

REGIONAL STRATEGIES FOR INTEGRATION CREATIVE SCENE FOR MULTIFUNCTIONAL DEVELOPMENT IN RURAL AREAS

D.T2.2.1

REGION: VENETO (ITALY)

PROJECT PARTNER: VENETIAN CLUSTER

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EXECUTIVE SUMMARY

CHAPTER/SUBCHAPTER TITLE		ESSENTIAL DESCRIPTION OF THE CHAPTER/SUBCHAPTER
1.	Introduction (1000 character)	Creative Industries is one of the four strategic sectors defined by Veneto Region in its Regional Innovation Strategy (RIS3). It is a very various sector, including many different activities and because of this it is difficult to get defined figures about number of enterprises to be included in this sector.
2.	Introduction of the creative industry in the region (2000 character)	
2.1.	Existing conventions, living past of the region	Veneto region is characterized by a strong tradition of both industrial heritage (productive sites built in XIX-XX century for many productive sectors: textile, manufacturing, construction materials, etc.) and creative sector (traditional and artistic craftsmanship, arts, fashion, etc.). While old industrial sites are mostly abandoned and there is will to conserve and reutilize them, traditional creative works are also facing difficulties because of the lack of young people willing to learn techniques and decrease of demand for personalized and quality products. Only the luxury level still guarantees good revenues and a constant demand, but only a few activities can work in this field.
2.2.	The picture of the creative sectors in the region	In the region are represented many creative sectors, the most represented are: <ul style="list-style-type: none"> - Cultural venues: museums, libraries (including historic libraries) - Cultural associations, developers of cultural contents (theatre, literature, etc.) - Visual Arts (design, film, photography, painting, etc.) - Restoration and conservation of historic heritage - ICT - Multimedia contents - Services to tourism
2.3.	Introducing the main creative sectors	There is a very high variability of subjects active in the CCI sector, from single artists to big enterprises (for example those managing amusement parks around the Garda lake in the province of Verona), passing through small cultural associations providing services also with innovative solutions, cooperatives and small and medium enterprises in different cultural and



		creative fields (movie making, ICT, events, artistic craftsmanship, etc.).
2.4.	The organizational background and frames of the sector	<p>Inside the Creative Industries sector the Region recognized 4 RIR networks:</p> <ul style="list-style-type: none"> - Venetian Innovation Cluster for Cultural and Environmental Heritage: cluster of productive and innovative supply chain that provide products and services for the valorisation of cultural and environmental heritage; - Euteknos represents new artistic manufacturing and art works from Veneto region, expression of cultural production of “creative-driven” goods and services; - Face-Design: Fashion Creative and Design Driven Industries collects enterprises from fashion sectors of the <i>Made in Italy</i> (textile, clothing, shoes, lightning and design <i>sensu lato</i>). - Safety and protection in work and sports represents the sector of safety, in particular for protection devices in the mountains and altitude works, starting from traditional local skills (technical shoes, sportsware) with the use of ICT technologies, innovative materials and fibers, plasma technologies. <p>Besides RIR clusters, there are also other subjects that support creative and cultural enterprises: foundations and cultural associations provide funding for cultural events or productions, as well as public regional or provincial funds.</p>
2.5.	The commercial system of the creatives industry	<p>No data are available about commerce and e-commerce in the CCI sector, nor for export-import fluxes.</p> <p>There are several fairs in Veneto: the most important are Verona, Padova, Vicenza and Longarone Fairs, each one with specific fair events that can be interesting for the CCI sector.</p>
3.	The challenges, opportunities of the creative sector (1000 character)	
3.1.	News and development tendencies	<p>Veneto is the first region in Italy and the 6th in the EU in terms of tourism economy, also thanks to Venice as central destination attracting most tourists, but also for all heritage sites in its territory.</p> <p>CCI play an important role in providing products and services for the tourism sector. In particular ICT sector can support innovation and valorisation of cultural and environmental heritage.</p> <p>Popular arts and music are emerging trends attracting people and investments.</p>



3.2.	Potential creative industry scenes	<p>The Veneto region has got a lot of potential scenes that could be used by CCI actors, in particular industrial heritage sites and historic and heritage buildings with good aesthetic appearance and wide space to be used both for cultural events and for the presence of cultural and creative activities and enterprises (offices, showrooms, workshops, ateliers, laboratories, etc.).</p>
3.3.	Potential creatives industry actors	<p>New potential actors of the CCI sector in Veneto are all those subjects able to bring innovation and new ideas and technologies to the cultural and creative sector:</p> <ul style="list-style-type: none"> • Cultural associations • ICT developers • Multimedia content developers • 3D printing enterprises • Incubators and business support organisations • Productive industries of any sector (sponsors, aggregators) • Research sector (universities and other public and private research institutes)
4.	<p>The introduction of creative scenes concerned in the project (1500 character)</p>	<p>The first case study of the REFREsh project is an old storehouse owned by the Municipality of Castello di Godego, that the Municipality wants to restore in order to make it available to involve different cultural associations, in order to revitalise the overall cultural scene of Castello di Godego and nearby and in order to give citizens more opportunities.</p> <p>At the end of the project, the storehouse will be transformed into a multifunctional building dedicated to the cultural activities of the Municipality and its associations.</p> <p>The second case study chosen for this feasibility study is the annex of Villa Giusti Suman (historic structure built between the 15th and late 17th century), sited in the municipality of Zugliano, in the Alto Vicentino area, Veneto region; until now this building has been used as warehouse to store municipality materials.</p> <p>The <i>rustico</i> (annex) building needs a refurbishment that is already planned by the municipality concerning habitability, electrical system and telephone network. After restoration it could be a cultural hub situated in an already active cultural context, where local products and traditions, historic buildings, green areas and other peculiar features of the town of Zugliano can be the perfect drive to attract local people and individuals coming from neighbourhood towns, as well as tourists.</p>



5.	The regional SWOT analysis (1000 character)	<p>Major strengths are provided by good universities and research centres, good presence of green and innovative start-ups and enterprises, widespread entrepreneurship, strong tourists' vocation, presence of excellence and leading companies.</p> <p>Major weaknesses are: not strong connection of research centres among them and with enterprises, low use of ICT technology in micro businesses, SMEs with low investments in research, difficulties of companies to intercept financing and innovation opportunities.</p> <p>Major opportunities are: participation in national research projects (national technological clusters) and international projects, unexpressed potential in terms of research and development, high innovation of production processes, care about environmental sustainability.</p> <p>Identified threats are enduring economic crisis and international market exposure.</p>
6.	The vision and the strategic objectives of the regional creative industry (500 character)	<p>Vision: Public-private partnerships, innovation, cross-fertilisation among different sectors, involvement of start-ups and new ideas.</p> <p>Long-term objectives:</p> <ul style="list-style-type: none"> • Clustering, putting together different actors and stakeholders • Economic development through innovation <p>Strategic objectives:</p> <ul style="list-style-type: none"> • Common projects for innovative tools and methods • Improve communication of regional CCI abroad to gain new markets (internationalisation) • Define tools and plans at regional level to support the CCI sector
7.	The application of the strategic objectives concerning the selected buildings (4000 character)	
7.1.	Development and utilization proposals on the selected assets	<p>The utilization proposals concerned the main project pilot site (warehouse of the Municipality of Castello di Godego) and a feasibility study on the <i>rustico</i> (annex) of villa Giusti Suman in the Municipality of Zugliano.</p> <p>For Castello di Godego the foreseen plan will transform the storehouse in a multifunctional building dedicated to the cultural activities of the Municipality and its associations.</p> <p>Also for Zugliano the identified destination is for cultural association, with rooms for rehearsal, meeting, audio-visual, conferences, co-working, exhibition, bar, lectures, room etc. need a specific intervention. For instance, rehearsal activities need a soundproof-room and the appropriate equipment; a space for exhibition, needs an accurate installation for a proper</p>



		experience to be provided to the audience.
7.2.	Summary of the developments	<p>The requalification project has allowed obtaining in the ground floor (keeping the rest of the ground floor and the other floors independently usable):</p> <ul style="list-style-type: none"> - two multi-purpose recreational rooms of 26 square meters and one of 60 square meters (with the possibility in the future of a fourth one with the realization of a simple partition in plasterboard); - two new toilets, one of which is for disabled persons with hallway/anti-bathroom.
7.3.	Financial plan of the actions	<p>The cost of the investment carried out in the first case, the old storehouse in the Municipality of Castello di Godego, consists in:</p> <ul style="list-style-type: none"> • Total works: 63.159,68 € • Security charges: 1.907,48 € • Technical expenses included CNPAIA and TVA 22%: 9.100,00 € • TVA 10% on the total of works+security charges: 6.506,72 € • Incentive RUP: 1.301,34 € • Unexpected integrations: 7.582,15 € <p>TOTAL: 89.557,37 €</p>
7.4.	Organization and frames of operation	<p>The Municipality of Castello di Godego will manage directly the new REFREsh rooms, giving space to cultural associations of its territory.</p> <p>There are two different types of use foreseen:</p> <ul style="list-style-type: none"> • a periodic use all along the year with scheduled days and times. Subjects asking for this kind of use, for example with a weekly frequency, will sign an agreement with the Municipality and will be provided with a key to open and close the premises. • an occasional use in specific and isolated circumstances. Subjects that will need the rooms for a single day or a short period of use, will ask the key to the Municipality's offices for the specific day or period of use and then will give it back after the use.
7.5.	Marketing strategy and its introduction on the market	<p>For what concerns the case study of the Municipality of Castello di Godego, it is possible to say that there are not competitors in the nearest area. Moreover the Municipality has just shared with almost all the local associations a new approach and rules plan to manage the relations between Associations and Municipality in terms of planning of activities, sharing of available spaces, management of public resources dedicated to</p>



