

Minutes of CHANGES Project

Monza and Province, Valtellina: 24th-27th May 2016

Tuesday, May 24th 2016

Consortium Villa Reale and Monza Park – Vimercate – Camuzzago

Attendees: Alessandro Armanasco, Cristina Boniotti, Stefania Bossi, Stefano Della Torre, Christer Gustafsson, Herdis Heinemann, Akram Ijla, Anthoula Konsta, Alessandro Lai, Rossella Moioli, Silvia Naldini, Alessandra Pili.

09.30-10.30 am

Rossella Moioli

Presentation of Planet Software

- *Rossella Moioli:* Planet is a software aimed at practicing preventive conservation. It is an upgrade of a previous software, called Sircop. Illustration of the left panel.
- *Christer Gustafsson:* Who developed this tool?
- *Rossella Moioli:* Our group.
First of all a history of the building is required. Therefore you collect all you can get from the past. You gather and group documents. The software offers the opportunity to link them to each technological element.
Then you need to describe the building, dividing it into technological parts (for example vertical structures, façades...). There are different ways of describing the building and you have to choose the right option considering the characteristics of each building. In the case of Villa Reale of Monza, all the elements and rooms have been classified during restoration activities, so the first level of the software is constituted by each room.
- *Christer Gustafsson:* What about the planning?
- *Rossella Moioli:* It is also possible to use Planet for restoration activities.
- *Christer Gustafsson:* Therefore is it also possible to link it to costs?
- *Rossella Moioli:* Yes, there is the possibility to link it also to costs. In this case, they are distributed over five years for four times (the total amount is 20 years).
- *Akram Ijla:* The finalities of the software are different and complex: historical archives, operational tool for the management of maintenance activities, etc.
- *Rossella Moioli:* There is also the possibility to do a historical analysis of the building and to open pdf documents.
- *Christer Gustafsson:* This software is an important and interesting tool to discuss and communicate with other people. How long does it take to fill in?
- *Rossella Moioli:* Six months for Villa Reale. Normally one month could be enough.
- *Akram Ijla:* How many people were involved in this task?
- *Rossella Moioli:* Two people. Anyway, it was also a test. Therefore, general data are collected in a handbook, which is the final document, directed not only to technicians, understandable by everyone. Moreover, through the use of keywords, you can foster a better search.
- *Christer Gustafsson:* It is such a living document.
- *Herdis Heinemann:* Have you ever considered the durability of the software? In terms of digital technologies, twenty years are a lot.

- *Rossella Moioli*: Some upgrades are periodically foreseen.
- *Christer Gustafsson*: Who made it? The University?
- *Rossella Moioli*: TeamSystem S.p.A. They are involved in facility management.
Here the panel is dedicated to damages. In the final part there is the explanation of work that will be executed with indications of which technicians will execute the work.
This software has been experimented also in other cases.
- *Silvia Naldini*: What about damages? Who is researching them?
- *Rossella Moioli*: During the restoration project a kind of assessment of condition has been realized. Following the diagnostic, for example cleaning tests, thermographic visions, etc. To sum up, the main passages are: materials, details, diagnostic (if you have one), intervention. In this part of the software the interventions are reported, which are the needs of the building.
- *Akram Ijla*: In the project, flexibility is also necessary.
- *Rossella Moioli*: Conservation is the management of change. This system allows to manage changes. Twenty years are a long period and people can't remember all the information, so this is a kind of guide [...].
This instrument is important also for the valorization of a building, since it lets people know its story. Moreover, evaluations concerning risk assessment allow the possibility of making considerations on the future behavior of the building.
- *Silvia Naldini*: How do you use pictures?
- *Rossella Moioli*: We are preparing a classification of the pictures.
- *Herdis Heinemann*: Also pictures that state the works could be important.
- *Rossella Moioli*: Concerning risk assessment, it represents a correlation between the previous parts. In this window the following parts are foreseen: problems, description of problems, validity, observations/notes, risk areas, interactions, precautions.
- *Silvia Naldini*: How do you choose people?
- *Rossella Moioli*: This is a public building, so there are some indications and rules about this aspect. Inspection is one of the main parts. The activities are the transition between description and program.
The products are three documents: technical handbook, conservation program, user handbook for contractors, cleaners...
The section I am illustrating now is collocated between the technical handbook and the conservation program. The window related to program details and costs foresees: activities, tools, periodicity, real costs of the market. The questions are: who will do the activities? When? You have to define the method and time. Hence, this is the window related to time details with the list of the activities, the duration of work... In this part you have to transmit information to people who will do the activities. Therefore also some graphical supports are requested and there is the possibility to link all the elements with dwf files.
Finally, this is the way to generate the order both for the company and contractor. It produces a report with the indications of people who have to do the work. Therefore you can consider if the budget for conservation activities is sufficient... Actually we are working on this part.
- *Herdis Heinemann*: In which way do you use this documentations? Do you print it?
- *Rossella Moioli*: At the moment this documentation is thought in order to print it, but we are still working on it. We are also providing a way to use it with tablets. The conservation plan is a big investment in time, but at the end you save time.

