Chair: Prof. Elena Mussinelli

One of the goals of the Maastricht Treaty is to promote the harmonic, balanced and sustainable development of economic activities, and not-inflating economic growth.

To achieve this purpose, the European Community has adopted a series of policies that, in addressing Culture, point out two main themes:

- cultural heritage as a tool to promote historic identities of lands;
- cultural heritage as a tool to promote a new economic development.

Following this direction, the PhD in “Design and Technologies for Cultural Heritage” is crafted to train new specialists equipped with an integrated skill set for the operation, management and valorization of cultural heritage.

Building on a wide background, the program reaches to interdisciplinary cultural areas and provides methodological and applicative tools developed in cooperation with institutions, private companies, governmental bodies and associations actively involved with cultural heritage, tailoring specific approaches and paying particular attention to the potential development of innovative skills.

The three year educational curriculum is based on:

- the history, critique and technologies for the restoration and preservation of historic heritage;
- strategies and methods for heritage dissemination;
- design and technologies for the fruition of cultural, environmental and landscape resources.

The distinctive competences of the program reside in the standards of excellence fostered by field experts, and the tight links with a privileged testing area: Mantova; the ‘città d’arte’, the minor towns; the Mincio river and its natural park; and the Po river basin - a propitious setting for the development of valorization scenarios driven by innovative technologies, design and communication.

The progressive and innovative results obtained so far have streamlined the scientific curriculum of the PhD program towards:

- the sustainability of interventions on cultural heritage, in relationship with the characteristics of heritage and its context;
- validation of design processes with regard to assets, tools, institutional and private operators;
- the economic importance of the interventions in relation with productive and cultural processes.

These directions allow a deeper integration of theoretical studies with practical experimentalizations. The program specifically explores the following issues:

1. **Analysis, safeguard, and preservation of the cultural heritage**: tackling instruments of analysis, classification and valorization of historic and artistic heritage at various scales; examining the concerns related to the degradation, maintenance, conservation, restoration and accessibility of heritage.

2. **Policies, strategies and instruments for cultural, territorial and landscape planning**: discussing the ethical approach to cultural heritage valorization; funding methods; and partnerships building for the management and operation of cultural heritage in the context of territorial planning.

3. **Design interventions aimed at cultural and natural heritage valorization**: examining the management of creative processes in contexts of high operative complexity; the social and environmental sustainability of interventions; and evaluation methods of the technical-economic feasibility of projects, for decision making and conflict management.

4. **Promotion and communication of valorization results**: investigating methods for management and promotion; “Good identity” principles; graphics and corporate image; communication; medium selection; landscape and urban marketing and sociology.

The technological departments have developed a wide range of methods to cope with such complexities. New project methodologies have evolved from linear processes to multi level interventions and revised work methods have evolved towards solutions that integrate a mix of cumulated expertise. Such knowledge resources can be innovatively applied to cultural heritage projects of different aims and scales: interventions on existing buildings, urban level projects, environmental projects, territorial infrastructure, or the cultural dimension of development. These themes represent important development directions in the activities of the doctoral program in “Design and Technologies for Cultural Heritage”.

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Urban cultural heritage is the living record of the past that has a huge potential and benefits in shaping the future of city and its inhabitants. Nevertheless, rapid globalisation and explosion of urban population have put a significant pressure on the historic urban areas leading to their destruction and degradation (UNESCO, 2008). Egypt, as a developing country, is particularly facing problems of high urbanization and industrialisation and is experiencing problems of ineffective planning and conservation of historic heritage. Uncontrolled population growth in the last few decades have caused exhaustion of natural and cultural resources and stressed the necessity to develop immediate and adequate strategies and regulations for preserving the remaining values. A major limitation is that conservation laws and regulations are not well integrated with the development plans to ensure sustainable conservation and economic revitalisation. Besides, there is the lack of cooperation between local and central governments for effective management and planning.

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The research investigates the requalification of public housing heritage through the concept of valorize cultural heritage. The issues are investigated in order to prove a reciprocity between these different scientific areas in which the design is characterized by an interdisciplinary, multi-scale and innovative approach. On the one hand investigating the “cultural heritage” means referring to the public housing. Although there are some case studies of public housing recognized as cultural heritage, the detection of the title is bureaucratic complex and it is in contrast with the possibility of transformation. In theory, it is argued that the title of cultural heritage makes sense in regard to the public housing for the meanings of subsidiarity, solidarity and responsibility of civil society, but there is no legislatively advantage in apply. It is believed that the title might encourage the return of the political debate on public housing issue that is strategcally for the governance of the city and its future planning. On the other hand the public housing sector could be intend as a “common good” as an asset belonging to the community in terms of ethical and social responsibility. Also this demonstration is extremely complex, but it is interesting the potential of sharing the concept.