		<p>the local cultural life.</p> <p>The Municipality of Castello di Godego has periodic meetings with associations aimed at planning activities and evaluating possible collaborations and new initiatives.</p>
7.6.	The necessity of developing the business environment	<p>With the activities foreseen by the REFREsh project, the local cultural scene of Castello di Godego will meet the economic and productive ones. In the months following the finalization of the structural works, actually, different meetings are foreseen where the public sector and Associations will have the opportunity to share with representatives of the economic and productive sector at local and regional level the work carried out and the opportunities offered by the availability of this new cultural center/hub in Castello di Godego. These occasions of sharing will be the starting phase to build up a more structured collaboration to be spent in the premises restored which will act as promoters of further developments involving also the commercial aspect.</p>
7.7.	The timetable of the development	<p>In the framework of the first case, the timetable of the developments is structured as follows:</p> <ul style="list-style-type: none"> • the three REFREsh rooms are already available but the whole building will be ready to be used by the cultural scene from February 2020; • the meetings with the local economic, productive and commercial operators are foreseen to be carried out from February 2020.
8.	Basing the strategy of the regional creative industry (4000 characters)	
8.1.	Organizational and operational basics	<p>Essential for the strategy of the regional creative industry are the following elements:</p> <ul style="list-style-type: none"> • RIR, Rete Innovativa Regionale, which is the Regional Innovative Networks promoted by the Veneto Region inside the RIS3, that aim at bringing together different enterprises and universities to collaborate in some hot topics, among which there is also the creative industry • regional financed projects that aims at the internationalisation, cooperation and innovation in the field <p>In Veneto, for the RIS3 strategy, in the area of Creative Industries, 4 clusters are recognized and put in function:</p> <ul style="list-style-type: none"> - Euteknos (craftsmen's and artistic crafts) - Venetian Innovation Cluster for Cultural and Environmental Heritage (valorisation and sustainable development of cultural and environmental heritage,



		<p>also through innovative solutions) coordinated by Venetian Cluster, partner of the REFREsh project</p> <ul style="list-style-type: none"> - Face-design (fashion and design) - Sports and work safety (technology and solutions related to sport activities and work)
8.2.	Partnership, cooperation and network	<p>The cluster organisation, with its diversified network of actors and participants, is the best solution to put together representatives from different sectors and make them interact in order to join knowledge and ideas and come up with innovative strategies, products and services.</p> <p>Considering creative sectors listed in Chapter 2, it can be noticed that both horizontal and vertical cooperation are suitable among actors of the CCI supply chain, as well as with the addition of other sectors and fields, external to the CCI world.</p> <p>Especially for vertical cooperation, the already illustrated strategy of cluster is an important solution, permitting to network and group different subjects from different sectors in a unique supply chain and to support this supply chain for production, marketing and selling improvement, also in new markets.</p>
8.2.1.	Between creative industry - other sectors	
8.2.2.	Between creative actors	
8.2.3.	Between actors and groups of actors	
8.3.	Production, selling and business environment	<p>The best experience carried out in Veneto Region for setting up creative industry-focused value chains is the one of clusters (Innovative Regional Networks) formally recognised at regional level but also able to be included in the EU Cluster Collaboration Platform.</p> <p>The clusters created in Veneto are grouping and supporting enterprises of the CCI sector, receiving help from research institutes and public bodies.</p> <p>The marketing mix of enterprises of the CCI sector has not been defined yet at regional level, each single enterprise follows its own strategy and marketing mix approach. The next step to be taken is to unify those single strategies and create a common strategy at group (cluster, region) level, in order to be able to discover and use opportunities that may come out from the consideration of markets and customers to be approached.</p> <p>The market trends that can be envisaged or foreseen are in the direction of an always more customisation of contents accompanied by a constant innovation of technologies, accompanied by cross-fertilisation between different sectors and supply chains. CCI tools shall be adapted to different types of users, up to the creation of a personalised</p>
8.3.1.	Possibilities to set up creative industry-focused value chains (supplier-producer-dealer chain or system or network or community	
8.3.2.	Effective marketing system of the creative sector	
8.3.3.	Market trends, niches, expected changes, risks of the market	



		<p>experience, for example in the visit and fruition of cultural contents.</p> <p>The main risk to be considered is that, following the trend of dissemination of CCI solutions, the market could be crowded by too many producers, with a risk of low quality (e.g. for ICT contents development) and a final confusion and bad service to customer. This risk can be mitigated by implementing organisation of the local/regional supply chain in order to group potential competitors, enhancing the improvement of quality and level of service.</p>
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1. Introduction

The Veneto Region has recognized the creative industry among the various areas of specialization. It is one of the productive realities of Veneto able to generate wellbeing and to express unique and particular excellences.

This area is characterized by a continuous need for restructuring and modernization generated by multiple factors such as the close relationship with the changing expectations and preferences of consumers, the rapid technological progress, the innovation on materials, the commercial competition and the change in production costs resulting from global competitiveness.

Creativity and innovation are constantly necessary and often fundamental processes in the fashion industry, one of excellence sector of the Veneto region. The creative fashion industry also includes the associated accessories and services (such as glasses), the quality craftsmanship, the high-end industries, the glass and other artistic artefacts typical of the area, the fabrics and objects for the furniture, the sport system. Product design, materials preparation, production processes, supply chain management, communication and branding are the phases of the value chain in which research, innovation and creativity go hand in hand to generate new, competitive products. Research actions are needed to develop new materials for fabrics, such as special fibres and composites, functionalized materials, "biological based materials". Biotechnologies and nanotechnologies are linked, they are cross sectors that can be used according to new types of production. The use of new materials will also imply an innovation of production processes that will have to be able to respond more and more to criteria of environmental sustainability guaranteeing the birth of new "green labels" of excellence.

The creative industry is characterized by important different conception and design processes. It exploits the creativity and imagination of designers, graphic, artists, architects. Encouraging and facilitating these processes of conception and collaboration between different knowledge is a necessary step to reach or increase the affirmation on the market of creative businesses in Veneto. In this direction, new technologies can be particularly interesting in increasing, improving and encouraging creative processes and in to encourage and facilitate collaborative design processes, even among professionals with different backgrounds.

Supporting the creative and innovative efforts of companies through projects oriented to the development and up-take of new technologies is to help the originality of the final products, their pleasure and the final satisfaction of the user, improving competitiveness and potential growth of important sectors of the regional economy. For example, new setting for product display, 3D visualization and virtual environments, new tools for online marketing, shared digital spaces and multimodal and creative interaction became important.



In the Veneto region there seems to be a preference for the Creative Industries sector, due to the heterogeneous possibilities of application that the traditional sectors, the drivers of the innovation and the development trajectories promise (Figure 1 - survey among enterprises on the representativeness of smart specializations for their activity).



Figure 1: Performance of Creative Industries in Veneto (from “Smart specialisation strategy della Regione del Veneto - RIS3 Veneto”, August 2015, page 119).

2. Introduction of the creative industry in the region

2.1. Existing conventions, the living past of the region



Figure 2: The map of the Veneto Region.

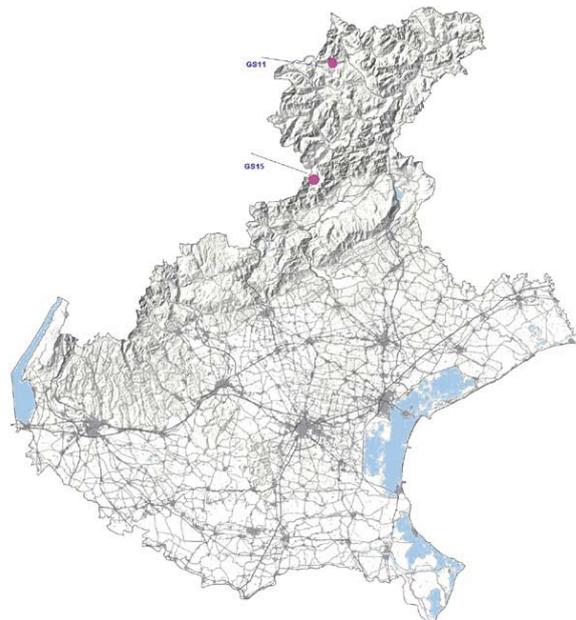


Figure 3: Geological map.

The Veneto Region is located in the eastern part of northern Italy.

Veneto is a region that encompasses many forms of the natural landscape: from the coastal strip overlooking the Adriatic to the uniform and monotonous Veneto-Friuli plain, which then rises to Euganei and Berici Hills, up to mountainous Dolomiti area. It borders to the north with Trentino-Alto Adige and Austria, to the south with Emilia-Romagna, to the west with Lombardy, to the east with Friuli-Venezia Giulia and in the southeast with the Adriatic Sea. Together with Trentino-Alto Adige and Friuli-Venezia Giulia regions, Veneto is part of the macro-area of “Triveneto”.

With an area of 18,390 km², Veneto is the eighth Italian region by surface. The Veneto territory is morphologically very varied, with a prevalence of plains (56.4%), but also extensive mountainous areas (29.1%) and hilly areas (14.5%).

The Veneto Region is a country rich of history, cultural traditions, art, and landscape beauties. In this Region we can find the “Dolomiti”, the Lake of Garda, “Euganei hills” and the beaches of Adriatic Sea; a country with many facets. In this natural setting there is a rich Cultural Heritage that makes Veneto a unique region, from the cities of art to the magnificent “Palladian villas” and to the small villages that collect the most characteristic aspects of this region.