10.30-11.00 am

Rossella Moioli

Presentation of the masterplan for Villa Reale Park

- *Rossella Moioli*: This is the work we did on the Park. The first step of our work plan was the data gathering: we analyzed 34 buildings (complex of buildings) in the Park. Together with the Consortium we are trying to make information organic and we are defining a master plan. We are looking for a GIS, which is lost somewhere. We have already collected cadastral data, legal authorizations, conservation assessments.
- *Christer Gustafsson*: Who is funding this work?
- *Rossella Moioli*: At the beginning the Cultural District of Monza and Brianza funded this work. Then the Consortium financed a part of the project and now CHANGES Project is supporting these activities.
- *Akram Ijla*: Who works at the Consortium Villa Reale and Monza Park?
- *Rossella Moioli*: At the Consortium some professionals work: two architects and some other workers. Some activities are directly managed by the Consortium, others are performed by external professionals. The masterplan is part of the CHANGES Project.

One of the first tasks has been the division of the buildings into categories. The results were: photos, analytical forms, synthetic forms, definition of interventions, definition of priorities, time schedules of activities, a summary table and a masterplan.

Some analyses were developed, concerning: condition of buildings, services/functions already present in the Park, subjects and volunteers engaged in activities connected to the Park, analysis of benchmark context (National Trust, Schloss Schönbrunn, Château de Versailles, Reggia di Caserta, Reggia di Venaria Reale). The analysis aims at reflecting upon management and competences. Moreover also a swot analysis and an analysis of economic situation were developed.

Regarding the masterplan: first of all we don't think about buildings individually but we consider homogeneous compartments according to the type, the destination of use, the vocation or the management approach.

Seven systems or cluster have been identified:

- 1) the five doors that characterize the entrances to the Park represent the link to the city. It is proposed a "social activation" project based on the creation of groups interested in managing the buildings by placing productive activities (cultural, creative, social enterprises);
- 2) the Villa Mirabello will be probably converted into a museum and the proposal is to use all the adjacent buildings as commercial and service spaces;
- 3) the valorization of the mills and the irrigation canals connected with them towards a project of energy efficiency, renewable sources and sustainability;
- 4) identification of some buildings in which to place accommodation structures according to the National Trust Model creating a diversified offer. The Villa Mirabellino could be transformed into a hotel;
- 5) the system of restaurants and bars;
- 6) some sports are already present, such as golf, tennis, swimming pools, jogging, racetracks. The sport facilities need to be more integrated into the valorization process of the whole complex;
- 7) buildings with individual activities. For these buildings is worth the same approach proposed for the sport facilities. They must be integrated into the valorization mechanism.

- *Silvia Naldini*: Maybe a diversification of offered services should be considered, since some of these activities are accessible only to few people (golf, riding...). In the Netherlands, for example, there is a case of an old mill transformed into a Lidl supermarket.
- *Christer Gustafsson*: We also should consider that some activities have been already present in the Park for a long time.
- *Rossella Moiola*: We have the possibilities to think new functions. It constitutes a work hypothesis, also for the currently non-used parts of the Villa.

11.00-12.30 pm

Visit to Villa Reale and Park

- Site visit to the main part of Villa Reale, guided by Eleonora Rosso, coordinator of restoration and conservation activities. She explained us restoration activities chosen and illustrated the methodological approach adopted.
- Site visit to Villa Mirabello.

13.00-14.00 pm

Lunch break.

14.30-16.30 pm

Visit to Vimercate

Presentation of the Project "Le nostre dodici chiese: un tesoro da conservare", cofinanced by Fondazione Cariplo. Site visit to St. Stefano's Church, St. Marta's Complex (ex Church), Santuario Beata Vergine del Rosario, St. Antonio's Church.

17.00-18.00 pm

Visit to Camuzzago

Site visit to St. Maria Maddalena's Church and common spaces of the apartment complex. The complex of buildings, specifically the restored Church, was chosen because it represents a best practice case in terms of quality process, although a private property. The Municipality has the possibility to use the Church for some days per year for cultural events because the building was restored thanks to infrastructure costs.

Wednesday, May 25th 2016

Refectory of St. Antonio's Cloister, Morbegno, Valtellina

Attendees: Alessandro Armanasco, Cristina Boniotti, Stefania Bossi, Stefano Della Torre, Dario Foppoli, Christer Gustafsson, Herdis Heinemann, Akram Ijla, Anthoula Konsta, Alessandro Lai, Rossella Moioli, Silvia Naldini, Alessandra Pili, Nathalie Van Roy.

Guests: Andrea Marini, Massimo Bevilacqua, Elena Giunta, Alessandro Caligari.

10.00-10.05 am

Dario Foppoli, Foppoli Moretta e Associati consulting engineers

Introduction

Valtellina is located in the northern part of the Lombardy Region, close to the border with Switzerland. Starting from 1512 to 1797, this territory was under the government of the "Three Leagues" state (actual Swiss territory). It came back to Italy after the Congress of Vienna (1814-1815).

In Valtellina, one of the Cultural Districts cofinanced by Fondazione Cariplo, was developed. The main keywords of Valtellina Cultural District are: cultural landscape, heritage, valorization, preventive and planned conservation.

During this morning, people involved in the presentation aimed at explaining the activities are:

- Stefania Bossi, Politecnico di Milano, for the conservation plans;
- Alessandro Caligari, Valtellina Cultural District, for the conservation activities;
- Dario Foppoli, Interreg Italy-Switzerland, for the cross-border cooperation;
- Andrea Marini, ITLA Italia, for terraced landscape;
- SolCo, consortium of social cooperatives, for the maintenance & social inclusion.

