptable, or only annoying, it is enough to say no and to maintain this attitude over the time. But there are several ways to say no, each of which has subtly different implications. The empathetic *No* does not raise another particularly negative responses. The dry and unappeasable *No; NO* not followed by explanations or messages of empathetic nature tends to incite hostility in the others, in what is perceived as an intolerable form of superiority or contempt, being able to stimulate the even more unpredictable reactions.

On the contrary, the proper criticisms tend to motivate the person to improve future performance and make positive relational climate.

The criticism should be focused on performance and not on the person, which should be fully respected. The criticism is useful if it helps to identify the points on which the party would do well to reflect and provide the necessary help to ensure that, in future, we do not fall into the same types of errors.

It manifests the continued willingness to provide help and suggestions for possible future difficulties. The assertive style of the planner does not aim to conflict, but to the democratic debate of ideas.

At times the capacity of an assertive person may be restricted from being worried not about the problem, but about himself in front of the problem.

TECHNIQUE	CHARACTERISTICS	ACTIONS
Assertive compliment	genuine appreciation of the performance or behavior of the interlocutor	precise and specific words; the compliment specifies what they enjoyed and why; it is not generic, it seems a flattery
Indication of discrepancy	It highlights the failure to comply with an agreement, but also his interest	Attitude aimed at discovering the causes and providing any assistance
negative investigation	it serves to defuse the charge of this destructive attacks with aimed only to defaming, without providing an adequate feedback	the caller is expected to leave the emotional tone with which he expresses attacks at the aim of indicating the elements on which there is disagreement
Broken record	form of effective defense against communicative situations in which the caller purports to change minds or wants to manipulate	repetition of the same response

Tab. 2 Assertive techniques

3 PARTICIPATIVE DIALOGUE AND LONG-TERM STRATEGIES

The table below shows an experimental application of what has been expressed, analyzing and evaluating the outputs related to the participatory process for the municipality of Castel San Giorgio⁸, that started the preparation of the municipal development plan (Puc)⁹, as well as the *focal points* (conflict) emerged during the meetings and techniques identified to overcome them.

⁸ Castel San Giorgio lies in the middle valley of the river Sarno, between the plain of Agro nocerino-sarnese to the west and the high valley of river Irno to the east. It extends on a 13 Km surface and has about 13.411 inhabitants (Istat 2011) with a density of 1056 inhabitants/kmq. It is characterized by a settled multi-centred structure, with 11 fractions, besides the town centre.

The Town Council has scheduled a number of meetings that are on view to the initial participation preparatory drawing of the Preliminary Plan, as required by current regional regulations.

A series of *participative conversations*, effective dialogues on the strengths and weaknesses of the territory, shared actions for future development, organized with the aim to take advantage of the power contribution of each, through ideas and suggestions, to arrive at an idea of a city that knows how to reflect the needs and expectations of all the groups involved.

There were weekly meetings for more than a month and with them a complex task of data collection started, aimed at acquiring all the information necessary for the preparation, evaluation of choices and preparation of the Preliminary Plan. The extension of settlements and the widespread fragmentation divided into 11 fractions¹⁰, as well as the centre, linked seamlessly to the settlements of contiguous municipalities, suggested the idea to organize the above guide *participatory knowledge from below*, by combining settlements and parts territory of that share resources and critical recognizable and unique, so as to cope with problems and identify attitudes and appropriate and effective approaches on portions of quite extended territory.

MEETING	THEMES	OUTPUT
Initial conference	Presentation of the activities and of conferences	territorial resources/critical points
Territorial conferences	Approach to the territory by area: Ct1 – western context Ct2 – eastern context Ct3 – center context	territorial resources /critical points
Thematic conferences	Approach to the territory by categories: Ctm1 – city makers Ctm2 – city users	needs/critical points for themes and categories
Inter-institutional conference	Involvement of higher-level authorities: The Inter-institutional Conference of Urban Planning (I Cipu)	Contributions to the inter-communal structure and inter-institutional management

Tab. 3 Articulation of initial participation

The entire series of *conversations* was organized by identifying different variations of dialogue and, after an introductory lecture that explained the objectives of the participatory process best, it was articulated through three *territorial conferences*¹¹ or meetings in which they discussed issues related to the fractions that were analyzed from time to time, and two *thematic conferences*, where, in a dedicated manner, there was a dialogue between economic and entrepreneurial forces, stimulating observations relating to the socio-

⁹ The local Authority gave the project of the new urban plan to its own technical office with technical-scientific support by the Gruppo di Tecnica e Pianificazione Urbanistica of the University of Salerno.