Typical of the Veneto coast is the lagoon landscape where stands a unique city in the world: Venice, historical and administrative capital. Other provinces are Verona, Padua, Belluno, Rovigo, Treviso and Vicenza, cities symbol of the Veneto history and cultural heritage.

This variety of geographical elements is reflected by the variety of cultural and creative industry in the region, starting from traditional crafts (glass, leather, wood) that became artistic and creative historical tradition.

Artistic craftsmanship, united with intense development of technologies, was the starter of many creative activities that spread in many different sectors and areas.

Artistic craftsmanship is the most important historic creative activity. For example, the manufacture of artistic glass in Venice islands, of shoes along the Brenta river, leather in the province of Vicenza, textile (wool, silk) spread in the whole region. Along the history those productions became more and more “artistic” due to the excellence and skills of producers.

The evolution of this sector brought to the specialization of best creative craftsmen towards luxury products (high level shoes, fashion, jewellery, textiles, etc.), while the medium level of creative works suffer from the lack of demand for these products, substituted by industrial production. Still remains very important though the design part, also applied to industrial production.

The change in the economy of the region in the last decades left behind therefore some parts of traditional skills and creative productions, as well as many production sites that are now abandoned.

Especially textile sector (wool, silk) left many old industrial buildings (spinning mills) that are of an industrial archaeology interest and aesthetical value.

More creative and cultural activities were born and diffused in more recent times, also combining new technologies and arts (cinema, ICT, etc.). Until present creative industry was a “side” sector, corresponding to a niche of the market and less important than the main productive sectors (manufacturing, heavy industrial productions), while now is becoming more and more important due to its links with tourism, mass-media and territorial development.

The territory and history of Veneto is a very good support and inspiration to CCI sector, starting from the town of Venice (World heritage UNESCO site) to Veneto Villas (UNESCO sites), to the historic centres of towns and villages, rich of historic monuments, local stories and traditions, typical food and craft products.



2.2. The picture of the creative sectors in the region

There is not a clear and defined identification of enterprises and actors in the creative industry sector, as it is not easy to identify enterprises who are working in the CCI sector. As outlined in chapter 1 many enterprises think about themselves as part of the CCI world, while official statistics are unable to attribute correctly the “creative” label, also because more and more new creative enterprises are constituted, using new technologies and methodologies that are not recognisable as existing production sectors (it is the case of App and blog contents developers).

A general definition of creative industries can be the following:

“Cultural/creative industries (CCI) are those industries producing and distributing goods or services which at the time they are developed are considered to have a specific attribute, use or purpose which embodies or conveys cultural expressions, irrespective of the commercial value they may have. Besides the traditional arts sectors (performing arts, visual arts, cultural heritage - including the public sector), they include film, DVD and video, television and radio, video games, new media, music, books and press. This concept is defined in relation to cultural expressions in the context of the 2005 UNESCO Convention on the protection and promotion of the diversity of cultural expressions.

Creative industries are those industries which use culture as an input and have a cultural dimension, although their outputs are mainly functional. They include architecture and design, which integrate creative elements into wider processes, as well as subsectors such as graphic design, fashion design or advertising. At a more peripheral level, many other industries rely on content production for their own development and are therefore to some extent interdependent with CCIs. They include among others tourism and the new technologies sector.”

So, even if there is not a clear identification of all sectors to be included and there are no separate data about those sectors in the Veneto Region, it can be outlined that many creative sectors are represented and the main ones are:

- Cultural venues: museums, libraries (including historic libraries)
- Cultural associations, developers of cultural contents (theatre, literature, etc.)
- Visual Arts (design, film, photography, painting, etc.)
- Restoration and conservation of historic heritage
- ICT
- Multimedia contents
- Services to tourism



2.3. Introducing the main creative actors

There are no statistical figures available for the sector of creative and cultural industries, single actors and enterprises are spread in the territory and are sometimes counted in different sectors.

There is a very high variability of subjects active in the CCI sector, from single artists to big enterprises (for example those managing amusement parks around the Garda lake in the province of Verona), passing through small cultural associations providing services also with innovative solutions, cooperatives and small and medium enterprises in different cultural and creative fields (movie making, ICT, events, artistic craftsmanship, etc.).

2.4. The organisational background and frames of the sector

The effort made by the Regional government in the last years was the establishment of Regional Innovative Networks (RIR = “Reti Innovative Regionali”) in the identified strategic sectors. Each RIR, formally recognised by the Region, is grouping enterprises and other stakeholders (universities, research institutes, public bodies, associations, etc.) related to its specific sector.

Veneto Region identified 4 strategic sectors, following the European RIS3 (Research and Innovation Strategies for Smart Specialisation): Smart Agrifood, Smart Manufacturing, Sustainable Living, Creative Industries.

Inside the Creative Industries sector the Region recognized 4 RIR networks:

- Venetian Innovation Cluster for Cultural and Environmental Heritage: cluster of productive and innovative supply chain that provide products and services for the valorisation of cultural and environmental heritage;
- Euteknos represents new artistic manufacturing and art works from Veneto region, expression of cultural production of “creative-driven” goods and services;
- Face-Design: Fashion Creative and Design Driven Industries collects enterprises from fashion sectors of the *Made in Italy* (textile, clothing, shoes, lightning and design *sensu lato*).
- Safety and protection in work and sports represents the sector of safety, in particular for protection devices in the mountains and altitude works, starting from traditional local skills (technical shoes, sportsware) with the use of ICT technologies, innovative materials and fibers, plasma technologies.



Besides RIR clusters, there are also other subjects that support creative and cultural enterprises: foundations and cultural associations provide funding for cultural events or productions, as well as public regional or provincial funds.

2.5. The commercial system of the creative industry

No data are available about commerce and e-commerce in the CCI sector, nor for export-import fluxes.

There are several fairs in Veneto: the most important are Verona, Padova, Vicenza and Longarone Fairs, each one with specific fair events. Some of these events are interesting for the CCI sector, as the tourism fair in Longarone, the arts and comics in Padova, the Jewellery in Vicenza; in any case also events not directly addressed to CCI can have some interest for single companies (e.g. artistic furniture or creative solutions for the house in the “Casa su Misura” fair dedicated to house in Padova).

There are a few experiences of joint work for internationalisation of products and services from the CCI sector, for example the Venetian Innovation Cluster for Cultural and Environmental Heritage is supporting its member enterprises to sell their products and services in China, thanks to agreements, business and institutional channels opened by the cluster in that country.



3. The challenges, opportunities of the creative sector

3.1. News and development tendencies

Veneto is the first region in Italy and the 6th in the EU (data from EUROSTAT 2017) in terms of tourism economy (number of nights spent). Venice is the central destination attracting most tourists, but the whole territory of Veneto is disseminated of UNESCO world heritage sites and more cultural and environmental heritage sites that are tourism attractors.

CCI play an important role in providing products and services for the tourism sector and this is therefore a crucial area for the development of creative and cultural enterprises.

Strongly connected to the tourism sector, but more in general important for the CCI sector, is the ICT sector, that supports innovation and valorisation of cultural and environmental heritage by inserting innovative productive activities, public-private partnerships, crowdfunding, cultural and experience tourism (e.g. through Apps, virtual, augmented and mixed reality), e-commerce to facilitate tourism and fruition.

One of the trends that is increasing in the last years is popular arts: visual arts are more and more often opportunities for cultural events (not only art exhibitions like famous painters, but also and especially popular arts as street art).

Music is also a developing sector in the region, with the organisation of big concerts of internationally famous singers, musicals, festivals (in this field the town of Padova is investing, also planning for new infrastructure to host big events).

3.2. Potential creative industry scenes

The Veneto region has got a lot of potential scenes that could be used by CCI actors, in particular considering industrial archaeology sites and historic and heritage buildings.

There are in fact many sites of industrial heritage, built in XIX-XX century, in the period of industrialisation, that are now abandoned or underutilized, including for example former silk and wool spinning mills, furnaces, stores (for rice in Delta del Po, for tobacco in all region, for salt along the coast, etc.), barchesse in Venetian villas (built since XVI c. as service buildings to agricultural production) and in general old buildings once used for diverse productions (sugar, textiles, etc.).

These types of buildings have generally a good aesthetic appearance and a wide space to be used, so they are good scenes both for cultural events and for the presence of cultural and creative activities and enterprises (offices, showrooms, workshops, ateliers, laboratories, etc.).



3.3. Potential new creative industry actors

New potential actors of the CCI sector are all those subjects able to bring innovation and new ideas and technologies to the cultural and creative sector.

In Veneto there are several interesting actors:

- Cultural associations: they are often very passionate and innovative subjects, bringing new energies and ideas to the creative and cultural field. In Veneto are present several realities going from new ideas of theatre performance (e.g. the association “Casa Shakespeare” performs Shakespeare played in original language in the sites where its works are set, also using interactive technologies) to new forms of fruition of sites (e.g. the association “La Piccionaia” developed the “Silent play” to guide visitors with headphones in an interactive and inclusive itinerary in a form that contains theatre piece, poetry, gamification and an overall involving experience to better enjoy sites and related contents).
- ICT developers: there are many enterprises (from start-ups to larger realities) developing software and contents to include ICT in cultural and creative sector. From innovative audio-video-guides to solutions with virtual, augmented and mixed realities, from immersive rooms to cultural contents for innovative tools in museums and cultural events.
- Multimedia content developers, as video makers, producers and post-producers that are bringing moviemakers from all over the world to shoot in Veneto (e.g. BMovie enterprise post-producing videoclips, movies and documentaries with directors and producers from all over the world, often using sets in Veneto).
- 3D printing enterprises, able to create objects that are interesting for the CCI sector (e.g. copies of artworks, souvenirs, pieces for art installation, objects to be used in cultural and creative activities).
- Incubators and business support organisations: there are several realities providing support to start-ups and emerging enterprises, especially in the ICT and CCI sectors, for example the H-Farm that hosts and supports in many ways the development of innovative enterprises.
- Productive industries of any sector can be sponsors and aggregators of ideas and activities thanks to their involvement in cultural and creative activities, for example by sponsoring valorisation works for cultural heritage (e.g. Diesel with the renovation of Rialto bridge in Venice) or important events (many firms are sponsorship in cultural events), or by launching contests or challenges for creative products or contents.
- An important subject that can support CCI sector is the research sector, including universities and other public and private research institutes, able to provide



knowledge and technical/scientific support for the creation of innovative CCI products and services.