The experience of Valtellina Cultural District was enhanced through a CPRE (Consortium for Policy Research in Education) Project, aimed at fostering cross-border cooperation between Italy and Switzerland through Preventive and Planned Conservation activities.

10.05-10.20 am

Andrea Marini, University of Milano

Terraced Lands in Valtellina: History, Identity, Valorisation

In Valtellina, terraces are symbols of the past, present and future: the past is represented by **history**, the present by **identity** and the future by the possibility of **valorization**. They embody the history, constitute a cultural result of connection between man and nature, an icon and an essential element of the landscape.

- 1) Concerning **history**, the Rhaetian side offers a good exposure and good atmospheric conditions, but a bad morphological situation at the same time. Therefore, in the past, inhabitants modified the environment in order to live there and started to build a great and wide terraced land. During the Nineteenth Century the range of these structure reached 6,000 hectares and the result was a good quality anthropical landscape, in terms of perception and care of environment. Following the "economic boom" of the Fifties, many people abandoned their work as farmers to join the industrial work. Therefore, a great quantity of land was abandoned and became a part of nature again. Without care and cleaning of drain, terraces became unstable and rolled down to the valley. Actually they occupy approximately hundreds hectares, they are constituted by 22,000 meters of wall and are still a sign of the present identity. Since a lot of inhabitants left this territory in order to

work in industries, the skills and expertise were lost and terraces became abandoned. Due to the instability caused by rain, natural effects and lack of maintenance, they require attention and conservation activities. Therefore a risk assessment and reduction has to be necessary taken into account. In order to reduce the risk and preserve the ecological and anthropical balance in the valley, it is essential to select and increase the control of dry stone wall areas and to empower the maintenance.

2) Concerning **identity**, terraces are the result of the interaction between a community and its territory and they constitute a great point of identity for the citizens of Valtellina.

Their condition is strongly related to the production of wine and corresponding certifications, such as *doc* and *docg* (controlled designation of origin). Also the New York Times underlined their importance. Drywalls constitute a cultural heritage and a strong aspect in the community's identity.

Furthermore, beautiful and historical buildings representing the Christian and the cultural roots of this land, have been built on terraces, such as Casa Sacra in Tresivio, the Grosio's Castle, the Grumello's Castle and the modern Sanatorium Eugenio Morelli.

3) Concerning **valorization**, there's no future for Valtellina without its terraces and only a deep awareness of communities and institutions can maintain a living cultural landscape. They could become a source of wealth and an significant potential in Valtellina's territory, in terms of culture, tourism, economy, identity and society. Valorization also means preservation, which can constitute a job for people. They can spread knowledge, research and training about terraced lands and their unspoken values.

The "Fondazione Sviluppo Locale" is already engaged in these kind of projects, representing the result of the integration of many different skills and the collaboration between citizens and governance.

Thanks to an Interreg Project, Italian and Swiss students attended theoretical courses and promoted conservation activities together with professionals specialized in drywalls, trying to make repairs and reconstructing parts of wall.

10.20-10.45 am

Elena Giunta e Massimo Bevilacqua, SolCo Sondrio – consortium of social cooperatives

The landscape: a workspace for social inclusion (+++ Project)

Sol.Co. is a no profit association, a consortium of social cooperatives, based in Sondrio. It developed a project, cofinanced by Fondazione Cariplo, which promoted landscape as a workplace for social inclusion.

The consortium tried to involve unemployed people in work of a one year duration, taking into account some critical emergencies, which are constituted by:

- **Threshold of poverty, caused by a sudden crisis:** in Italy, the 30% of the population is facing situational poverty, therefore, the equivalent percentage of population in state of situational poverty in Valtellina is around 14,000 inhabitants.
- **Abandoned land and increasing lack of cultivated land and arable grass:** if we consider the period starting from 1961 to 2007, -40% of the territory was dedicated to arable grass of vineyard, +27% of rural areas were abandoned with related increase of urbanization and -46% of land for pasture, which subsequently became bush and wilderness.

The developed experiences and the main objectives of the +++ Project were:

- **Solidarity:** through the experience #Emporion. It was a sort of social market, part of a wider national system (one of the 61 social markets in Italy). It provided food and services, such as consultants.
- **“Care” of landscape:** through the experience #Cantieri. They organized some yards, in which, during the first year, they restored 11 high trails for an amount of 50 km, recruiting six people (7,500 km of walking to reach the sites; 104 mt of wood beams, used to renew fences; 35 lt of paint material; 71,000 € as payment for beneficiaries – seasonal).

The maintenance foresaw the following activities: mowing (cutting lawns, cleaning, opening), pruning (felling trees, opening gates, reconstruction of barriers and natural steps), upon dry-stone walls (wall reconstruction, consolidation, securing), manual earth-moving (handwork, with minimum use of machinery and transportation by walking), with raw material cycle (extensive re-use of natural material on site).

This opportunity showed the social impact of cultural heritage. It also represented a way to involve other people within the project, in a sort of community gardening, since workers tried to engage new volunteers.

A documentary movie illustrating the results of the second year of yard and some interviews has been shown. During this phase of the project they hired fifteen people, which were unemployed resident in Valtellina from 40 to 60 years old, five per each year (more than a thousand applications were received). The keywords of this experience were trust and shared responsibility. The main object was welfare. Sometimes the day was organized in six hours of walk to reach the worksite and four hours of work.

- **Social cohesion.**

10.45-11.00 am

Coffee break.

