

Update Nr.1
January 31, 2017

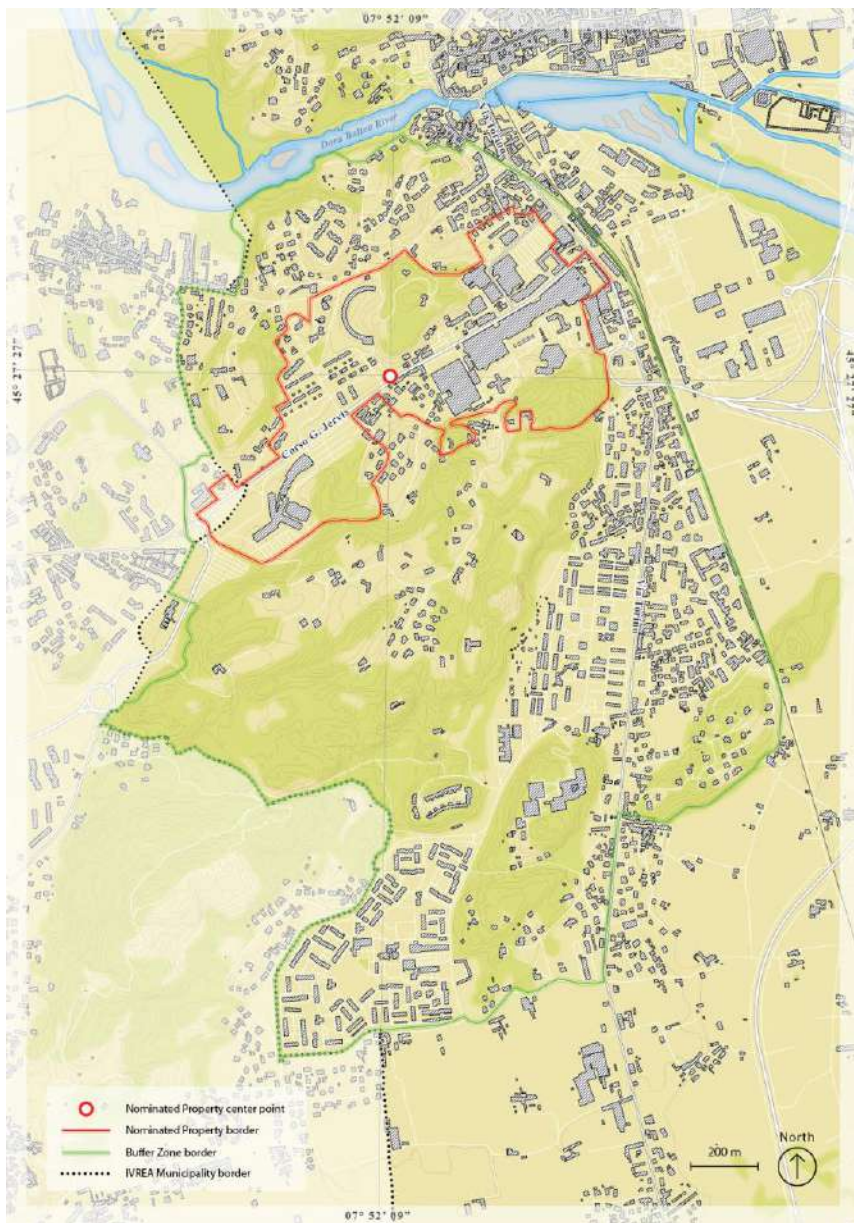
Update Nr.2
September 15, 2017

Identification of the Property

NAME OF PROPERTY	Ivrea, Industrial City of the 20th Century		
STATE	Italy		
PROVINCE/ REGION	Metropolitan City of Turin / Piedmont		
GEOGRAPHICAL COORDINATES AT THE NEAREST SECOND	Latitude 45° 27' 27", Longitude 7° 52' 9"		
AREA OF NOMINATED PROPERTY AND PROPOSED BUFFER ZONE	The Nominated Property lies in the Municipalities of Ivrea and Banchette		
		<i>Core zone (ha)</i>	<i>Buffer zone (ha)</i>
	Ivrea	70,024 ha	398,598 ha
	Banchette	1,161 ha	1,883 ha
	Total area	71,185 ha	400,481
			Total (ha)
			468,622 ha
			3,044 ha
			471,666 ha



Geographical coordinates of the Nominated Property and the Buffer Zone



Geographical coordinates of the Nominated Property and the Buffer Zone



Boundaries of the Nominated Property and the Core Zone

OWNERSHIP

The buildings of the Nominated Property are publicly (the Regional authority and municipality) and privately (investment funds, companies and private citizens) owned.