4. The introduction of creative scenes concerned in the project

Castello di Godego - Case study 1

The first case study of the REFREsh project is an old storehouse owned by the Municipality of Castello di Godego. The storehouse is located in the Veneto Region in the historical centre of Castello di Godego and has been restored in order to create new space for the local cultural associations and to renovate the cultural and creative scene. Castello di Godego is a small town in the Venetian plain, some kilometres at North of the maximum limit of the area of the resurgences. The area shares its characteristics with the ones of the plain, where the residential settlements are together with the productive ones, both of which have a low construction value. The past of the town is based on a strong economy of agriculture and started the development of some industries in the second half of '900 and the area is characterized by the presence of roads with huge importance for the whole Region.

The Veneto Region is located in the eastern part of northern Italy. Veneto is a region that encompasses many forms of the natural landscape: from the coastal strip overlooking the Adriatic to the uniform and monotonous Veneto-Friuli plain, which then rises in the twelve hills of the Euganei Hills and the Berici Hills. With an area of 18,390 km², Veneto is the eighth Italian region by surface. The Veneto territory is morphologically very varied, with a prevalence of plains (56.4%), but also extensive mountainous areas (29.1%) and hilly areas (14.5%).

When focusing on the economy of the Municipality, aside from agriculture, the most important economic activities were born in the second half of 1900 and are related to the food sector and the metal and stone machinery sector.

In Castello di Godego, the ISTAT data state that the average age is 42,3, and in particular the 66% of the population ranges from 15 to 64 years. The birth-rate is of 10 children every 1000 inhabitants, which is in line with the previous fifteen years, while death-rate is decreased.

In general, the population is quite stable in number since 2010 and counts 7.190 inhabitants (2018).

The works of the storehouse in Castello di Godego are inserted in a process of re-organization of the historical centre supported by the local authority, which foresees the restore of the storehouse.

The works intended to restore the building's ground floor in order to make it available for a new use: the plan, in fact, foresees that the Municipality of Castello di Godego will offer the new spaces to the cultural associations of the area. Specifically, the initial idea of the local authority was to involve the School of Music in the ground floor's spaces in order to provide them with the spaces needed for the lessons and events, but later,



the Municipality of Castello di Godego had the local elections and the local council resulted to be different from the one that originally approved the project. This has brought to a new plan to involve different cultural associations in the new building, in order to revitalise the overall cultural scene of Castello di Godego and nearby and in order to give citizens more opportunities.

From the structural point of view, the building presents nowadays the following arrangements:

- three floors building;
 - Ground floor: storehouse and service for the workers
 - First floor: storehouse
 - basement: warehouse
- access from the Western side
- uncovered area on the South-Western side that is used as store space for the road signage.

The three-storey structure consists of a structural frame of beams and pillars in ca and by uninsulated 30 cm brick walls. The height of the basement is 3.00 meters and the ground floor and first 3.50 meters. Within the project a seismic investigation has been carried out in order to assess the degree of security of the entire building and as consequence of the results emerged, structural additional works have been carried out in order to improve the building from the seismic point of view.

The requalification project foresaw the following changes in the planimetry:

- ground floor: realization of rooms with plasterboard walls and bathroom for disabled people, keeping separated from the rooms available for the administration in the basement and the first floor, adjustment of heat and electrical systems, painting and substitution of doors and windows;
- outside: greenery and paving.

At the end of the project, the storehouse will be transformed into a multifunctional building dedicated to the cultural activities of the Municipality and its associations.

Zugliano - Case study 2

The second case study chosen for this feasibility study is the annex of Villa Giusti Suman, sited in the municipality of Zugliano, in the Alto Vicentino area, Veneto region; until now this building has been used as warehouse to store municipality materials.

The villa is a historic structure built between the 15th and late 17th century by a family coming from outside of the Region called Zoiano, that gave the name to the town Zugliano. Every villa in this region had a *rustico*, a farm building used a storage for hay,



plough and other agricultural tools. After the Zoiano family the mansion came in the hands of the Giusti family, then Suman's and thereafter it has been used by the Zugliano Parish as oratory and youth club from 1939 until the 1980s. Since then the entire site has been a property of the municipality.

The *rustico* appears to be used mainly as a stable, because of its ancient look and structure. It has three floors, and the west side has an arcade; part of it was walled up in the 40's to make the building habitable.

The building needs a refurbishment that is already planned by the municipality council and that with AVEPA funds will be ended within 2020; this restoration will provide habitability and new electrical system along with the provision of a new telephone network, ready for optical-fibre internet connection, which is not available at the moment but that will be settled within 2020, which represents the end of restoration works.

For this facility it is foreseen a cultural utilisation as a cultural hub for the existing and futures associations and other Non-Profit institutions. Targets will be:

- Children between 6 and 13 years old
- Young of high schools
- Youth in general
- Disadvantaged people
- Old people
- Local and non-local artists
- Cultural operators
- Members of existing association
- Citizens, in particular general cultural public and non-cultural public involvement.
- Administration representatives
- Tourists

Cultural scenes selected are:

- Theatre - Teatroinsieme
- Cultural - Gruppo artisti Zugliano, Pro Loco, Arteca
- Musical - Corpo bandistico di Centrale
- Social/cultural - Il sole dell'aurora, circolo accli Antonio Zanin, genitori scuola infanzia Sacro Cuore.
- Tourism - amici della montagna, gruppo podisti centralesi



The town of Zugliano rises up in a beautiful green area, in a little valley called “Breganze hill”, situated between Val d’Astico highway and Asiago upland. The municipal territory is composed for two-thirds by hill fields and for one-third is in low plain. Although, touristic accommodation is not so developed, there are many reasons that make Zugliano attractive for locals as well as national and international tourists. This area is one of the most preferred destination of the inhabitants of Thiene, which is the biggest town situated 6 kilometers afar from Breganze hill. Due to its marginal position in relation to Vicenza and other urban areas, it has a very basic traffic network, with a very underdeveloped transportation and transit system, which makes the viability harder, even to reach the city-centre. Nonetheless, it is situated very close to other cities, like for example the already mentioned Thiene. Indeed, not only from Thiene but also people from the neighbourhoods came to travel by bicycle and reach the beauties and the historic building of Zugliano. Some examples are for instance , the Molini oasis sited in the east part of the peripheral area, a place that hosts a wide range of biodiversity; Villa Piovene, a mansion built by the famous local renaissance architect Andrea Palladio in the late 16th century, which in the 1996 was included as cultural heritage in the UNESCO list of sites in need of preservation; nearby, we also can found Villa Godi, among the very first architectures designed by the already mentioned renowned Andrea Palladio.

Zugliano is not only a place full of history and beautiful architectures, it is also a renowned industrial area, representing a thriving economy for this little municipality that counts 7.896 inhabitants and that has an extension of 13,73 km². Moreover, it is an area with many industrial archaeological sites such as few “*cartiere*” and one “*cascamificio*”. Also, there are two elementary schools and one secondary school, very close to the site object of this evaluation.

Nonetheless, it is essential to highlight the fact that Zugliano is located between the town of Vicenza, one of the biggest cities in the Veneto region, and the touristic-acclaimed town Bassano del Grappa. This strategic aspect of the position is reinforced by the fact that the town is not only in the middle of the province of Vicenza, but also close to the towns of Carrè, Lugo and Chiuppano, important sites in terms of history As mentioned before, the geographical area is sited south of Breganze hills, on the Torcolato’s wine road, a path that connects all the cities involved in the production of this fine and local wine, a DOC (controlled designation of origin) one. This path sees a number of wine companies contributing to a tourism focused on activities for the promotion of this typical product through several events able to gather hundreds of people every year.

In conclusion, the countryside is characterised by an intense farming activity with plantations of vines, olive trees, but also by horticultures and wooded areas, making its history interesting and fascinating. On the contrary, the urban centre is not so developed, but all the buildings are very close, and the community is very unified. Moreover, Zugliano has recently been awarded as the 11th Italian town with the highest



housing increase, which creates a town with growing economic thanks to its industrial fame.

With reference to the year 2017, in the last years, debts of the municipality of Zugliano have decreased, having a surplus of income.

The economic situation of Zugliano Municipality seems to be pretty healthy, since the statement of the economic management says that for the year 2017:

- The balanced budget requirement was fulfilled
- The personnel expenses were contained
- There was no need for extraordinary funding
- The Municipality has no added debts

Moreover, the review body said that the foreseen budget for 2018-2020 is consistent with the actual tools and situation of the public administration and that the financial cover for the investments foreseen is adequate.