¹⁰ Torello, Aiello, Campomanfoli, Santa Maria a Favore, Cortedomini, Santa Croce, Lanzara, Casalnuovo-Taverna, Fimiani, Castelluccio, Trivio-Codola.

¹¹ Each meeting was organized into three phases:

- *Knowledge frame*: at first the presentation of the projects and founded materials so far, in general as well as regarding the specific sites;
- *Debate*: listening time totally dedicated to presents actors for collecting observations, ideas, expectations and everything useful to implement a preliminary strategic vision.
- *Synthetic summery of proposals*: final part with first evaluations in order to organize what emerged in the meeting.

economic and productive system, and with the components of associations, both political and scholastic, dealing with issues related to the collective life and the world of education and children.

The meetings concluded with an *Inter-institutional Conference of Urban Planning* (Cipu) involving higher-level institutions and political actors of neighboring municipalities with the intent of reaching the coordination of activities and initiatives that are inter-communal relevant for the detection and prosecution of objectives of urban renewal and economic development related to a territory historically integrated for functions and social composition.

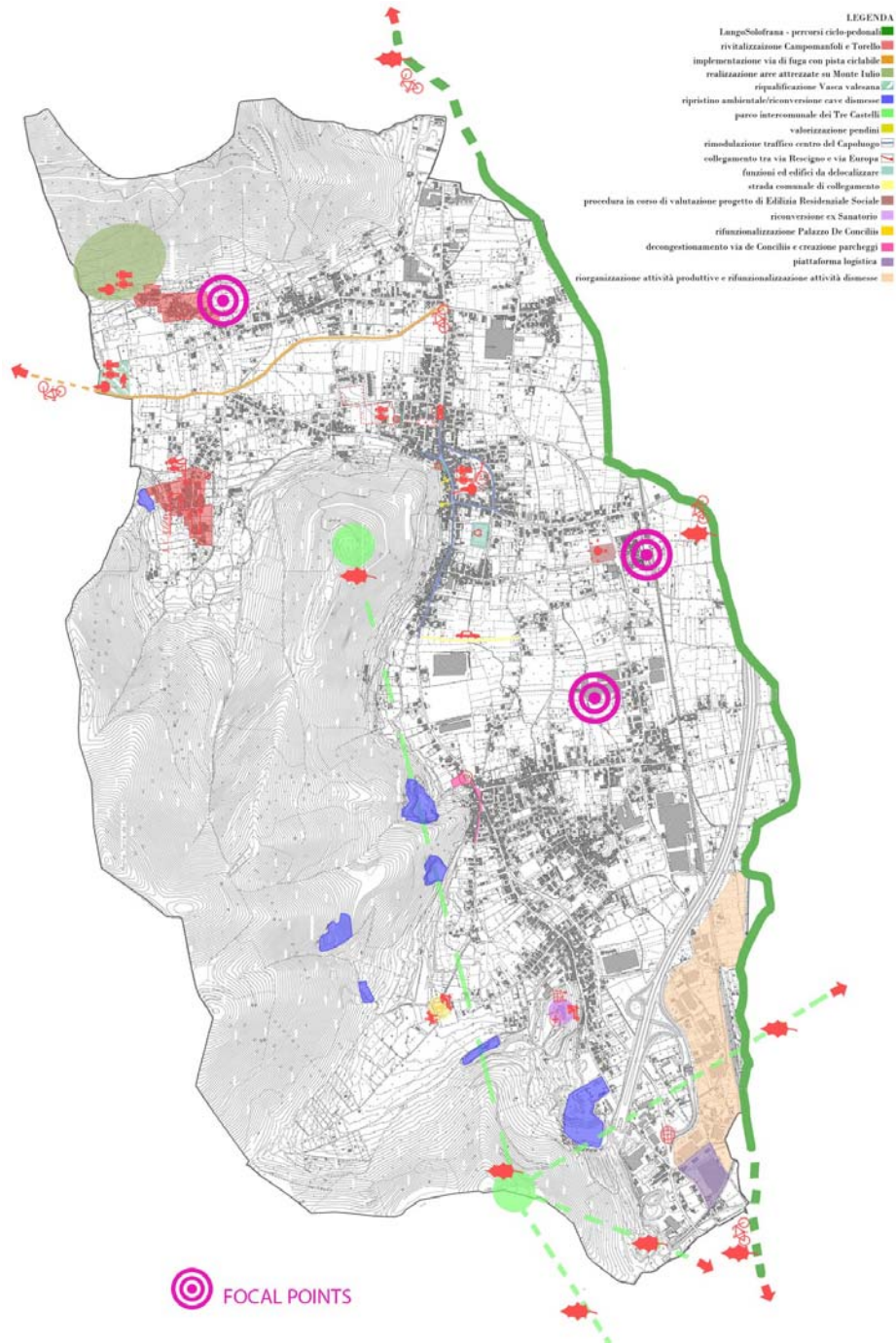


Fig. 1 .The system of knowledge – territorialization of emerged needs/proposals

The community has provided input and stimuli encountered with the full knowledge that the shortage of resources and critical issues can be overcome by the action of the citizens, individuals or associated, with the identification of priorities in the planning and subsequent monitoring action, demonstrating a widely collaborative and proactive attitude. The meetings were a place of intense discussion and active and collective processing and has emerged a broad line of accents widespread, despite the variety of contributions and of the parties involved and the inevitable different experiential education of each.

Nevertheless, notwithstanding the *collective priority* declared from the first meeting on the need to put in place a not calibrated planning on new expansions, rather than paid to services for a more livable, with the aim of reviving the municipal area in a dimension of wide area by implementing and promoting *quality and excellence*, there were three neuralgic situations each relating to specific themes and design proposals in place, as shown in the figure 1 above (*focal points territorialized*) and specified below.

It was immediately clear that the conflicts surfaced, with the exception of the proposed Social housing – causing a strong interest in specific subjects – were a result of bad information and incorrect dynamic of meetings.

FOCAL POINT	CONFLICTS	TECHNIQUE USED
Social Housing – private project	of Interest	Indication of discrepancy
repopulation of the historical centers of the fractions	Informative/Relational	Indication of discrepancy /negative investigation