The Table below and the map that follows (Figure 4) describe the division of the property.

Ivrea:

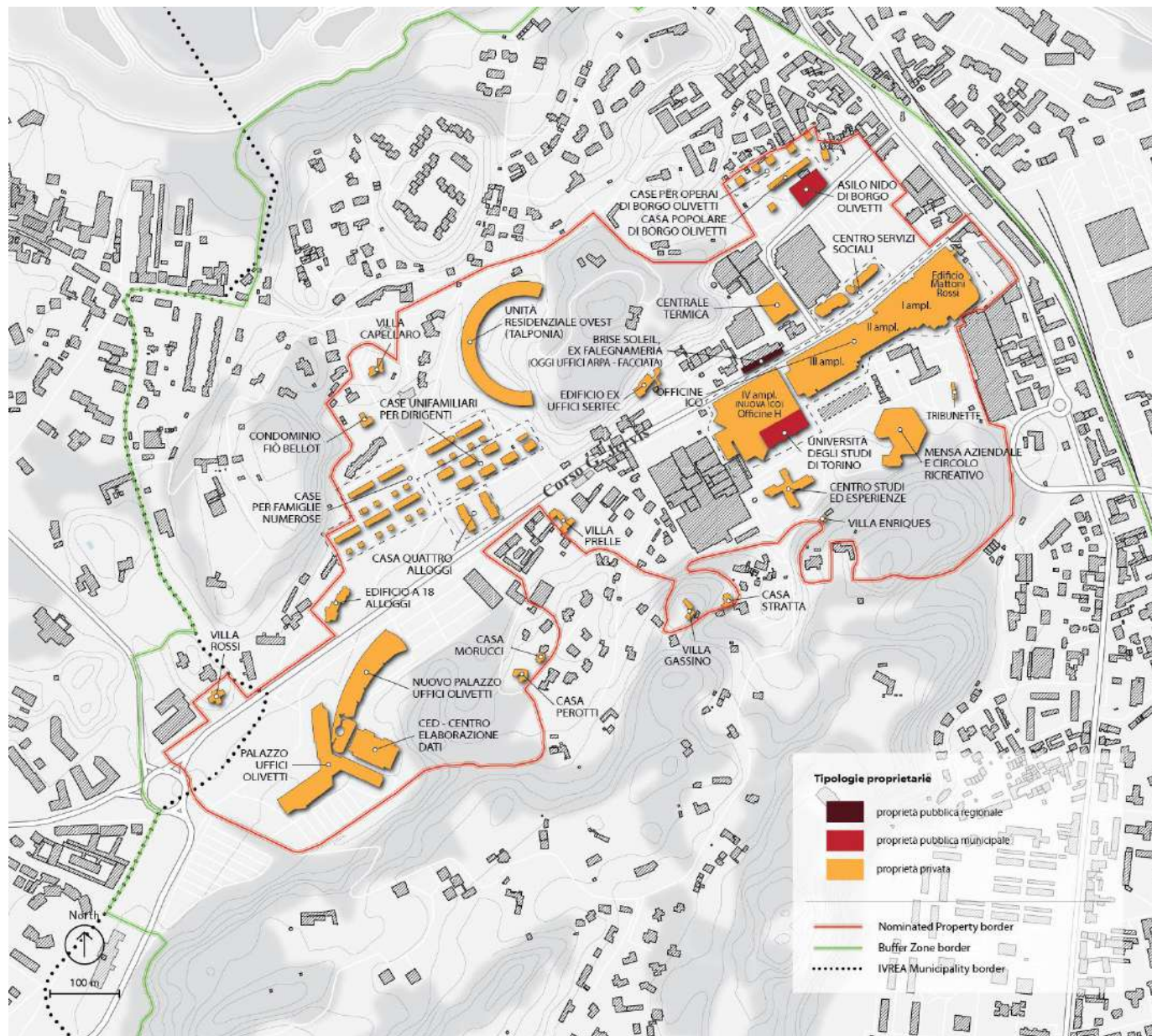
Building	Owner	Public		Private	Estimated GFA surface (m3)
		Regional	Municipal		
Social Services Center	Private Company			x	3,210.00
Nursery in Borgo Olivetti	Municipality of Ivrea		x		1,160.00
Borgo Olivetti Social Housing	Private			x	1,740.00
Central heating plant	Private Company			x	1,860.00
Olivetti Office Building	Investment Fund			x	31,150.00
Data Processing Center	Private Company			x	4,720.00
New Olivetti Office Building	Private Company			x	17,844.00
Brise soleil, Former Joinery	Public Body	x			3,756.00
Former Sertec Building	Private Company			x	1,399.00
House with 18 flats	Private			x	2,654.00
Houses for large families	Private			x	5,943.00
Single family homes for executives	Private			x	1,380.00
Buildings with four flats	Private			x	1,732.00
Borgo Olivetti workers' houses	Private			x	1,339.75
Western Residential Unit (Talponia)	Private			x	6,816.00
Villa Capellaro	Private			x	242.00
I.C.O. Workshops – Red Brick Building	Investment Fund				8,100.00
I.C.O. Workshops – 1st Extension	Investment Fund			x	39,473.00
I.C.O. Workshops – 2nd Extension	Investment Fund			x	
I.C.O. Workshops – 3rd Extension	Investment Fund			x	
I.C.O. Workshops – 4th Extension	Investment Fund			x	
I.C.O. Workshops court yard covering (Workshop H)	Private Company			x	
(I.C.O. Workshops - University)	Municipality of Ivrea		x		2,116.66
Company Canteen and Leisure Center	Private Company			x	9,000.00
Olivetti Study and Research Center	Private Company			x	2,990.00