The average age (ISTAT data) in Zugliano is 43,8; in particular the 64% of the population ranges from 15 to 64 years. The structural dependence between active and non-active population is of 55,3 every 100 people, balanced by a high turnover of young people approaching the labour market. The birth-rate is of 6,6 children every 1000 inhabitants, almost half of 2002 rate, while death-rate is quite stable.

In general, the population is stable in number since 2009.

In the town there are 3 nursery schools, 2 elementary schools and one secondary school.

The most important resource for the town seems to be the associations active in the municipal area. They are described as “the lifeblood of the Municipality, “an healthy way to develop social relationships” and the volunteers as “Active tools for citizens’ participation to economic and social life of the community, [...] the engine of participation, the drive of solidarity and common responsibilities”.

Villa Giusti annex could be a cultural hub situated in an already active cultural context, where local products and traditions, historic buildings, green areas and other peculiar features of the town of Zugliano can be the perfect drive to attract local people and individuals coming from neighbourhood towns, as well as tourists.

Villa Giusti has already some activities in place, which can still continue such as concerts, seminars and expositions. Although, the lack of security, of functional heating and cooling system cannot provide a safe environment for other activities. Moreover, its total restoration is impossible due to its historic value. Therefore, the new design of the annex is crucial because it creates a multifunctional structure able to largely increase



the range of activities through new spaces and the implementation of new facilities. The combination of the new annex and the magic environment of Villa Giusti would create a new place able to gather more possibilities.



5. The regional SWOT analysis

Regional SWOT results	
<p style="text-align: center;">Strengths</p> <ul style="list-style-type: none"> • Excellent positioning of the Veneto universities respect to the teaching of scientific subjects • Presence of centres of excellence in research and laboratories on nano- and biotechnologies, biomedical engineering, construction technology • High propensity of companies to invest in green • Growth in number of innovative start-ups • Companies with a propensity for innovation • Increase the presence of innovative and technological companies • Regional laws for the support to develop of enterprises, innovation and internationalization • High density manufacturing region • High export propensity • Widespread entrepreneurship • Strong tourists' vocation • Presence of excellence and leading companies • Wide cultural and environmental heritage • High rate of informal relationships that allow to the use of external knowledge for produce innovation 	<p style="text-align: center;">Weaknesses</p> <ul style="list-style-type: none"> • Research centres are not connected to each other • Low use of ICT technology in micro businesses • Difficult attraction of research services for companies • SMEs with low investments in research • Difficulties of companies to intercept financing and innovation opportunities
<p style="text-align: center;">Opportunities</p> <ul style="list-style-type: none"> • Participation in national research projects (national technological clusters) and international projects • Complementarity of knowledge and specializations between different clusters, even beyond regional boundaries • Open Innovation • Unexpressed potential in terms of research and development • Innovation of production processes • Economy always more careful to environmental sustainability 	<p style="text-align: center;">Threats</p> <ul style="list-style-type: none"> • Enduring economic crisis • International market exposure



<ul style="list-style-type: none"> • Understanding knowledge and skills available from university research • Expansion of global markets • Favourable to export • New legal instruments for business aggregations and networks 	
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From the SWOT analysis conducted it appears that Veneto region is in a favourable situation to develop a good level of innovative and skilled CCI offer, thanks to the presence of important actors (universities and research institutes, technology companies, good entrepreneurship attitude) as well as of a positive environment for what concerns export and internationalisation.

These favourable conditions need to be better exploited thanks to a deeper and more functional relationship between research institutions and enterprises and the creation of a more stable structure able to be more resilient to eventual market exposures (for example by implementing clusters and other forms of grouping and networking to support all small and micro enterprises of the CCI sector).



6. The vision and the strategic objectives of the regional creative industry

Vision	Public-private partnerships, innovation, cross-fertilisation among different sectors, involvement of start-ups and new ideas,
1-st Long term (comprehensive, overall) (minimum 5-10 y) objective	Clustering, putting together different actor and stakeholders of the sectors that are providing support and contents to the CCI
2-nd long term objective	Economic development of the sector through innovation and new or original products and services to customers and tourists
1-st strategic (middle term, 3-5- y) objective	Common projects unifying several actors to develop innovative tools and methods, reach more people, spread ideas and cultural knowledge
2-nd strategic objective	Improve communication of regional CCI abroad to gain new markets (internationalisation)
3-rd strategic objective	Define tools and plans at regional level to support the CCI sector and cooperation among actors and stakeholders

7. The application of the strategic objectives concerning the selected buildings

7.1. Development and utilisation proposals on the selected assets

Castello di Godego - Case study 1

The restoration of the ground floor of the building was aimed at making the spaces available to local associations and cultural and creative scene in order to realise events and other initiatives linked to the cultural and creative environment. To this scope it was fundamental to improve accessibility and the energy efficiency. Indeed, the hydrothermal and electric system will be redone compliant with legal standards. The works have also provided the substitution of the doors and windows, the restore of the access and of the toilet for the disabled people, the adjustment of heat and electrical systems, painting of the whole building. Moreover, the connection to the phone coverage and the internet Wi-Fi will be provided, together with the possibility of using audio-visual equipment, furniture and mobile panels to adapt the internal spaces based on the different needs of use (enlarging or the spaces based on the need of one or few large rooms or of more small rooms) and the outside has been restored as well.

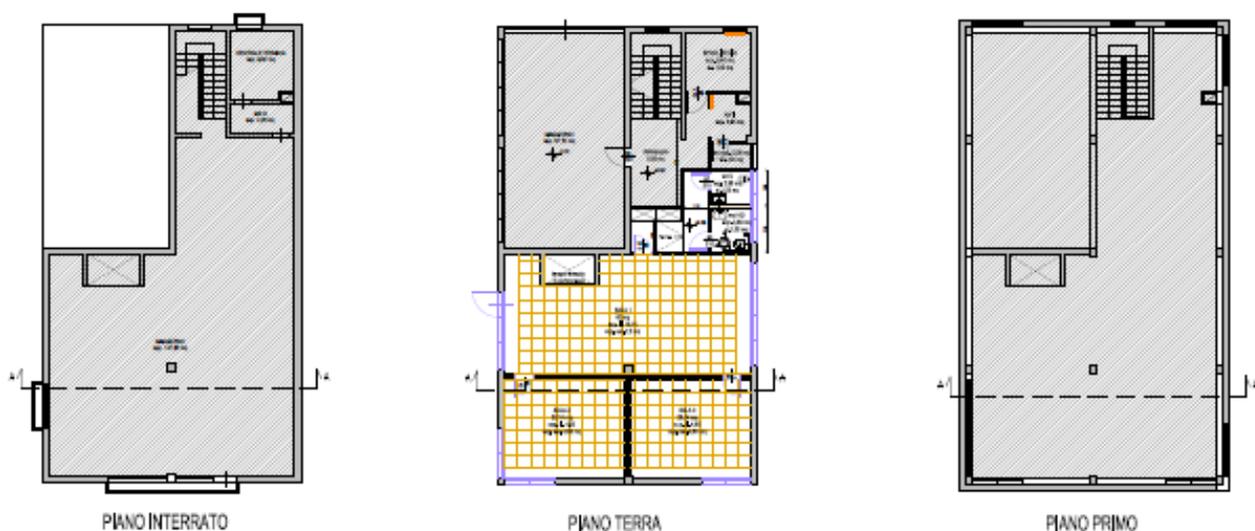


FIGURE 4: Building project

The present project is inserted in a wider process of re-organisation of the historical centre supported by the local authority, which foresees the realization of a new scholastic and sports structure in order to improve the educational and cultural offer and the spaces dedicated to the community of Castello di Godego. The administrative body want indeed to merge the two schools in a unique building following the recent



governmental recommendations; it aims also to develop a pole of cultural activities for the whole community. In fact, different functions of the two levels of school are common and the municipality has started the realization of a new scholastic pole after the results of a seismic deficiency of the first level school's building with a project approved in March 2016 (municipality decision n.18 of the 02/03/2016).

The requalification intervention of the spaces of the storehouse in Via Vittorio Veneto is part of this huge project.

The Council, as owner of the storehouse, has the responsibility of the stability of the building in general - through seismic analysis, lab tests of the materials - and decided to start working from the ground floor foreseeing:

- the clearing out of the rooms;
- the realisation of separating walls;
- the adjustment of heat and electrical systems;
- the painting;
- the substitution window fixtures;
- the outside settings.

As far as the final use is concerned, the initial idea of the local authority was to involve the School of Music in the ground floor's spaces in order to provide them with the spaces needed for the lessons and a room available for concerts and events, and then the plan was also to restore and organise other two rooms for the other organisations in order to provide a shared place for meetings, conferences, trainings.

During the development of the project and of the reutilization plan, the Municipality of Castello di Godego had the local elections and the local council resulted to be different from the one that originally approved the project. This fact has brought to a new approval of the requalification intervention of the storehouse and the other activities of the municipality within the REFREsh project, which has led to an extension of the time and a slowing down of the works on the storehouse.

Finally, the new Council decided to involve different cultural associations in the new building, in order to revitalise the cultural scene of Castello di Godego and the nearby and in order to give citizens more opportunities. Moreover, it organised a new meeting with the local cultural associations and shared its ideas.

The restoration plan transforms the storehouse in a multifunctional building dedicated to the cultural activities of the Municipality and its associations. Local associations ordinary activities, cultural events, school of music courses, a space for the Museum of Prai can take place in the old storehouse and enhance the cultural scene.

Another possibility is to involve the productive small enterprises and craftsmen with a little rent in order to show and sell their products, to organise workshops about the process: this will be a possibility for the future in order to involve not only the cultural associations of the local area, but also to spread the knowledge about craftsmanship and



to provide them an opportunity of being more active and known in the territory. Moreover, on the other hand, this could be also an option for having a small contribute in money to help the sustainability of the storehouse.