Agricultural areas - open land	Informative	negative investigation

Tab.4 emerged dynamics of conflict - synthesis

In particular, the lack of knowledge of the possible mode of action perceived such as mandatory, as for example restocking of historical centers and the protection and demarcation of the open territory, as well as new forms of public/private collaboration, led to misunderstandings and attitudes without adequate feedback. In such a situation, it was decided primarily for the activation of attitudes aimed to clarify the elements of disagreement, suggesting to the various stakeholders to abandon emotional and contrasting tones, in order to defuse the deleterious charge in this demeaning and profitable critics at all. Instead, to bridge the information gap about the potential and possible actions on the ground, were treated, in special meetings, in-depth specific issues. For example, we focused on the deployment of private enterprise in the field of welfare and how it appears today necessary, taking shape as a mechanism for overall efficiency of the economic and social system and how is inevitable, however, undoubtedly a strong capacity for public programming, economic and urban planning, in which it must move. Arranging the leadership of private enterprise within public control through a system of programmatic rules regarding territorial and economic aspects: this is the main indication suggested with the ultimate goal of stimulating a specific and practical capacity of government of territory.

Another depth theme was the need to look at an actual plan of services, beyond the classical concept of urban standard with the prediction of an organization and networking of all the equipment and services that contribute to improve the quality of life of the community; in a moment of extreme awareness of a limited size of public spending, everything you can imagine , inter alia, with the intervention of private force and therefore a number of features for public use , made within an agreement with private investment and accessible to all through mechanisms of social control. The equalisation mechanism, building loans, compensatory transfers and other forms of intervention and innovative solutions in the area have been subject of a technically assisted meeting in which it was addressed the urgent theme of ' important

depopulation that has affected Campomanfoli, one of the most ancient areas between the fractions of Castel San Giorgio.

Therefore proposing topics of general interest to frame and understand the disagreement and the issues raised, the situation was substantially decompressed, redefining priorities and objectives for the whole community, all of them widely shared.

The entire output of the participatory process is merged into an organic Preliminary Plan, a strategic document, the result of the interaction between the careful listening and analysis carried out in advance and the technical knowledge need for a rational and efficient planning. (Figure 2)