Building	Owner	Public		Private	Estimated GFA surface (m3)
		Regional	Municipal		
Villa Prella	Private			x	419.00
Condominio Fiò Bellot	Private			x	322.00
Casa Stratta	Private			x	277.00
Casa Morucci	Private			x	250.00
Casa Perotti	Private			x	236.00
Villa Enriques	Private			x	346.00
Villa Gassino	Private			x	235.00

Banchette:

Building	Owner	Public		Private	Estimated GFA surface (m3)
		Regional	Municipal		
Villa Rossi	Private			x	285.00

The heritage assets are measured in terms of gross floor area (GFA). As defined by the Technical Implementation Regulations (Art. 7.01) of the Ivrea Land Use Plan, this is the sum of the gross area within the external perimeter of the walls of all levels of the buildings, whatever their use. Lift shafts and stair wells, lobbies, technical rooms or volumes projecting from under the eaves, spaces that are not completely enclosed although covered (loggias, balconies, patios, roof-terraces, porticoes and ground floor pilotis), basement rooms not fit for occupancy, and some kinds of usable spaces obtained from attics are excluded from the calculation.



Map of the ownership within the boundaries

The charts below show the main figures of uses and ownership of the Nominated Property

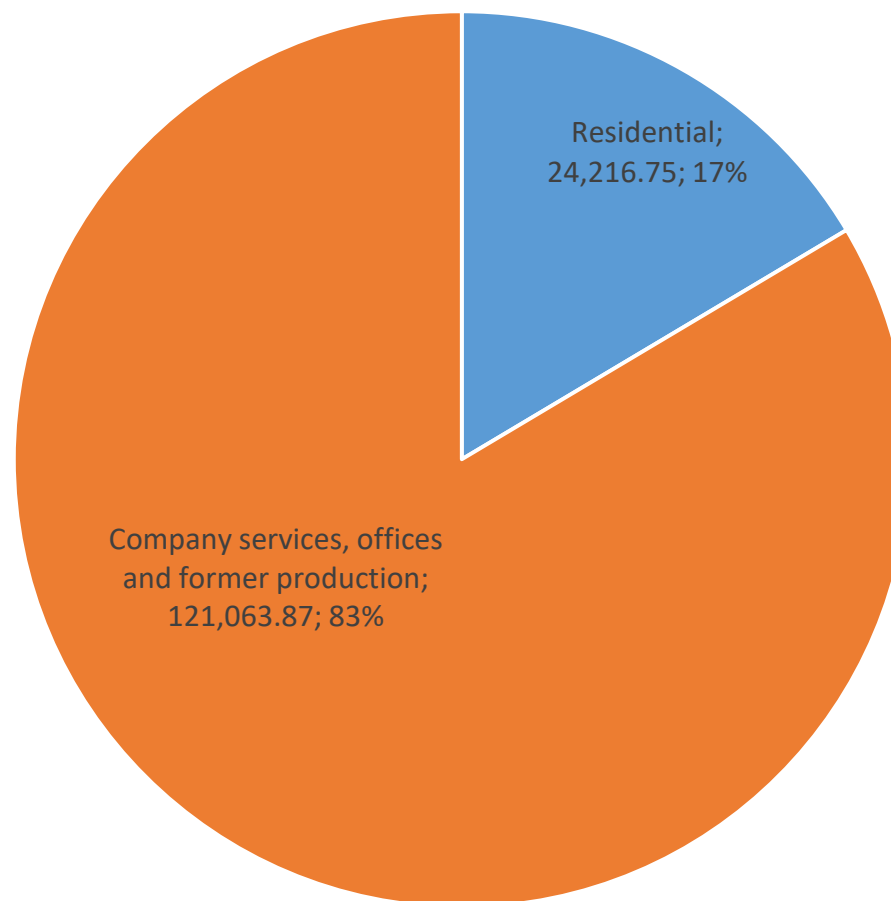


Chart 1 – Uses of Listed Buildings (Gross Floor Area M2)