Venetian Cluster supported the Municipality of Castello di Godego in the organisation of a first workshop aiming at involving local main actors in the definition of how to reutilize the storehouse, collecting specific needs of the local cultural associations in order to plan the restore of the building in the best possible way. The meeting took place with the first local Council and in that period, it was assumed that the school of music would become the main beneficiary of the restoration of the warehouse. Nevertheless, all the local associations were invited and many of them attended the event, in detail:

- the popular University (the Popular University is a cultural association that offers its members a service of lively cultural growth carrying out courses related to the most diverse topics, promoting lifelong learning activities of adults, through courses of theoretical and practical teaching, information, updating and qualification. The Popular University has a board that lends itself free and makes use of the work of high-level teachers to offer everyone an occasion for cultural, historical and artistic enrichment);
- different municipalities (Rosà, Asolo, Resana)
- the music school “Istituto musicale della Crocetta”
- the “Universalis harmonia”
- AUSER “Libera età” (voluntary and social promotion association, committed to promoting the active aging of the elderly and enhancing their role in the society)
- the Pro Loco of Castello di Godego (local associations, with the purpose of promotion and development of the territory)
- “I rabaltai” (theatre association)
- Barco Mocenigo (restauration laboratory)
- the Civil protection
- the Polisportiva of Castello di Godego (association that manages, under the same organization, various sports, in professional and amateur sections)

All these stakeholders could be integrated in the implementation of the local creative scene considering that the aim, in a long-term period, is to have a “pole” in the centre of the town where all creative subjects can have at their disposal spaces and tools for the implementation of their activities. This kind of approach will support the knowledge and collaboration among the different subjects favouring new initiatives, ideas and optimizing the use of spaces.

During the meeting, the music school, assumed, at that time, as main beneficiary of the building restoration, presented its situation and the specific needs regarding the training activities they carry out, supporting the definition of the details about the infrastructural work to be done. Main needs emerged were:

- to evaluate the number of rooms that will be available after the restoration;
- the aspects regarding the acoustic setting of the rooms;
- the possibility to have a larger room for exhibitions (maybe by using a mobile wall between two rooms).

A discussion started, both about the building interested by the project activities but also about how to prosecute in the direction of the creation of a larger cultural scene involving all the cultural associations of the territory. Actually, the building dedicated to the music school activities will be not used all the day long, and so many ideas emerged on how to adapt the location to other possible uses by the other associations/cultural and creative subjects.

In this sense following needs emerged:

- to have other spaces to locate administrative and operative sites of local associations;
- to coordinate the communication among cultural subjects, the municipality and also private owners of buildings that could be used to host cultural activities;
- to evaluate models for the economic sustainability of the cultural scene maintenance.

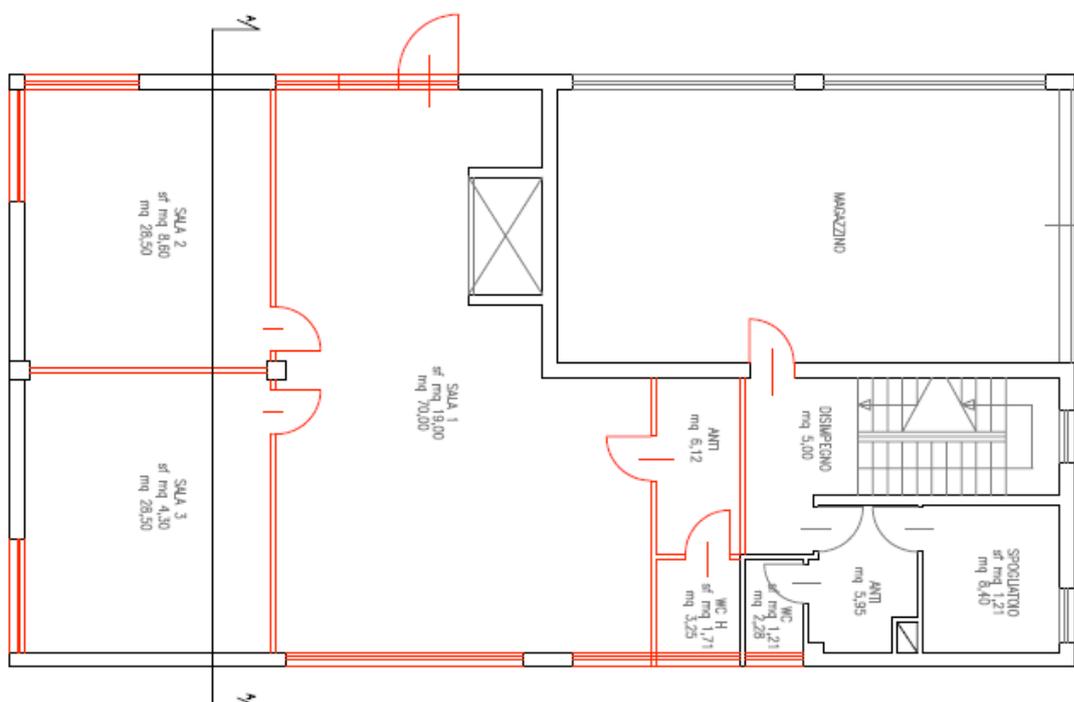


FIGURE 5: The ground floor as it is foreseen after the works.



Nowadays, as said before, the new Municipality's Administration has decided to dedicate the restored building to all the local cultural associations, not only to the Music school, and so the dialogue with the stakeholders is still in course. Moreover, the Administration of the Municipality of Castello di Godego decided to restore also the rest of the building not covered by the REFREsh activities, so the evaluation on how to manage all the new rooms available has become more challenging considering the different destination of use of the whole building.

Zugliano - Case study 2

The second scene is the rustico of villa Giusti Suman has a base of 19 x 11,7 metres and is 8,40 metres high. The site is next to the main road that brings to the city centre. There is a lack in public transportation that stops only in the centre of the town. The entire site is 105 square meters, 27 for the ground floor, 78 for the first floor.

As previously highlighted, the town locates a bit far from the road network in a malfunctioning transportation system. However, in the last years it grew and became one of the highest housing-rate-towns in Italy. In particular, the site is 600 meters far from the centre (city hall) and easily accessible from there.

There is not a plan for the development of public transports services, but many interventions are foreseen for the construction of new strategic networks in the town area and a brand-new bicycle path able to connect the municipal territory with the neighbouring towns. The Municipality allocated a budget for the construction of new buildings.

Zugliano is among the Municipalities involved in the PATI project for the sustainable development of the urban area; the environmental and historical aspect of the territory are taken in account in this project.

All the other development plans are subject to the Plan of Interventions ("piano degli interventi").

The structure is very ancient, probably to be dated back to 17th century; at that time, the rustico of Villa Giusti was built along with many others. It was built after the mansion, whose construction started probably around the 15th century.

The entire property was acquired after the Second World War by the parish of Zugliano from the latest owners, the Suman family and then used as an oratory, for recreational activities and sports. Afterwards, it hosted families in difficult situations. Finally, the property was donated to the municipality of Zugliano, which nowadays still keeps its possession.



For what regards the specific activities and considering the mission of associations active on the territory, a correct integration between activities and features of the rooms should be expected. Destination rooms for rehearsal, meeting, audio-visual, conferences, co-working, exhibition, bar, lectures, room etc. need a specific intervention. For instance, rehearsal activities need a soundproof-room and the appropriate equipment; a space for exhibition, needs an accurate installation for a proper experience to be provided to the audience.

All these evaluations should take in account the main focus of the new cultural hub. There are many differences between, for example, involving all the different associations or choosing a precise orientation. In the first case, the representation of all the citizens will be guaranteed, but there will be no specific focus and it could become a problem if the municipality or associations ask for project funding. Non-focused projects are an increasingly lower percentage among the selected projects.

As a matter of fact, all the case histories evaluated in this framework have a specific mission, aim or orientation (see “1. Summary”). Therefore, it is suggested to opt for the already described approach.

As in other cases, different requests for the use of this space can be redirected to other facilities, so that citizens can clearly understand what is the meaning of this a hub in the framework of a city renewal project and take advantage from it.

The restoration project clearly foresees the creation of five rooms within the rustic annex after the deadline. The destinations for them could be:

1. Pro loco touristic information office
2. Office for bike rent
3. Storage for bike rent
4. Exhibition and/or concert room
5. Classes
6. Co-working
7. Rehearsals for music

8. Rehearsal for theatre
9. Meetings
10. Literary café/bar
11. Other

7.2. Summary of the developments

Castello di Godego - Case study 1

As already said, the project of restoration of the old storehouse in the Municipality of Catello di Godego is inserted in a wider process of re-organisation of the historical centre supported by the local authority, which foresees the realization of a new scholastic and sports structure in order to improve the educational and cultural offer and the spaces dedicated to the community of Castello di Godego. The administrative body, following the recent governmental recommendations, intends to merge the two schools in a unique building aiming at developing a pole of cultural activities for the whole community. In fact, different functions of the two levels of school are common and the municipality has started the realization of a new scholastic pole after the results of a seismic deficiency of the first level school's building with a project approved in March 2016 (municipality decision n.18 of the 02/03/2016).

Within this huge project, there is the requalification intervention of some spaces of the storehouse in Via Vittorio Veneto, which is a public own.