Afterwards the research continues exploring the valorization role o into the urban and building strategies as the thesis core. The research aims to investigate the relationship between building requalification and valorization actions in which are identified some strategies. The originality consists on consider the building requalification as a valorising action. This statement derives from the fact that the enhancement is explicitly oriented to a strong economic performance of assets above any other needs. In this research, the valorising action is composed by multiple strategies in the cultural, architectural, landscaping, economic-management and environmental areas. Regarding the cultural strategies we moved the focus from culture in traditional terms towards alternative methods to create a local memory and to testify the architectural, material and performance requirements of the time. Two categories are identified: the “lived place” and the “visited place”, that are different in relation to the tourist visitors and the habitual users. Afterwards three main substrategies are investigated: the social question focused on the connection between the quality of dwelling and places with a reciprocity which can affect the livability; the urban-identity question moves from the authenticity and uniqueness topics as a key factor on which can base a sense of recognition and appropriation of their habitat and that may affect social behavior; and after that, it briefly discusses the demolition issue related to the building requalification. The landscape valorising strategies are intended to outline a status between territorial and energy variables.

The economic-management valorising strategies regard others ways to making income as innovation in the field of management and the inclusion in the cultural circuits. The last valorizing strategies regard the built environment and hence building requalification within the broad debate on reducing the consumption of resources, energy efficiency and sustainability. At the end of this first part, the valorising paradigms were identified as elements of a multi-disciplinary matrix and a systemic view on the building requalification. The nine paradigms are:

- The environment valorising, as an approach to integrate the sustainability and eco-efficiency criteria, the use of resources and the spaces management in relationship with the local context;
- The architectural valorising, as an action that can redefine the urban scenario for accommodations as well as in the construction level;
- The cultural valorising, including actions of a cultural-tourism to support the requalification;
- The economic valorising, including transdisciplinary disciplines as management, technological, architectural, urban and social fields;
- The energetic valorising, as an innovative design action based on efficiency;
- The management valorising, a flexible and multi-functional approach over time;
- The social valorising, understood as participation and inclusion of citizens;
- The technological valorising, which contributes to a systemic vision of the whole governance;
- The urban valorising relates to the scale of the neighborhood that has an impact on improving the micro-urban environment for the renewal of the overall system.

Other areas investigated are: one concerning a targeted and organized knowledge of the evolution of programs and innovative technologies used in the housing sector during the last century, with special attention to the Milan heritage, the other consists in interviews addressed to “Aler” (social housing Agency in Lombardy) supervisors through a survey drawn up in order to identify best practices and interests of stakeholders as representatives of the public institution. Furthermore there were studied forty best practices to analyze the common strategic actions of the social housing requalification in Europe, including also private examples hypothetically transferable. They were initially separated in two categories: the “requalification” including five subcategories of architectural upgrading, replacement/addition, energetic retrofit, cant and partial demolition, and the “historical and artistic interest recovery” characterized by an explicit contemporary requalification approach. The amount of data has allowed to confirm the initial research statement: the building requalification is not considered a valorising action in overall terms. To promote it, it has been coined the “valorising requalification” category that expresses the full integration and interdependence of the requalification variables. Therefore, it encourages the passage from the simple “requalification” to the enlarged definition of “valorising requalification”.

The “valorising requalification” could be better expressed through ten specific criteria that represent the final research outcome on the relationship between building requalification and social housing heritage. The criteria, from a sector-based perspective, tend to a complex and characterized strategic vision on the social housing heritage, on the local context and on the management procedures. They are the real proof of the thesis assumption, namely that the requalification is an act of valorization when it is considered the interdisciplinary and multi-scale meaning, taking into account the many different scientific disciplines and requirements, and not primarily the economic aspect.

The criteria of the thesis are: the social and urban energy, the technology for quality housing, the efficient typology, the smart mobility, the outdoors overlook, the representative facade, the building and the neighborhood multi-functionality, the contemporary imagery, the community experimentation and the comprehensive assessment. The criteria for “valorising requalification” identified represent the actual outcome of the research with the intent to address the issue of rehabilitate social housing heritage in multidisciplinary term and coherent to social innovations of the present time so to carry out a process of real valorization related to quality of life.
The last decade has witnessed a global surge of political interest in partnerships and networks in the cultural sector, as means to mobilize power and resources and implement broad societal and economic goals (e.g., European Commission, 2010; 2013; European Parliament, 2011; 2012; UNESCO, 2005). At the local level, it has been stressed that networks and collaborations play a role not only in cultural policy implementation, but also in policy formulation, requiring significant adjustment of local planning and administration structures and processes. As a result, there has been a notable shift towards collaborative forms of local cultural governance, characterized by shared power among the public, private and societal actors in both decision-making and implementation processes.