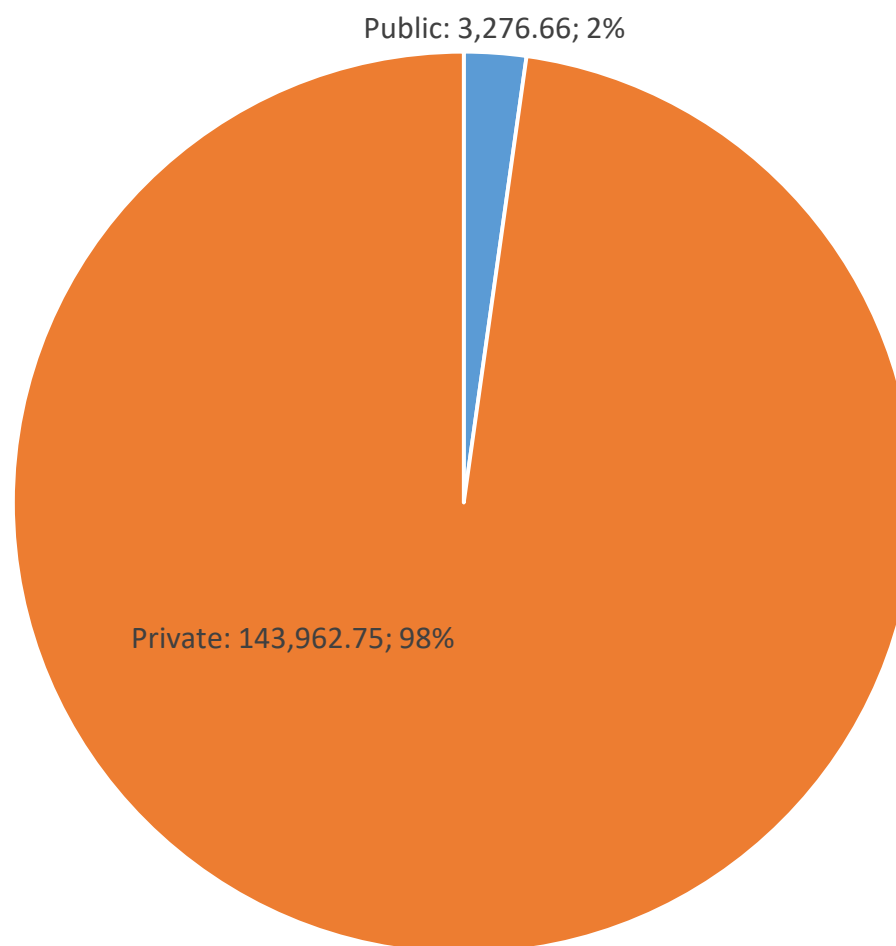


Chart 2 – Ownership of Listed Buildings (Gross Floor Area M2)