11.00-11.20 am

Dario Foppoli, Tirano

PPC: a suitable field to develop the cross border cooperation (CPRE project)

In the middle of the Alps, in the area known as the Rhaetian Alps, the Province of Sondrio in Italy and the Valposchiavo in the Canton of Graubünden in Switzerland were linked over almost three centuries, from 1512 to 1796, when the Valtellina was incorporated in the “Three Leagues”, Graubünden’s political predecessor. The relationship created close bonds that influenced architectural and cultural production in the two areas. Today, since the problem is securing the region’s architectural heritage for posterity, we must reactive these bonds to renew the close and positive exchange of ideas and experiences.

The EU Interreg Project “Preventive Conservation in the collective Rhaetian area” represented the occasion to strengthen a cooperation between Italy and Switzerland. The strategy was aimed at synchronizing advanced knowledge techniques to preserve and enhance the architectural heritage on both sides of the border. Preventive Conservation constituted the opportunity to develop these aspects and it allowed the implementation of a long-term vision, which included built heritage as one of the driving forces in sustainable development, within the context of economy, environment and socio-cultural issues. Specifically, the main objectives were:

- **Knowledge:** history of buildings, materials, building technologies, local context, correlation between buildings and cultural landscape.

In this context: survey, inspection with positioning techniques by ropes, monitoring and emergency interventions upon St. Romerio's Church were shown.

- **Conservation:** systemic approach, vision of pro-active protection, conservation plans, collaboration with UNESCO.

In this context: conservation works on Castel Masegra (Sondrio), railway station (Tirano), St. Perpetua's and St. Romerio's pilgrims's hospices (Tirano and Poschiavo), railway station (Alp Grüm).

- **Capacity enhancement:** of technicians, craftsmen, integrated multidisciplinary approach.
In this context: training and professional courses "Planned Conservation in the common Rhaetian Alpine area: instruments and techniques".
- **Valorization:** increase the trade, increase job opportunities, growth of tourism, creation of a pool of expertise.

In this context, the outcomes were: development and application of advanced and innovative technologies in the area of Valtellina and Valposchiavo; development and sharing of the practice of preventive and planned conservation of cultural heritage; increase of the cross-border cooperation in the technical field; joint training of technicians and craftsmen aimed at a possible inter-border mobility; creation of useful competences for the exchange of qualifying experiences, both in the alpine context and in the Unesco context.

During this experience, a pilot project comparing two ancient pilgrim's hospices, St. Perpetua's (Tirano) and St. Romerio's (Poschiavo), was identified. Their functions spanned the border and conservation activities represented the ideal opportunity to implement the collaboration between Swiss and Italian authorities, technicians and specialists. The project was aimed at being a model of cooperation and at carrying on a positive exchange of experiences. It could become a centre of excellence in order to enrich the two territories and to help them to establish a nucleus of interdisciplinary professional competences in the heart of the Alps.

11.20-11.40 am

Alessandro Caligari, Morbegno

Heritage & Cultural Landscape: the value of conservation (DCV project)

He collaborated within the Valtellina Cultural District experience as a freelance architect. The activities in which he collaborated were:

- **Training course to become "technician in inspection and maintenance of historical buildings":** organized in 580 hours: 280 hours of professional trainings, 80 hours of classroom training and 200 hours of group or individual activities (inspections, activities compatible with the theme of the inspection visits, etc.).
- **Inspection activities** upon 80 buildings restored approximately ten years ago, thanks to the funding derived from the Law 102/90 called "Valtellina Project". During these activities, models for the inspection visits and reports were defined. The inspections team was made of: a technician in inspection and maintenance of historical buildings, a structural specialist, a mason specialized in historical buildings.

Some examples of report and form were shown, in order to understand the kind of data collected. In the first part of the form were reported: anagraphic data of the building, brief description, dimensional characteristics, presence of elements of artistic value, previous restoration work, frequency of use, accessibility, features of the site, pictures. In the second part of the form were reported: composition of the inspection team, description of the inspection activity, materials and instruments employed. In the third part of the form were reported: descriptions of problems and

conditions of degradation, pictures, the situation compared to the previous inspection, severity of the damage, methods of evaluation (visual, instrumental, etc.), description of small maintenance and repairs.

Some inspections in which he also participated are part of the EU Interreg Project "Preventive Conservation in the collective Rhaetian area" (action 1.3).

- **Maintenance Plan for the "Path of the terraces"**: it is a pathway among the terraced vineyards, that starts from Morbegno and reaches Tirano, for a total length of 74 km. The Plan, developed on a wide urban scale, describes the infrastructure of the path (road surface, rest areas, information signs, etc.) and uses a global position system (GPS) to show the existing infrastructures. This tool is provided with a drop-down menu in which are reported information related to: management, costs of the different infrastructures, Municipality, actions to be carried out, type of tool to be used, annual costs of maintenance, length of the path, frequency of maintenance activities. It is an example of collaboration, in which the Valtellina Cultural District cooperated with other public and private bodies.
- **Conservation Plans for Masegra Castle and St. Antonio's Convent**: they are in line with the objectives and methodologies indicated in the Guidelines for Preventive and Planned Conservation, issued by the Lombardy Region in 2005 and developed thanks to the scientific support of the Politecnico di Milano.

11.40-12.00 am

Stefania Bossi, Politecnico di Milano.