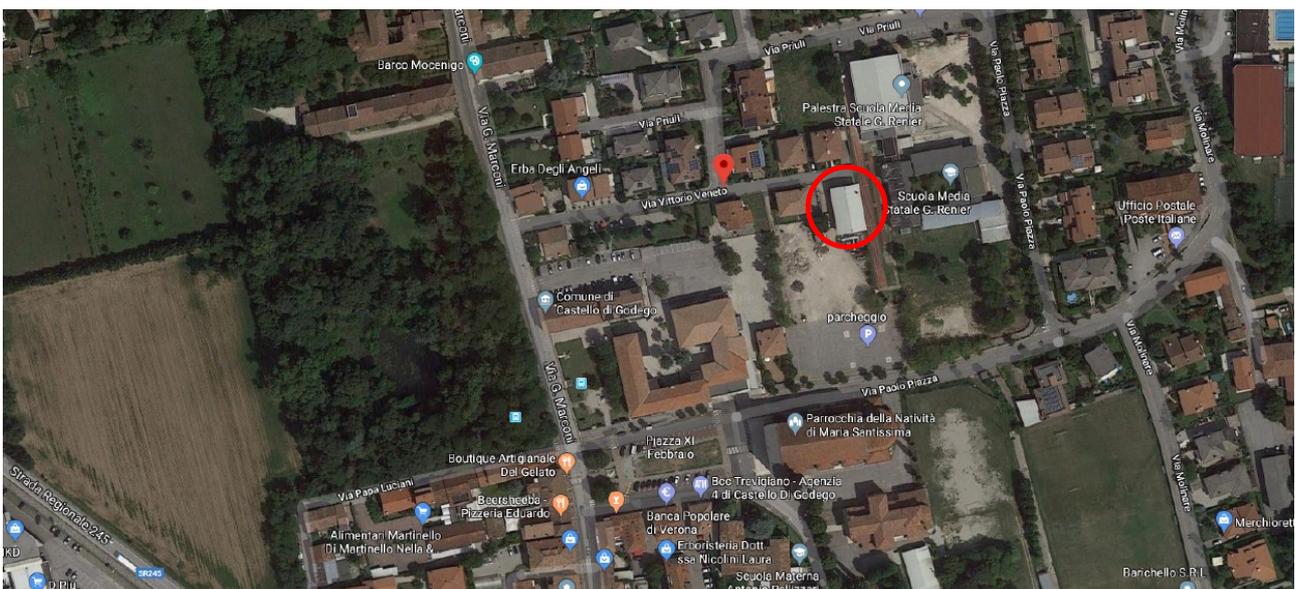


Figure 6: View from the top; in red the storehouse of the intervention

Below there are some pictures of the site



Figure 7: View of the South-Western side



Figure 8: View of the Southern side



Figure 9: View of South-Eastern side

The idea linked to the intervention at the storehouse has the objective of promoting cultural activities in the ground floor.

The aim is to make the ground floor's spaces available to the local associations in order to realise meeting, events and other initiatives linked to the cultural and creative environment.

The management of this new space will be done directly by the Municipality.

From a structural point of view, the building currently has a three-storey structure consisting of a structural frame of beams and pillars in ca and by uninsulated 30 cm brick walls. The height of the basement is 3.00 meters and the ground floor and first 3.50 meters. Within the project a seismic investigation has been carried out in order to assess the degree of security of the entire building and as consequence of the results emerged, structural additional works have been carried out in order to improve the building from the seismic point of view.

The requalification project has allowed obtaining in the ground floor (keeping the rest of the ground floor and the other floors independently usable):

- two multi-purpose recreational rooms of 26 square meters and one of 60 square meters (with the possibility in the future of a fourth one with the realization of a simple partition in plasterboard);
- two new toilets, one of which is for disabled persons with hallway/anti-bathroom.



The works carried out are divided into building and plant engineering works.

In detail following interventions have been realized:

1) Building works

New acoustically effective plasterboard partitions have been installed to divide the area in three classrooms, two respectively of 26 square meters and the atrium/multipurpose room from 60 sqm approx. In the toilet rooms have been installed humidity resistant slabs to avoid mould and condensation.

A false ceiling modular inspectable has been realized in all new classrooms and services, both to improve the sound absorption of the premises either to reduce heating costs.

The existing floor has been cleaned and smoothed and the new walls painted as well as the existing ones. The former elevator shaft has been closed. The external doors and windows have been replaced with others in thermal break aluminum equipped with safety glass 3+3 pvb/ 18 argon gas/ 3+3 pvb equipped with film low emissivity and chamber filled with argon gas to achieve a maximum global transmittance of 1,3 W/mqK. In the main door has been installed an anti-panic handle to guarantee the safe exodus of the users. New laminate interior doors with handles have been installed.

2) Plumbing and heating works

A) Heating

The project has foreseen the decommissioning of the 4 units heaters present in the area concerned and their replacement with 4 fan coils in the inspectable tiles of the false ceiling.

In the toilets two radiators have been installed.

Each room has been equipped with a thermostat for the precise regulation of the temperature.

B) Water and sanitation

Two new bathrooms have been built, both equipped with a toilet and sink (one suitable for disabled people). In the service for disabled people has also been installed the appropriate wall and tipper handles required by law and the emergency call. Mirrors, one of which can be reclined, and accessories have been installed.

To supply the domestic hot water a boiler of 30 lt wall to service of both services has been installed.

3) Electrical works

From an electrical point of view, the electrical system has been completely shut down for the existing part concerned (lamps, exposed cables, interlocked EEC sockets, etc.).



The old switchboard of the general electrical panel has been replaced, reassembling it with the existing protections and deriving from the above framework a line dedicated to the supply of a new sub-cabinet for the area to be covered by the retraining.

Zugliano - Case study 2

On the second place, the already funded restoration foresees several layout changes and improvements of present condition of the building:

- Seismic improvement of the building
- Removal of the covering and its substitution/restoration
- Substitution of rotten beams
- Stabilisation of the foundation
- Re-opening of the three arcades closed in the '40s
- Demolition of not needed walls
- Reinforcement of the exterior with steel cables and bricks
- Other restoration interventions such as: Plaster restoration, Painting, etc.

Subsequent restorations and interventions should be:

- Electric system wiring
- Hydrothermal system works
- Adaptation of the WC for disabled people
- WiFi Internet connection activation
- Other specific adaptation works for future purposes such as:
- Charging station for bikes
- Soundproofing where needed for acoustic improvement
- Audio-visual equipment installation, etc.

As highlighted before, there are different possibilities of use and the five rooms could not be enough to satisfy all the different needs (eieven in the example displayed) of local stakeholders.

Moreover, the number of rooms is fundamental for the sustainability of the structure. Among the activities enlisted in the summary, the rent of some of the rooms could be one of the sources of funds to accomplish such goal; therefore, the project predicts to refresh that some of the costs can be covered by self-financing operations like this.

For the best exploitation of the site, external events and activities can be foreseen: the vast courtyard; the portico and the other spaces can be not only a good resource to



redirect activities carried out by subjects not addressed in the hub, but also a way to enhance the entire area. In this way, open-air activities and events are more visible and have the power to gather people more easily than the indoor ones can do.

7.3. Financial plan of the actions

Castello di Godego - Case study 1

The cost of the investment carried out in the first case, the old storehouse in the Municipality of Castello di Godego, consists in:

- Total works: 63.159,68 €
- Security charges: 1.907,48 €
- Technical expenses included CNPAIA and TVA 22%: 9.100,00 €
- TVA 10% on the total of works+security charges: 6.506,72 €
- Incentive RUP: 1.301,34 €
- Unexpected integrations: 7.582,15 €

TOTAL: 89.557,37 €

These costs do not include the cost of the additional anti-seismic retrofitting work.

The project budget will cover an amount of 52.000,00 euros for works and 6.000,00 for equipment. The remaining costs will be covered by the Municipality's own resources.

With respect of the running costs for the future, the Municipality of Castello di Godego will cover the costs of the everyday maintenance. Associations will give a symbolic contribution to support the heating, cooling and cleaning costs.

7.4. Organisation and the frames of operation

Castello di Godego - Case study 1

In the first case, the 3 rooms restored in the old storehouse of the Municipality of Castello di Godego, the management organization has to consider the further restoration of the remaining rooms at the second level of the building.

The destination of use of all the rooms will be the same, it is to say that all the premises will be dedicated to cultural activities of the local associations.

The Municipality of Castello di Godego counts a quite large number of associations if related to the total number of citizens (7.081 inhabitants in 2017 ISTAT research) and the territorial area covered (18,13 square km).



At the moment, there are 39 associations dealing with many different topics:

- Music;
- Theatre;
- Culture;
- Traditions;
- Sport;
- Health and social themes;
- Environment;
- Volunteering;
- Etc.

In the new premises it will be possible to carry out different kind of activities: meetings, workshops, cultural events as small concerts, photograph and art exhibitions, books presentation, etc.

The new cultural centre will be available to different kind of age targets, from the youngest to the old ones.

The Municipality of Castello di Godego will manage the new REFREsh rooms with the same approach they have already used and experimented for other similar spaces they own. The management of the use will be done directly by the Municipality's offices.

Rooms will be available from morning to evening during the whole week.

There are two different types of use foreseen:

- a periodic use all along the year with scheduled days and times. Subjects asking for this kind of use, for example with a weekly frequency, will sign an agreement with the Municipality and will be provided with a key to open and close the premises.

- an occasional use in specific and isolated circumstances. Subjects that will need the rooms for a single day or a short period of use, will ask the key to the Municipality's offices for the specific day or period of use and then will give it back after the use.

The Municipality will have a register where all users will be listed and also the aim of the use will be described.

All users of the halls will benefit from insurance coverage, the costs of which will be borne by the Municipality.