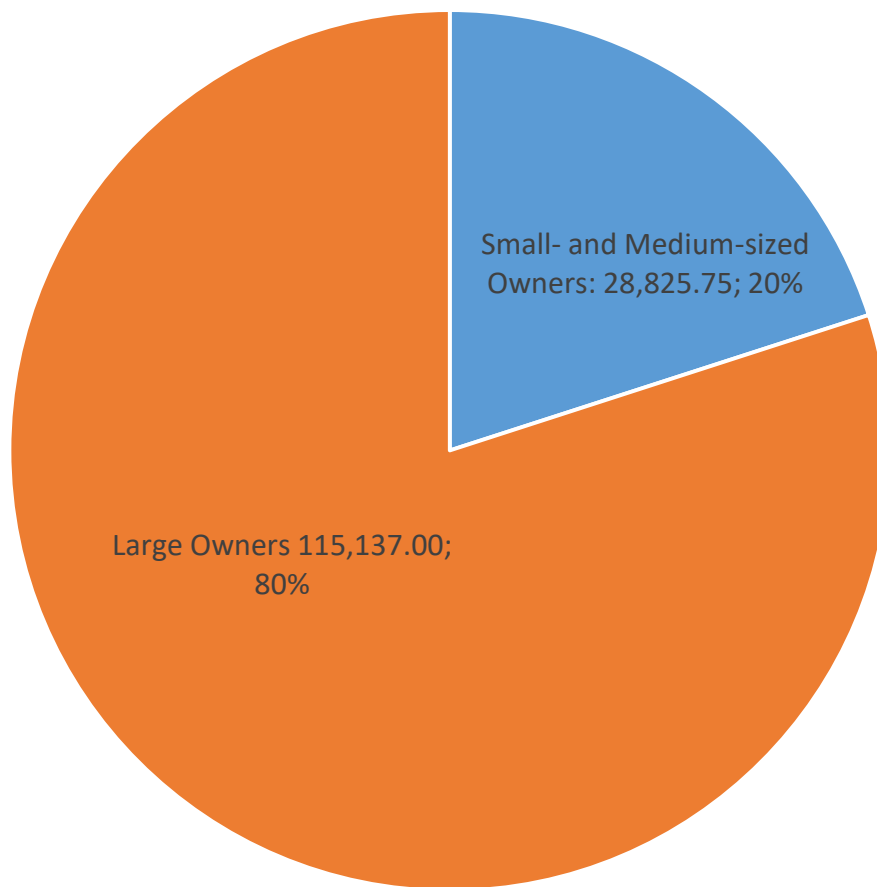


Chart 3 – Listed Building Owners (Gross Floor Area M2)

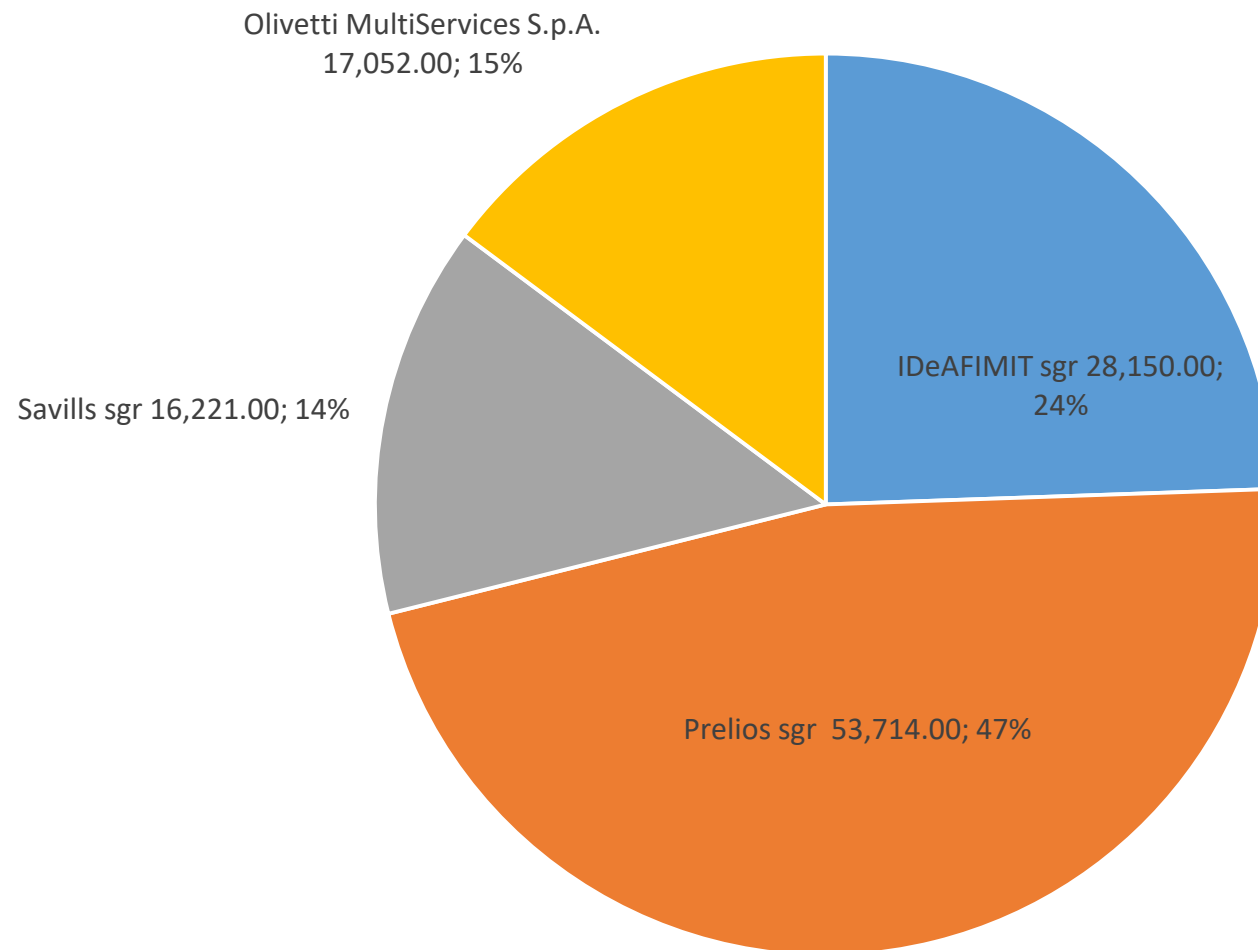


Chart 4 – Large Listed Buildings Owners (Gross Floor Area m2)