A sustainable management process through the preventive and planned conservation methodology: the Conservation Plan of the complex of St. Anthony

This experience started from a professional task (with Rossella Moioli and Alessandro Caligari) and then it was developed as an application of a scientific research carried out in the frame of two main areas of interest of the PPC strategies: Preventive and Planned Conservation tools and Cultural Districts project. It's an original work dealing with the management of long run conservation activities of the complex of St. Anthony in Morbegno (Italy). It demonstrates how the application of Preventive and Planned Conservation methodology is a fundamental tool for an effective management of built cultural heritage: a long run process as PPC is linked to a strong sustainable development as cultural capital it is not replaceable with other kind of (economic) resources.

The work has been carried out within the broader framework of Cultural District of Valtellina that identifies the synergy between cultural heritage and economics as the engine for a local sustainable development.

12.00-12.15 pm

Question time and discussion

12.15-13.00

Visit to St. Antonio's Cloisters, Morbegno

The complex, owned by the Municipality, is composed of a church (nowadays used as auditorium) and a convent with two cloisters. First of all, the church, restored in 2004 with some spaces of northern cloister, was transformed in auditorium for local and national musical events.

In the last years, the Valtellina Cultural District has developed the restoration and reuse project of the southern cloister of the St. Antony's complex (action 3 of the District) in order to realize lodging spaces, exhibitions areas and spaces for tasting local food.

The visit included the two cloisters which characterize St. Antonio's Convent: the northern one, that has already been restored and the southern one, in which some frescos are actually being restored.

13.00-13.45

Visit to S. Giovanni's Church, Morbegno

Arch. Elena Croce and Ing. Luca Gadola, who designed the ongoing restoration works, guided the visit to the sacristy and naves. They explained future interventions, which will be executed in the presbytery.

14.00-15.30 pm

Lunch break

15.30-17.00 pm

Short walk along the "Route of Terraces" and visit to the old Cerido winepress

Thursday, May 26th 2016

Public seminar in Villa Reale, Monza

Cultural heritage management: conservation and valorisation in an integrated perspective

Attendees: Cristina Boniotti, Stefania Bossi, Stefano Della Torre, Dario Foppoli, Christer Gustafsson, Herdis Heinemann, Akram Ijla, Anthoula Konsta, Alessandro Lai, Rossella Moioli, Silvia Naldini, Alessandra Pili, Koen Van Balen, Aziliz Vandesande, Nathalie Van Roy.

Guests: Elena Alliaudi, Serena Bertolucci, Jamie Cain, Alberta Campitelli, Mauro Felicori, Danilo Forleo, Carolien Goedleven, Lorenzo Lamperti, Attilio Maria Navarra, Tomaso Ricardi, Franz Sattlecker.

Morning session

Preventive and Planned Conservation: tools for heritage conservation

09.30-10.00 am

Institutional greetings

- Consorzio Villa Reale e Parco di Monza: President Roberto Scanagatti
- Fondazione Cariplo: Steering Board Renato Cerioli
- Lombardy Region: ...
- Monza and Brianza Province: President Pietro Luigi Ponti
- Order of Architects of the Monza and Brianza Province: Vice President Carlo Mariani
- Assimpredil ANCE: Presidential Committee Massimiliano De Adamich

10.00-10.30 am

Stefano Della Torre, Politecnico di Milano

Presentation of the European Project CHANGES and first results

- Illustration of the three models analyzed and implemented within the European Project CHANGES, in relation to management and conservation activities, in order to offer new methods to community policies concerning Cultural Heritage.
- The three models proposed are: Monumentenwacht (in the Netherlands and in Belgium), Halland Model (in Sweden) and the Distretti Culturali (in Italy, particularly in Lombardy Region, with the two examples in Monza and Brianza Province and in Valtellina).
- Parameters of comparison between the three models were illustrated, highlighting investments benefits on cultural heritage, clearly linked to conservation, also monitoring positive impacts in terms of economic and social aspect.
- Subsequently, a significant scheme of the process, that illustrates management system, was presented. In the scheme the three models are placed considering their own peculiarities.
- Then, the Distretti Culturali Project, developed in Lombardy Region and financed by Fondazione Cariplo, was illustrated. In the first part some figures were shown and then each Cultural District was described.
- Finally, a summary of the main objectives of CHANGES Project was presented, that is to systematize culture and economy within the circular process.

10.30-11.00 am

Rossella Moioli, Freelance Architect

Presentation of the Distretti Culturali Project, cofinanced by Fondazione Cariplo

- The Cultural District of the Monza and Brianza Province was illustrated in a more detailed way, compared to the previous presentation, highlighting the main features of the project (model description, conservation quality, skills required, community involvement, consequences upon market and decisional process). Also the role of this Cultural District within the CHANGES Project was shown.
- In detail, the different phases of the project were clarified, starting from start-up phase to execution of activities upon case studies. Following the explanation of the four strategic guidelines of the project: culture, identity, training and innovation.
- WHO? Actors of the project: 12 partners, that are institutions, associations, local authorities, universities.
- WHAT? Objective: the creation of a network between cultural and economic system, creating synergies between tangible and intangible heritage, between cultural activities and creative firms.
- HOW? Modalities: involvement of several categories of stakeholders within the different actions.
- Illustration of pilot projects.
- Finally, explanation of activities within the CHANGES Project, referring to preventive and planned conservation activities and to the management of complex structures. The use of information technologies could be useful, in order to evaluate the role of conservation activities, the relationship between the surrounding cultural system and the integrated management system through facility management.