7.5. Marketing strategy and its introduction on the market

Castello di Godego - Case study 1



For what concerns the case study of the Municipality of Castello di Godego, it is possible to say that there are not competitors in the nearest area. Moreover the Municipality has just shared with almost all the local associations a new approach and rules plan to manage the relations between Associations and Municipality in terms of planning of activities, sharing of available spaces, management of public resources dedicated to the local cultural life.

The Municipality of Castello di Godego has periodic meetings with associations aimed at planning activities and evaluating possible collaborations and new initiatives.

7.6. The necessity of developing the business environment

Castello di Godego - Case study 1

With the activities foreseen by the REFREsh project, the local cultural scene of Castello di Godego will meet the economic and productive ones. In the months following the finalization of the structural works, actually, different meetings are foreseen where the public sector and Associations will have the opportunity to share with representatives of the economic and productive sector at local and regional level the work carried out and the opportunities offered by the availability of this new cultural centre/hub in Castello di Godego. These occasions of sharing will be the starting phase to build up a more structured collaboration to be spent in the premises restored which will act as promoters of further developments involving also the commercial aspect.

7.7. The timetable of the developments

Castello di Godego - Case study 1

In the framework of the first case, the timetable of the developments is structured as follows:

- the three REFREsh rooms are already available but the whole building will be ready to be used by the cultural scene from February 2020;
- the meetings with the local economic, productive and commercial operators are foreseen to be carried out from February 2020.



8. Basing the strategy of the regional creative industry

8.1. Organisational and operational basics

Essential for the strategy of the regional creative industry are the following elements:

- RIR, Rete Innovativa Regionale, which is the Regional Innovative Networks promoted by the Veneto Region inside the RIS3, that aim at bringing together different enterprises and universities to collaborate in some hot topics, among which there is also the creative industry
- regional financed projects that aims at the internationalisation, cooperation and innovation in the field

The Smart Specialization Strategy (RIS3) is the regional strategy for research and innovation, flexible and dynamic, conceived at regional level and shared at national level, with the aim of putting research and innovation policies in a system and thus avoiding the fragmentation of interventions in the territory. The Veneto RIS3 in fact constitutes the ex-ante conditionality for the implementation of the actions foreseen by the 2014-2020 ROP, part ERDF, Thematic Objective 1. The Strategy is aimed at developing regional innovation systems that enhance the productive sectors of excellence, taking into account the strategic territorial positioning and development prospects in a global economic framework. This Strategy was developed through an analysis phase, consultation tables with the protagonists of the industrial scene, districts, research centers and universities. The sectors with the greatest growth potential in relation to the resources present in the region (human capital, infrastructures, skills, districts, research institutes, etc.) and to the challenges to be faced (aging of the population, environmental changes, market change) have been identified. of work). The four areas of regional specialization were first identified, the result of the expression of the productive fabric, of scientific and technological excellence (KETs), of the innovative potential and of the outlet in the local and global markets:

- Smart Agrifood
- Smart Manufacturing
- Creative Industries
- Sustainable Living

On these four areas, the regional development and technological trajectories were identified.

On 28 February 2017, the Regional Council, with provision n. 216, approved the "Fine tuning path" document containing the overall 39 development and technological trajectories selected for each of the four areas of specialization.



In each regional innovative network (which is in fact a cluster) are included mainly enterprises and universities, in order to support common research and development projects towards the development of innovative products and services.

Definition of clear objectives and plans and improvement of contacts and matching among research (universities), public administrations, enterprises (including CCIs) are the scopes of putting together those subjects in defined clusters.

In Veneto, in the area of Creative Industries, 4 clusters are recognized and put in function:

- Euteknos (craftsmen's and artistic crafts)
- Venetian Innovation Cluster for Cultural and Environmental Heritage (valorisation and sustainable development of cultural and environmental heritage, also through innovative solutions)
- Face-design (fashion and design)
- Sports and work safety (technology and solutions related to sport activities and work)

It is to be noted that Venetian Cluster, partner of the REFREsh project, is the funding and coordinating subject of the regional innovative network "Venetian Innovation Cluster for Cultural and Environmental Heritage".

8.2. Partnership, cooperation and network

8.2.1. Cooperation and interaction of the creative industry with other sectors

The cluster organisation, with its diversified network of actors and participants, is the best solution to put together representatives from different sectors and make them interact in order to join knowledge and ideas and come up with innovative strategies, products and services.

For example the presence of cultural associations, ICT enterprises, research institutes and public bodies (museums, municipalities with cultural sites) in a joint working group facilitates the creation of innovative products and services, as new ways of approaching visitors and guiding them thanks to innovative technologies (e.g. use of virtual, augmented or mixed reality for the fruition and better understanding of cultural contents in a heritage site).

A wider involvement of productive enterprises from any sector, including sectors not directly connected to cultural and creative industries, can provide side-actors with the role of sponsors, facilitators and supporters of defined projects. More and more often enterprises are interested in joining their trademark with cultural values and are then ready to support (economically or in other ways, as communication or providing venues



and other resources) specific projects for the valorisation of cultural and creative contents.

Besides that, the cooperation with the academic and research sector is of fundamental importance, in order to provide scientific and technical support to ideas and projects development.

Moreover, public administrations have an important role of facilitators and providers of cultural sites (e.g. historic buildings, cultural heritage, industrial heritage, ...) and must be therefore involved in order to provide sites, contents and opportunities for the development of CCI products and services as well as for the creation of working groups and networks guided and supported by public approval.

8.2.2. Cooperation within the creative sector between the actors/ groups of actors

Considering creative sectors listed in Chapter 2, it can be noticed that both horizontal and vertical cooperation are suitable among actors of the CCI supply chain, as well as with the addition of other sectors and fields, external to the CCI world.

The horizontal cooperation is particularly useful to put together small enterprises, that wouldn't be able to provide high quantity or quality of products and services, if they were alone in the market. It can be important to get a critical mass of providers and producers, both for the development of some important and big projects at territorial/regional level and for the supply of products and services at international level, where the related problems (bureaucracy, customs, legal and trade issues, etc.) and costs increase and need to be supported by a larger group of actors with sufficient joint resources to manage the situation. Horizontal cooperation (joining more subjects from the same sector) permits to have higher efficiency of production, marketing and selling procedures, as well as the capacity to conquer new markets.

Vertical cooperation also becomes more and more important for the development of CCI markets, both at local and international level. As appointed in chapter 2 the CCI regional landscape is characterized by a very high variability of subjects active in the CCI sector, from single artists to big enterprises, passing through small cultural associations providing services also with innovative solutions, cooperatives and small and medium enterprises in different cultural and creative fields (movie making, ICT, events, artistic craftsmanship, etc.). The capacity to put together subjects from different sectors in order to combine a supply chain which is complete and innovative (including innovation subjects or innovative solutions or technologies) is a winning plus in all markets, permitting to defeat competitors thanks to original and complete services.

For example, joining sectors of multimedia, ICT and arts can bring an added value to the fruiting of cultural heritage (e.g. theatre actors to improve audio-guides and contents for visitors, scenographers to improve preparations of sites to be visited,



storytellers to improve visit experience, ICT developers to create immersive, virtual, augmented or mixed reality with contents from artistic subjects).

Especially for vertical cooperation, the already illustrated strategy of cluster is an important solution, permitting to network and group different subjects from different sectors in a unique supply chain and to support this supply chain for production, marketing and selling improvement, also in new markets.

The collaboration with specific marketing and communication actors (communication agencies, marketing experts, temporary managers, fairs, etc.) can add a plus to be spent in the market, facilitating contacts and offers to potential customers of the whole supply chain and provided a complete service including different products and services in a holistic way.

8.3. Production, selling and business environment

8.3.1. Possibilities to set up creative industry-focused value chains (supplier-producer-dealer chain or system or network or community)

The best experience carried out in Veneto Region for setting up creative industry-focused value chains is the one of clusters (Innovative Regional Networks) formally recognised at regional level but also able to be included in the EU Cluster Collaboration Platform.

The clusters created in Veneto are grouping and supporting enterprises of the CCI sector, receiving help from research institutes and public bodies.

8.3.2. Effective marketing system of the creative sector

The marketing mix of enterprises of the CCI sector has not been defined yet at regional level, each single enterprise follows its own strategy and marketing mix approach. The next step to be taken is to unify those single strategies and create a common strategy at group (cluster, region) level, in order to be able to discover and use opportunities that may come out from the consideration of markets and customers to be approached. An important work to be done in Veneto Region is therefore to group enterprises and define with them the most appropriate group strategies to be pursued, also including marketing mix approaches.

8.3.3. Market trends, niches, expected changes, risks of the market and possible reactions

The market trends that can be envisaged or foreseen are in the direction of an always more customisation of contents accompanied by a constant innovation of



technologies. CCI tools shall be adapted to different types of users, up to the creation of a personalised experience, for example in the visit and fruition of cultural contents.

The continuous innovation in contents and technologies will be linked to an extended cross-fertilisation between different sectors and supply chains, in order to create new and innovative links and connections among different solutions and end up with new and innovative proposals and offers of products and services in the CCI sector.

The main risk to be considered is that, following the trend of dissemination of CCI solutions, the market could be crowded by too many producers, with a risk of low quality (e.g. for ICT contents development) and a final confusion and bad service to customer. This risk must be taken into account by decision makers and regulators of the market, for example by implementing organisation of the local/regional supply chain in order to group potential competitors, enhancing the improvement of quality and level of service, transforming though the problem of a crowded market to the opportunity of a wider offer and the capacity to provide high level services both in quantity and quality terms.