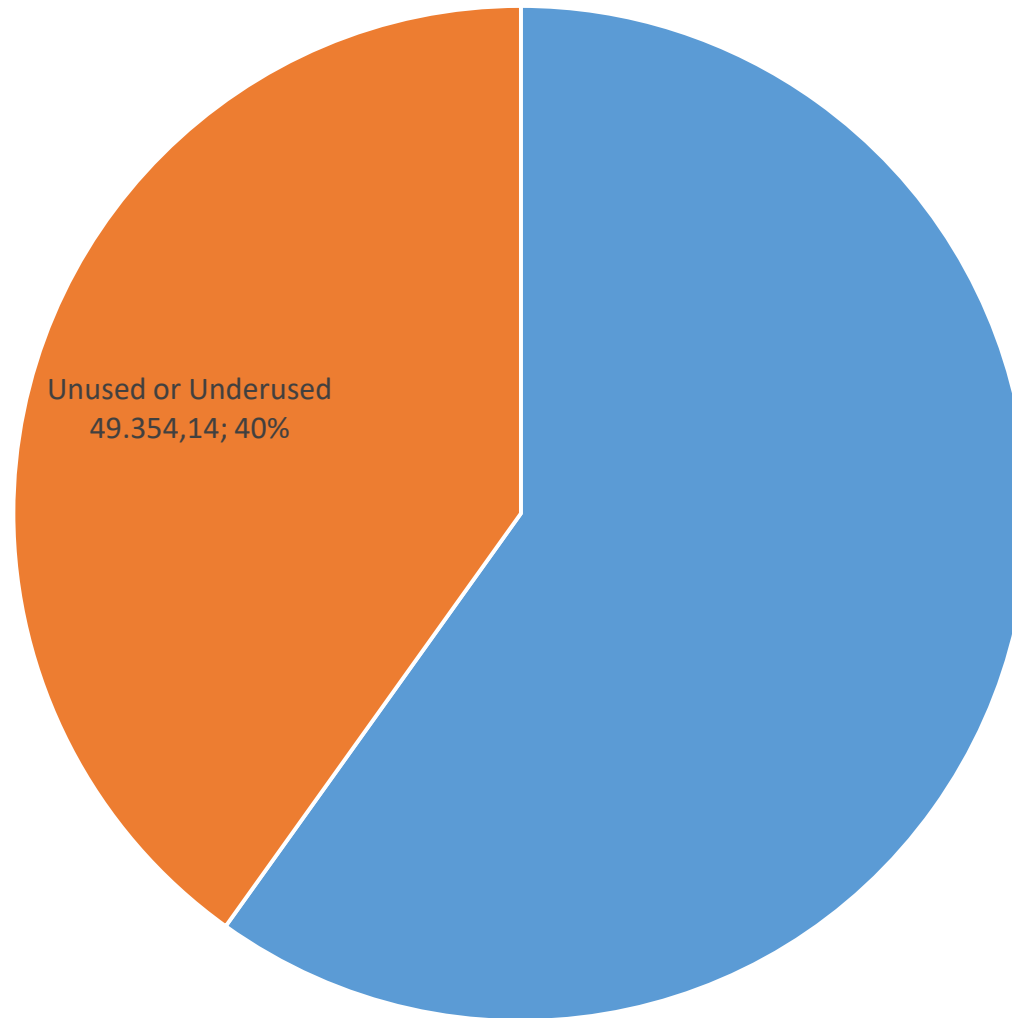


Chart 5 – Used and Unused Listed Buildings – Services, Business and Former Industrial Buildings (Gross Floor Area m2)