11.00-11.30 am

Dario Foppoli, Foppoli Moretta e Associati

Presentation of the Distretti Culturali Project, cofinanced by Fondazione Cariplo

- Brief introduction concerning Valtellina territory and financing projects, which have interested cultural heritage in the last ten years, underlining the role of the Valtellina Cultural District, cofinanced by Fondazione Cariplo.
- Partners: local authorities, foundations, banking institutions, associations and universities.
- Objectives prefixed: definition of the role of cultural landscape as a development strategy for the territory, development identity, local awareness, creation of a cultural activities system.
- Illustration of territorial features of terracings and of the process carried out, constituted by four aspects strongly linked to each other (knowledge, conservation, valorization, works/projects).
- Focus on conservation best practices and presented proposals. Explanation of adopted method and reached results.
- Explanation of the EU Interreg Project "Preventive Conservation in the collective Rhaetian area".

11.30-11.45 pm

Koen Van Balen, KU Leuven

Presentation of Monumentenwacht in Belgium

- Presentation of adopted method and of different analysis levels, with a specification of the procedures: analysis of the international context with gathering of quantitative and qualitative data, specific individuation of case studies and good practices.
- Illustration of a sustainable development method, which includes different domains: cultural, social, economic and environmental development. Explanation of the relation between the four domains, from an upstream and a downstream perspective of cultural heritage management.

- Explanation of a case study: beer house “De Hoorn” in Leuven as an example of application of the four domains, already illustrated.

11.45-12.00 pm

Carolien Goedleven, Monumentenwacht Province Limburg

Presentation of MonumentenWacht in Belgium

- Introduction with presentation of the Province of Limburg, from a territorial and political perspective. Then the levels of actions were explained: Flemish, provincial and regional.
- Illustration of the way in which the method developed in the last few years, using the potentialities of informative systems, data-base and cloud. Moreover, the objectives foreseen for the next years were presented. Data collected, that in the previous time were reported in simple documents, now are registered in software, such as Access, and on Google web applications.
- Presentation of “Maksbo”, a system for the management of reports, that follows a new work methodology, allowing users to manage shared files on a web platform. Analyzed and registered data concerns general conditions of the building, particularly its technological parts, and information related to materials and construction techniques. In addition, the system allows the possibility to attach documents and additional information.
- Explanation of long term planning interventions and evaluation of costs.
- The number of people interested in maintenance practices is remarkable thanks to the awareness of economic benefits. The subscription to obtain services is really economical (40 euro per building, with the possibility to receive public subsidies).

12.00-12.15 pm

Silvia Naldini, TU Delft

Presentation of Monumentenwacht in the Netherlands

The first part of the presentation by Silvia Naldini underlined the fact that also minimal damages, if ignored, can turn into serious damages. Therefore the importance of constant observation through inspections has been underlined. The objective of the method is reducing costs directed to interventions and this reduction can be obtained intervening in time.

The topic and the reasons that are motivating Monumentenwacht have been recognized by the community, as emerged in different interviews executed.

The Monumentenwacht’s highlight is the involvement of people, particularly the owner, but also the wide community.

12.15-12.30 pm

Herdis Heinemann, TU Delft

Presentation of Monumentenwacht in the Netherlands

Herdis Heinemann’s contribution underlined the role of Monumentwacht within CHANGES Project, with possibilities of improvement and integration.

Presentation of MDCS (Monument Diagnosis and Conservation System), which represents an interactive platform aimed at supporting inspections, able to manage data related to materials, their state of conservation and damages. It produces hypothesis on causes generating damages and defines planning of conservation activities. Therefore the system interface, information and outputs were shown.

12.30-13.00 pm

Christer Gustafsson, Uppsala University

Presentation of Halland Model in Sweden

The project of the Halland Model in Sweden resulted from the crisis that afflicted Sweden during the 1990s and from the consequent unemployment. It put into practice the theoretical approach of the trading zone, that foresees an interaction between groups belonging to different sectors.

In the Halland Model, conservation activities upon immovable heritage gave a positive impact to diverse areas. The motto was:

- save the jobs,
- save the craftsmanship,
- save the buildings,
- new use on improved premises.

The model was based on the restoration of historical buildings as a way to boost the labor market and on "investments in building conservation as a catalyst for regional development". Inhabitants of this Sweden area were involved in conservation activities in order to preserve built heritage, find a job and safeguard craftsmanship.

The actors, who took part in the Halland Model trading zone, were from the historic environment sector, the labor market sector and the construction industry. The consortium was constituted by: the Vocational Committee of the Construction Industry, the Swedish Construction Federation, County Labour Market Board, County Administrative Board, Regional Museums of Halland.

It constitutes an example of sustainable development since it produced positive impacts at economic, social and environmental levels. From an environmental perspective, the program promoted the conservation of built heritage instead of demolishing it, through the use of environmentally friendly construction materials and renewable sources of energy. At a social level, it created new jobs and it improved regional cohesion, cross-sector networks, a multi-problem-oriented approach, knowledge, local identity and democracy. Moreover, the conservation interventions ensured returns on investments, contributing to regional growth and generating a future income.