Despite the growing relevance of collaborative cultural governance in the forms of cultural networks and partnerships, the process for linking collaborative interventions and mechanisms to cultural policy outcomes in response to given contexts is little understood. A lingering commitment to input-output models of policy evaluation has attributed cultural governance outcomes to policy instruments, rather than accounting for the context and the mechanisms used to govern the implementation process. I argue that there is not necessarily a direct algorithmic relationship between policy intervention and outcome, but rather a contingent one, where outcomes can be critically dependent on context and on how the actors’ interaction is governed in networks and partnerships.

To address this problem and respond to the growing relevance of culture-driven collaborations to local planners and cultural administrators, the aim of this dissertation is to explore how these collaborations are governed. The concept of ‘collaborative cultural governance’ is employed as a flexible, overarching term to designate shared decision making and implementation among public, private and societal actors in cultural policy implementation. A first objective is to identify context, intervention, and mechanism factors that shape the process of collaborative governance. A second objective is to investigate the relationships between these context, intervention, and mechanism factors and cultural policy outcomes. Consequently, the study is asking the following questions:

1. What are the factors that influence collaborative cultural governance?

2. How are specific interventions and mechanisms used to secure specific outcomes in given context of collaborative cultural governance?

The research draws on three pertinent clusters of literature: collaborative governance studies, cultural policy and planning, and cultural district and creative cluster studies, to develop a contingency framework of collaborative cultural governance based on a context-intervention-mechanism-outcomes (CIMO) logic. CIMO-logic organizes knowledge prescriptively, according to the following flow: in this class of problematic Contexts this type of intervention will produce these Outcomes through these generative Mechanisms. The reason to employ this approach is based on the research objective, which aimed to investigate how collaborative cultural governance leads to specific cultural policy outcomes. Neither collaborative governance literature nor cultural policy literature could provide an answer to this question separately, in order to bring them together CIMO-logic provided a simple, useful structure. This approach can also help clarify inconsistencies in previous research that identified conflicting relationships between interventions and outcomes, by taking into consideration Context as a contingent factor. Drawing on principal Agent Theory and Network Theory, testable propositions are developed to guide the empirical investigation, which specify relationship among context factors: (environmental turbulence, resource asymmetries, history of relationships), structural and process interventions, mechanisms (rational or relational), and outcomes (hard cultural infrastructure, soft cultural infrastructure, or collaborative outcomes).

This framework is used as a basis for a research methodology. Two case studies are selected based on theoretical sampling from among a series of Cultural Districts in Lombardy, Italy: CREARE, the Cultural District of the Cremona Province, and DOMINUS, the Cultural District of Oltrepo Mantovano. Cultural Districts are representative for the phenomenon of collaborative cultural governance, as they are characterized by shared power between the public, private and societal actors in both decision-making and implementation processes. The selected case studies were implemented in the same Italian region by the same program, which allows for controlling part of the context factors and focusing the scope of the study. The research design employs qualitative methods of data collection, triangulating documentary sources and semi-structured interviews for each of the two case studies. Data is coded using qualitative methods that tested the theoretical factors and relationships. Additionally, these methods allowed for emergent themes that fell out of the theoretical framework in order to provide additional explanation for the relationships investigated.

The findings verify the relationship between the factors identified in literature and cultural policy outcomes. It is shown that environmental turbulence, asymmetries in resource distribution among actors, and the history of relationships influence both the choice of governance interventions and the choice of mechanisms in collaborative culture governance in order to deliver outcomes. More specifically, environmental turbulence is found to make collaborative governance more attractive to local actors for achieving any type of outcome. Asymmetrical resources are related to the choice of rational mechanisms for the whole network, while a history of cooperation creates more relational dynamics on a dyadic basis. In both case studies, a preference for structural interventions such as restricted diversity, clear role assignment, and for rational mechanisms, such as contracts and incentives, is revealed for implementing outcomes based on hard cultural infrastructure. Alternatively, process interventions are emphasized, and both rational and relational mechanisms are used, when soft cultural infrastructures and collaborative outcomes are pursued.