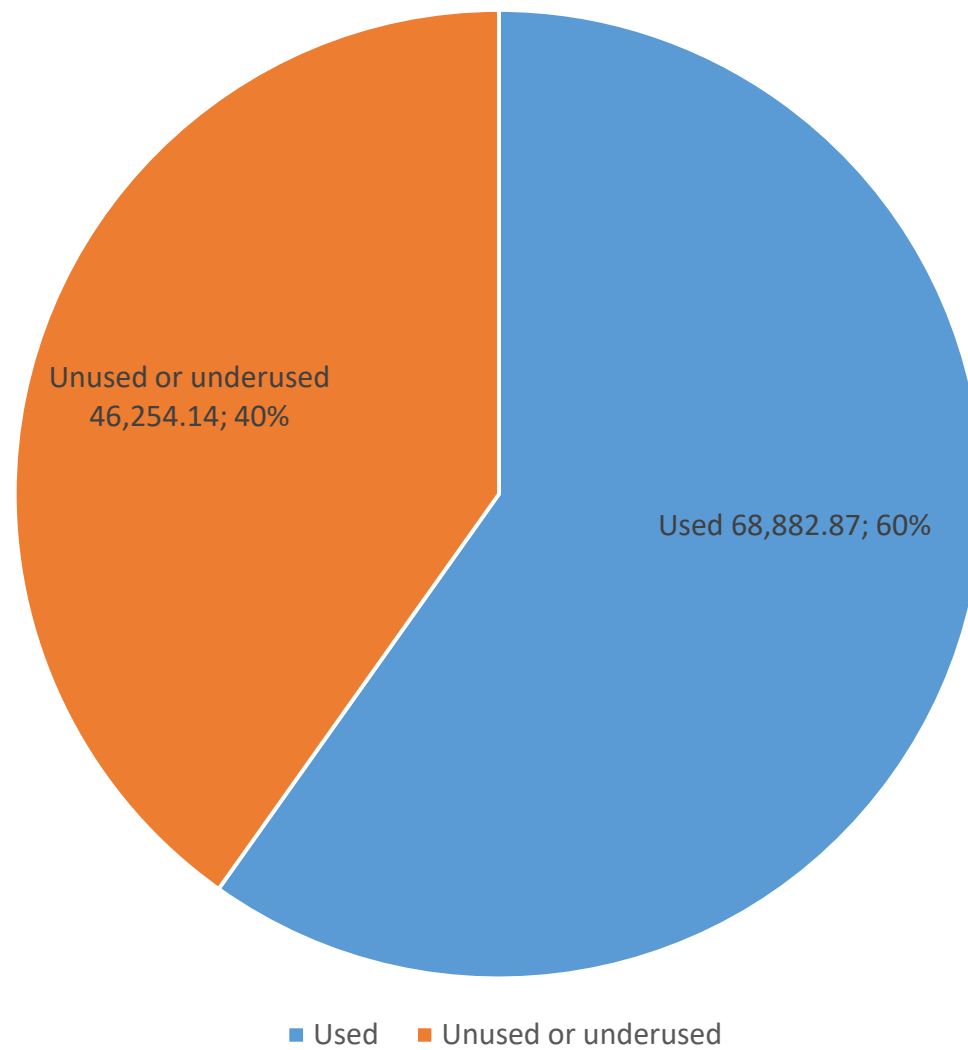


Chart 6 – Used and Unused Listed Buildings – Large Owners (Gross Floor Area m2)

PROPOSED STATEMENT OF OUTSTANDING UNIVERSAL VALUE

Brief synthesis

The Industrial City of Ivrea was built between 1930 and 1960 by Adriano Olivetti, based on an alternative design to the 20th century national and international experiments, which tended to develop according to two different models: on the one hand, the company town model and on the other hand that of industrial systems developing in large urban agglomerations with a strong impact on social and productive processes. The city of Ivrea is therefore an exceptional example compared with the widespread model of the industrial city of the 20th century, both in terms of the quality of the solutions proposed and of their methods of application.

The nomination includes all the creations associated with Adriano Olivetti's industrial and socio-cultural project and consists of a series of buildings designed by the most prestigious Italian architects, which stand out in the urban fabric of the city, and of plans by the best-known 20th century Italian town-planners. These plans have left legible traces in the urban fabric. The industrial city of Ivrea is principally identifiable along the axis of Corso Jervis. The site hosts buildings for production, community buildings serving industry and the citizens, and dwelling units. The plurality of forms of language and of architectural and town-planning culture appearing in the Nominated Property show how Ivrea's architectural heritage represents a fundamental stage in identifying the repertoire of solutions developed by the design culture of the late 1900s, to respond to the crucial issues posed by the growth of the city and the countryside involved in the processes of industrialization and which are permeated, in Ivrea, by proposals of the Movimento Comunità (Community Movement).

Justification for criteria

Criterion ii: to exhibit an important interchange of human values, over a span of time or within a cultural area of the world, on developments in architecture or technology, monumental arts, town-planning and landscape design

The industrial city of Ivrea is a model of the modern industrial city and is an alternative response of outstanding quality, in structural and social terms, to the issues posed by the rapid evolution of industrialisation processes.