Afternoon session

Preventive and Planned Conservation: management strategies

14.00-18.00 pm

Round Table

Franz Sattlecker, Director Schloss Schönbrunn

Jamie Cain, Lead Building Surveyor National Trust UK

Danilo Forleo, Responsible for Preventive Conservation Château de Versailles

Elena Alliaudi, Coordinator Association of European Royal Residences

Mauro Felicori, Director Reggia di Caserta

Tomaso Ricardi Di Netro, Head of exhibitions office, Reggia di Venaria Reale

Serena Bertolucci, Director Palazzo Reale di Genova

Alberta Campitelli, Director Villas and Historical Parks Municipality of Rome

Attilio Maria Navarra, President Nuova Villa Reale Monza SPA

Lorenzo Lamperti, Director Consorzio Villa Reale e Parco di Monza

Chairman: Stefano Della Torre, Politecnico di Milano

During the afternoon session “Preventive and planned conservation: management strategies”, the round table focused on management and valorization strategies, related to relevant historical buildings and their collections, such as European Royal Residences, important museums, but also historical parks.

For this reason, the round table was organized with the presence of academics and directors of some important European Residences. Through the specific questions asked to the stakeholders involved, it was possible to investigate and underline the main thematic aspects and criticalities, as follow.

- Many Italian cultural contexts are characterized by a good performance and management of restoration projects, but also by a lack of planned conservation and maintenance activities (Reggia di Caserta; Reggia di Venaria Reale).
- The real museum reform – necessary to ensure a good management of museum systems – should be based on a slow and continuous process of human capital, working on a change in attitudes and mentalities of each singular officials and professionals. In this direction it is important to invest regularly in communication (Reggia di Caserta).
- Another important issue in museum management is the adoption of cost accounting. Moreover, also the legitimacy of the public spending is fundamental (Reggia di Caserta). Reggia di Venaria Reale, managed by a public-private consortium, represents an Italian winning model, in which, thanks to the constraint imposed in the management with the balanced budget, revenues – such as incomes derived from tickets, services to the public, location rents, royalties, sponsorships, direct management of bars, bookshops, etc. – amount the 45% of the total financial requirement.
- Schloss Schönbrunn experience represents a virtuous management model and underlines the important role of investments in conservation activities. The lack of maintenance and the consequent damages are critical not only for the building, but also for the company's brand.
- In complex situations, such as the museum ones, in parks and historical villas, we need to organize a correct relationship between public and private interests. Previous experiences of collaboration with private have always been positive. At the present, the main challenge is not constituted by sponsorships (they almost belong to the past), but by concessions (Villas and Historical Parks Office, Municipality of Rome).
- Creating a technical staff is fundamental (successful aspect in the case of Villa Carlotta in Como, but more complex in the case of Palazzo Reale di Genova). Another important topic is which are the sources of fundraising. Making visitors parts of the project is strategic and this is an achievable action in a growing gradual process, starting from small initiatives to more complex actions (Villa Carlotta, Tremezzo, Como; Museo Palazzo Reale di Genova).
- An important aspect is the sharing of good practices in cultural and analogous (in terms of complexities and management) realities, as in the case of Royal Residences. They could be considered as ecosystems of professionals. The Association of European Royal Residences (ARRE) is fundamental in this direction, since its main objective is to foster knowledge, conservation and valorization of this specific European heritage. Activities of the association are also constituted by

the organization of annual meeting: they are itinerant technical boards dedicated to specific themes (safety issues, conservation-fruition compatibility, communication activities, etc.). During these meetings, activities developed by each Residence are shared and common strategies to develop the following year, not only at a cultural level, are decided.

- The institutionalization of prevention, implemented through a long-time scientific program on tangible and intangible heritage, is fundamental for a correct and effective management, for the conservation of museum systems and their collections (as already happens in France). Concerning this topic, a question related to who is responsible for the adoption of preventive policies for historical heritage was asked. Taking into account that actually, the only possibility is to think in terms of shared responsibility between parts, the Italian context attended commendable efforts in this direction, but they were only partially pursued or at a local level, not at a national level. However, as best practices presented during the conference attest, some working realities, which have worked and are still working in this direction, exist.
- The attention to the scientific-cultural planning of systems, the presence of different research centers and the relation between them, constitute another relevant aspect. For example, the research centre of Château de Versailles (C.R.C.V.) collaborates with professionals and academics on the territory. Thanks to the research centre, Royal Residences could participate to an important European project, aimed at improving condition assessment methodologies (performance indicators), that are fundamental considering the wide range of heritage managed and the relevant fruition of the complex.
- A strategic theme, on which a lot of the lecturers of the round table have reflected, is the relationship between cultural reality and territory.
In the case of the Reggia di Venaria Reale the link to the city of Turin is very strong and important and, more in general, with the territory. However, the real challenge is the capacity and the necessity of communicating Italian cultural context to a plurality of different cultures, which in turn also use different means of information (Reggia di Venaria Reale).
If we consider Palazzo Reale di Genova, integration between museum and territory also employs cultural planning. Concerning the autonomy of big museums centers, it isn't considered as an antinomy with territory integration: rather, a greater autonomy could ensure better integrations with the territory (Palazzo Reale di Genova).
In the case of the Reggia di Caserta, the constitutional theme is related to which is the contribution that the Reggia could give to metropolitan city of Naples, where the relationship between the museum and the Neapolitan capital is fundamental and unavoidable, also from a historical and geographical point of view, but it requires to be systematized.
- Concerning topics and reflections emerged from round table, an absolute necessity of a strategic plan for the management of conservation and valorization activities for the Reggia di Monza was affirmed. In this direction, the international network of the round table has been absolutely important for the Monza situation.