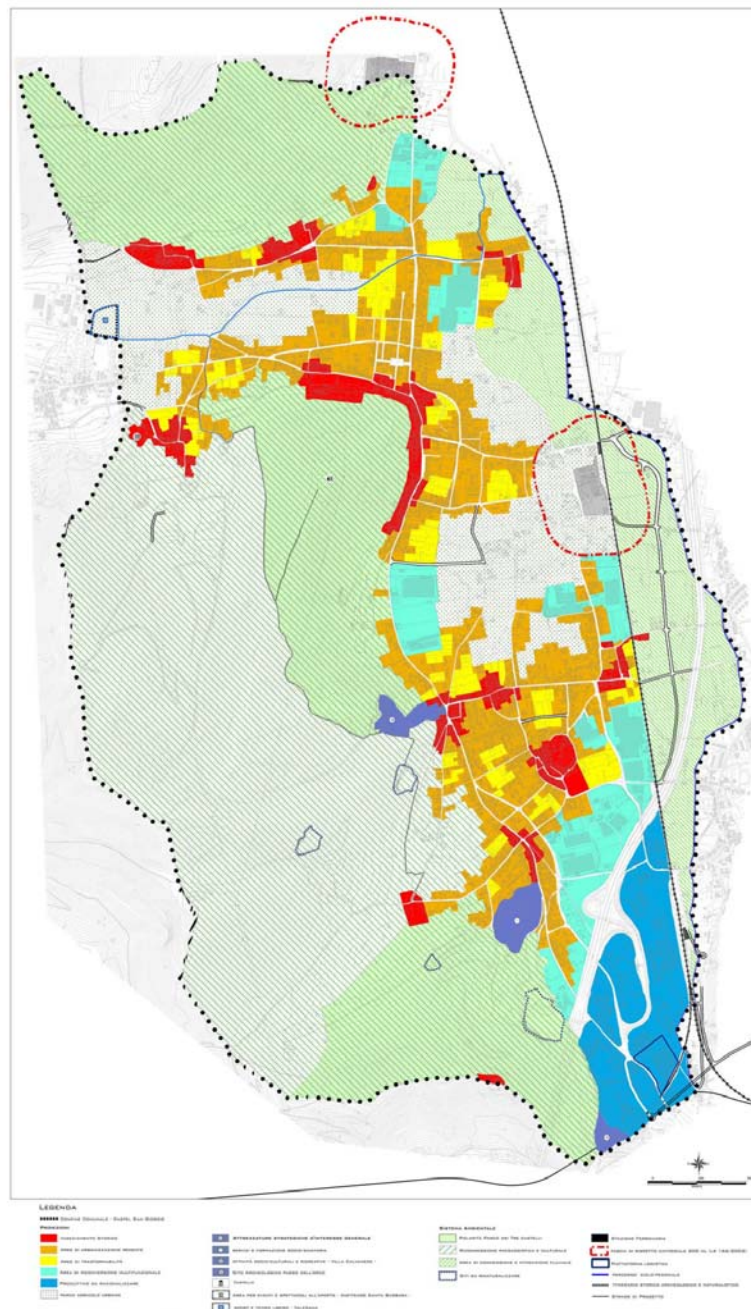


Fig. 2 The system of choices – Preliminary Plan

4 CONCLUSIONS

The potential of new approaches based on assertiveness represent a field of research and application that is the new frontier of research that disciplinary rediscovering their roots, is able to face the future challenges with the aim of contributing to the construction of places and forms of cohabitation with a view to the progressive fairness and justice. The assertive approach, applied to the case study presented here, has refined the outcomes of the entire process of participation. The structure and the choice of specific forms of dialogue for different critical points has contributed to the understanding of issues and particularly complex aspects related to urban management.

At the same time, it has allowed to improve the communication of most themes exposed to risk of conflicts. The role of the assertive facilitator is still unexplored and his know-how is an open matter.

Nevertheless, the "scientific literacy" of the set of stakeholders, on which the choices will weigh, is the most important theme in order to develop an effective and efficient planning.

Considering planning as a process, paying attention to both long-term impacts of the choices made, both to the degree of satisfaction of the different actors, it inevitably embodied the need for a new model of urban governance that takes into account the new demands of democracy, in its participatory dimension.

This means encouraging the transparency of the same decision processes in order to ensure the legitimacy and obtain the consent of all the parties, aimed, inter alia, to the selection of the alternative that offers the highest level of satisfaction for the greatest number of interests inevitably weighted according to the weight of each.

Based on the belief that it is just around the decisions, relationships and alliances between the different actors that are born and is structured all the productions of the territory, the participation stays the liemotiv of all the processes aimed at identifying strategies for short and long term of government of the territory.

The ultimate aim of this approach is without any doubt the implementation of the quality of urban policies, pursued through the promotion of a better control of the inhabitants on their living environment, to construct a scenario in which we can recognize and confront, facilitating the implementation of new shares and overcoming paralyzing conflicts through the activation of forms of dialogue and mediation to reach shared and effective solutions.

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