The contributions of this research are multifold. First, it examines a phenomenon that is increasingly represented in practice – collaborative cultural governance – yet it has not been systematically investigated in academic literature. Second, it brings together two separate clusters of scholarly knowledge – cultural policy and public administration - in order to develop new hypothesis pertaining to the relationship between cultural governance instruments mechanisms and outcomes. Third, although a range of collaborative governance interventions and mechanisms had been identified in public administration literature, their link to particular outcomes pursued by cultural policies had not been addressed, so it remained unclear how specific outcomes can be achieved. By empirically testing the relationship between governance mechanisms and cultural policy outcomes, this research contributes to resolving inconsistencies highlighted by prior studies.

A limitation of this study is the reduced number of case studies. A more precise determination of the role context factors play in influencing network outcomes in response to different governance instruments and mechanisms calls for a synthesis across multiple context-specific studies. The framework used in this dissertation can be used for further research to refine the understanding of the factors that influence the outcomes of collaborative cultural governance.
WEALTH BETWEEN HERITAGE, CULTURE AND INNOVATION: COLLABORATIVE FORMS OF URBAN GOVERNANCE AS A SOLUTION FOR THE CREATIVE VALORISATION OF THE EUROPEAN CITIES

Irina Rotaru - Supervisor: Daniele Fanzini

Premise
During the past two decades humankind knew a series of radical changes largely owed to the substantial evolution of science and technique. The latter enabled an enormous inflow of different elements contributing to the unprecedented acceleration of the rhythm of transformation. The multiplication and diversification of production, consumption and application of science and the complexity of the European cities making them particularly difficult to manage. In the meantime, the old administrative systems didn’t evolve at the same pace starting to reveal more often their weaknesses, especially in the public spheres. Initially, the incapacity of the public administration was compensated through various kinds and degrees of ‘privatisation’ of the public effects, attributions and roles. However, this process generated important discrepancies and inequalities. Subsequently, progressively more social movements arose all over the world as a reaction to the loss of public sense and legitimacy. Besides, given the still evident limitations of the traditional urban management and cultural heritage valorisation processes in both, the Latin and the Anglo-Saxon environments, a wide range of alternative ideas, proposals and initiatives have been developed by different communities and NGOs.

Purpose
This research is mainly addressed to the ones activating in the public administration but may inspire anyone preoccupied with cities and urban development. It investigates possible ways to sustainably harmonise all the present trends, efforts, movements and initiatives (of public, private, nongovernmental or other origin) manifested in a city at urban governance level in order to increase the efficiency of the use of material and immaterial resources for the sustainable valorisation of the built environment.

Supported assumptions
1. Society and urban management trends are following a cyclical evolution. The same ideas and organisation models are periodically repeated in an updated form adjusted to the state of advancement of a certain era.
2. The collaborative contexts are favouring creativity
3. Given the complexity and coverage of the actual problems of the European cities and the present technical, social and cultural stage, in order to be effective, an urban governance model could provide to the traditional public administration the energies, resources and creativity needed for improving its performance.

Main aspects analysed
- Actual forms of collaborative governance and social innovation related to the valorisation of the built environment
- Contemporary modes of manifestation of creativity at urban level (the inception and development of spontaneous cultural clusters, new spaces and forms of work, unconventional conversions, innovative commercial activities)
- The characteristics of collaborative situations compared with the ones of the environments considered as stimulating creativity

The research has been structured in four phases:
1. The general framing (regarding the main issues of the present European cities, the system of values, the role of civil society in the urban management and cultural heritage valorisation, the key trends and the creative industries) with the treatment of theoretical and methodological aspects (European level recommendations, papers and directives concerning the urban development, strategies and tools for cultural heritage valorisation; the local identity and sustainable development policies; legislative context) and the explanation of the concepts;
2. Critical and prospective analysis of the urban governance concept and its application in various European countries;
3. The exploration of Brighton’s evolution as a creative city based on various initiatives and collaborations chosen as case studies and commented from an international perspective with a particular attention on the replicable aspects (especially in the Italian context) and improvement possibilities. The focus is on the circumstances and processes that allowed the birth and raise of successful creative communities and respectively the advancement of urban governance through evolved forms of collaboration between different stakeholders;
4. The confrontation of the theoretical conclusions with the insights of the practical experiences chosen as case studies for guiding the necessary update of the urban governance models depending on the evolution of society, technology and cities.