Friday, May 27th 2016

Sulbiate – Biassono.

Attendees: Cristina Boniotti, Stefania Bossi, Stefano Della Torre, Dario Foppoli, Christer Gustafsson, Herdis Heinemann, Akram Ijla, Anthoula Konsta, Alessandro Lai, Rossella Moioli, Silvia Naldini, Alessandra Pili, Koen Van Balen, Aziliz Vandesande, Nathalie Van Roy.

Guests: Maurizio Cazzaniga, Andrea Crespi, Franco Fantin, Anna Gonano, Carolien Goedleven, Maurizio Stucchi, Alessandro Valli, Grazia Riva.

09.00-10.00 am

Andrea Crespi, mayor of Sulbiate

Case study Sulbiate: ex Filanda

The mayor of Sulbiate presented the project of restoration and reuse of the ex Filanda.

- The restoration of the building was financed by the Cariplo foundation, the Lombardy Region, the Chamber of Commerce and the Municipality of Sulbiate and supported on technical aspects by the Monza and Brianza Province (Cultural District).
- The ideas weren't concrete from the beginning, during these 8 years have been changed. It was made clear the necessity to design a driving force for new business and for this reason it was taken the decision to convert this building to a Fab-Lab, a space for young people, new activities, new technologies (3D printings). The design of the spaces for these innovative activities have been supported also by the involvement of the design department of Politecnico di Milano.
- They were described the energy efficiency aspect of the project and the necessary adaptations required by the building regulations (for example the addition of new frames on the interior part of the wall and in parallel the restoration of the old frames, the replacement of the external doors).
- At the present moment, the Municipality is identifying people who will manage this space and it is dealing with the final public tender in order to decide the tenant.

10.00-11.30 am

All Changes Partners

WP 2 - Grid/definitions

The first thing that was discussed regards the length of the texts. Prof. Stefano Della Torre proposed the intermediate solution of 1/2-1 page, avoiding too short or too long texts.

The discussion carried on with the exchange of different views on the definition of "Quality conservation".

- Nathalie Van Roy underlined the importance of a thorough understanding not only of the building but also of the context (environment, social, function).
- Stefano Della Torre explained that "quality" is connected to requirements-performances and pointed out the importance of the process on long term and the continuity.
- Rossella Moioli agrees with the process approach and links quality with the achievement of the phases (vision - goal, path - phases).

- Akram Ijla indicated two aspects, the technical and the satisfaction of people (daily life) and reflected on the fact that could be found 100 definitions of quality but how much significant could it be in terms of change?

The different approaches of the three models were underlined: Monumentenwatch, Distretti Culturali, Halland Model and some questions/reflections have been raised:

- how much MW, HM, DC produce good conservation?
- is it possible to balance market policies and conservation activities?
- ...

Timelines:

- 6 definitions, one page long, by next Friday.
- February 6th 2017: CHANGES meeting in the frame of RLICC, KU Leuven 2017 Thematic week.

11.30-12.00 am

Anna Gonano, freelance architect

Alessandro Valli, technical office Municipality of Usmate Velate

Case study Usmate Velate: Villa Borgia, Villa Scaccabarozzi

The architects Anna Gonano and Alessandro Valli presented the conservation activities carried out by the municipal technical office during the last two years.

- In this period their efforts have been focused on maintenance and preventive conservation by drawing two conservation plans for two villas (villa Borgia and villa Scaccabarozzi).
- The two villas have different functions and give hospitality to various activities: 1) cultural associations, council at villa Borgia, 2) expositions and social housing at villa Scaccabarozzi.
- The conservation plans were drawn by an architect who attended the training course for technicians organized by Cultural District of Monza and Brianza Province.
- Why they are collaborating to the changes project? results attended: comparison of intervention costs without conservation plan (before) and costs of planned activities of maintenance and monitoring (now).
- The difficulties encountered can be summarized in two main factors: first, absence of tools (they don't have a software) and second, the economical limits (the municipality doesn't invest to cultural heritage).
- The costs comparison is very similar to the comparison carried out by MW but not identical. In the case of Usmate Velate the comparison regards the same buildings in the past and in the present/future while in the case of MW the comparison concerns different buildings, buildings under inspections and buildings without inspections.

12.00-12.30 am

Maurizio Cazzaniga, technical office Municipality of Biassono

Case study Biassono: Ca' dei Bossi

The restoration works are to be concluded and the procedure for the management of the spaces is to start. What it is interesting for changes project is the procedure aspect.

According to the Italian law, the maintenance activities and the related costs are in charge of the tenant.

However the public owner could take over the general governance defining in advance (before the agreement) the expenditures (through conservation plan) and the tenant could assume the payment of this amount of money without taking part in the management of conservation activities. In this way the public owner is capable to:

- guarantee the required quality of the interventions,
- control the selection process of professionals companies and suppliers which have to possess mandatory requirements,
- assure a continuous process of care, monitoring and control of the conservation process.

Through the conservation plan it's possible to define the necessary amount of money to manage the conservation activities for the building in the next years.

The architect (municipal office) Cazzaniga commented on the importance of the understanding and the correct execution of the procedures.

12.30-13.30 pm

Visit to Filanda, Sulbiate

14.00-15.00 pm

Lunch break

15.30-17.00 pm

Visit to Ca' dei Bossi, Biassono

Report by: Cristina Boniotti, Stefania Bossi, Anthoula Konsta, Alessandro Lai, Alessandra Pili