Original contribution
- the analysis of the connection between collaboration and creativity;
- the critical investigation of the most recent alternative initiatives and collaborative practices meant for the valorisation of the urban built environment;
- the reinterpretation of the urban level participative democracy from the perspective of the present technical, social and cultural status;
- the explanation of the circumstances that led to the spontaneous development of Brighton as a creative city, deriving some guiding principles that could inspire some similar successful cases;
- a contribution to the advancement of an up-to-date urban governance model based on the contemporary interpretation of democracy and allowing the sustainable valorisation of cultural heritage.

1. The development of the research
The landscape is recognized as the sum of many components and actions. All type of territory: urban, natural, agricultural, historical, artistic or social, represent a “unique inseparable.” Over time, each area increments its historical, cultural and landscapes value, through layers accumulated over time. A policy of environmental quality as protection of the landscape, is a conceptual synthesis for a holistic, multidisciplinary approach to the topic. Since the early 90’s, the problems of environmental and ecological issues in urban planning and in particular the sustainable development, have gained increasing attention. Generally speaking, work is being done on the integrated management of urban issues, in a context where urban design is the cultural key for a good management of the territory. This is also happening for other reasons: the obvious inability of “sectoral solutions” to respond to the growing demand for urban quality, the fast increase of environmental problems, the difficult management of major infrastructure projects. The sharp increase in private mobility demand. The aim of environmental sustainability is changing the “design paradigm” through a careful consideration of architecture and urban planning, through concrete strategies and actions. All these elements are a new strength for future cities that works for urban regeneration. The current urban landscape is often fragile and but able to influence in a negative way the territories around it, influencing both natural and cultural aspects. The aim of sustainability is the construction of a tool for urban planning, at the urban scale, for a good and orderly development and land usage. The need to move from a sectorial to a systemic approach makes it vital to overcome the traditional sectorial models and the structuring of potential synergies within networks of territory government’s instruments, in order to be able to adjust coherently the conservation and transformations choices of the whole territory. Starting from the introductory remarks, the aim of the research is the environmental quality in the urban system, through the promotion of the study of the environment and the sustainable development of the interventions and requalification at the urban scale and the construction of a synthesis tool that, through specific guidelines and project activities, ensures the containment of environmental impacts in the design. The framework for the design of the research is the small and medium sized city; these urban areas which, by the concentration of population and productive activities, will take on a new centrality in the context of the new European spatial planning, as supported by the European Union. In small municipalities the feeling of citizens to belong to a set of values and to a culture is stronger, and also the aspiration for a common vision of the future; This kind of city preserves a vast structure of cultural and environmental heritage, traditions and knowledge and it often pay more attention to environmental issues. After having highlighted the reference context, the main environmental components that characterize the urban system (air, water, energy, noise and soil) have been identified. First analysing the issues that determine the alteration and pollution of each of them and then the objectives for each of the four components, through their management and development in a sustainable way. The analysis showed that the main components of the urban environment are barely protected and environmental planning is very thin; specific answers are given by the Public Administrations in “sectors” that are considered functionally different but in reality they are closely related in terms of environmental effects and should be addressed in a comprehensive way, concerted and harmonized if possible. The environmental dimensions of urban and territorial problems show in one hand the difficulties and limitations of urban planning disciplines and urge the other hand, not only the urban planning but also environmental sciences and historical disciplines to question their own borders for a common operation and harmonization. It is only with a strong interaction between the different disciplines that it’s possible to experiment coherent methods between the organization of space and needs of environmental structures. It is difficult to be able to represent realistic and reliable sustainability scenarios without a framework that gives coherence to the policies relating to the environment, as well as be able to develop indicators and qualitative and quantitative parameters of evaluation, making it possible to take into account all the relevant variables. To build an organic framework of the different plans that manage a specific territory, in order to combine them with the needs of a well managed environment, it’s necessary to revise the content, implementation and management of the plans towards greater flexibility in the decisions that affect the organization of space, with the goal of a more effective environmental design. At the same time, we have identified some “strategic areas” characterized by complex situations of abandonment, decay, or already concluded - both nationally and internationally - that show the existence of urban realities able to deal in a virtuous manner and effectively with the demand for transformation of the places typical of traditional urban planning tools; the aim is promoting important actions to the existing areas, where transformation processes, able to deal comprehensively, address the components that constitute the territory. To complement the analysis phase, we discussed some best practices that have been implemented or already concluded - both nationally and internationally - that show the existence of urban realities able to deal in a virtuous manner and effectively with the demand for transformation of the places typical of traditional urban planning tools; the aim is promoting important actions to the existing areas, where transformation processes, able to deal comprehensively, address the components that constitute the territory. 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