The renewed organisational structure inside the factory coincided with the increased role of the factory in promoting experimental policies towards a new organization of town and country, thus transforming the city into an experimental laboratory for the theories and the planning debate of the 20th century.

Criterion iv: to be an outstanding example of a type of building, architectural or technological ensemble or landscape which illustrates (a) significant stage(s) in human history

The set of buildings that make up the industrial city of Ivrea form an outstanding series of well-preserved examples of buildings for industry, social service facilities and dwellings of exceptional architectural quality, among the first and highest expressions of a modern vision of production relationships, designed by the greatest 20th century architects and by factory technicians.

These buildings date from the 1930s to the 1960s and their unitary, overall value can only be appreciated in retrospect by acknowledging their being part of an exemplary economic and social project based on the community proposal.

Criterion vi: to be directly or tangibly associated with events or living traditions, with ideas, or beliefs, with artistic and literary works of outstanding universal significance

The Industrial City of Ivrea represents the political “manifesto” of the Movimento Comunità (Community Movement), founded in Ivrea in 1947 and inspired by the proposal to re-organize the State developed by Adriano Olivetti in his book “L’ordine Politico delle Comunità”(The Political Order of Communities), published in 1945.

Olivetti’s proposal stands out in the panorama of 20th century community proposals for the heterogeneity of community-based cultural references and for the role taken on by the factory, entrusted with driving wealth and acting as the hub for social relations. The proposal became reality through the means provided by Olivetti and confirmed the vocation of Ivrea as a laboratory for a 20th century industrial city.

Statement of Integrity

The Nominated Property includes all the essential elements that are fundamental for the complete representation of its values. All the buildings dedicated to production, industrial services and dwellings are concentrated along the Corso Jervis road axis , typifying the innovative company policies and the settlement models of the industrial city of the 20th century experimented by Ivrea since the 1930s. The site morphology and area destination have not changed over time so that the relationships between buildings, and between buildings and the urban landscape, can still be observed today. On the whole, therefore, from an architectural and landscape point of view, the Nominated Property is well preserved.

Statement of Authenticity

Over time the Nominated Property has maintained its original characteristics; the change in production type which has involved Ivrea in recent years has meant functional changes for some buildings, which however have not altered their legibility, of which the original design remains recognisable, as do the architectural and composition qualities, together with the highly symbolic value of the industrial and socio-economic experience of Ivrea overall.

Property Description

Site overview

Ivrea is situated approximately 40 kilometres from Turin, the capital of the Piedmont Region, and its main morphological feature is the River Dora Baltea. Running through the Canavese area, this river flows into the River Po near Crescentino (Vercelli province). In Ivrea, it divides the city into two distinct parts: the old city and the 20th century city. The first part stems from transformations of the original Roman Age settlement up to the end of the 19th century and the second from the 20th century industrial expansion of the city along Corso Jervis and Via Torino. The natural landscape surrounding the city features the long horizontal ridge of the “Morenic Serra of Ivrea” which dominates the horizon to the east and the outline of the Aosta Valley mountains to the north. This natural landscape is not just a backdrop but an essential part of the 20th century industrial city project. The area in which Ivrea is located is predominantly agricultural. From the start of the 20th century, it has been influenced by the transformation processes of the first Piedmontese industrial revolution. Since the 1930s, the growth of the Olivetti company has involved the entire urban structure turning the city and surrounding territory into a laboratory of spatial, cultural and social projects and ideas in response to the issues raised by such industrial processes and which, over time, has made it a national and international benchmark of industrial and urban culture.

The Nominated Property makes up a significant part of the industrial area of the city. In total, this area covers approximately 70,000 hectares.

Within the Nominated Property are 27 heritage assets, including buildings and architectural complexes which are clearly recognisable. The buildings are discernible elements of building and industrial projects that were important for the development and construction of the industrial city. Since 1934, these buildings have covered an area designated as a factory extension area, and subsequent urban planning established its function as a production and residential area. The area is crossed by Corso Jervis, which has not undergone any significant transformations over time. Since the 1960s, the Olivetti policy for locating production facilities outside of Ivrea, thus leaving the city to host its offices and workshops and maintain its land ownership in the area up to 1997, has contributed to its stability. ripetuto

Properties description

Corso Jervis

Corso Jervis is one of the roads giving access to Ivrea from Turin. It is approximately two kilometres long, stretching from the borders of the Municipality of Ivrea with the Municipality of Banchette up to the Ivrea railway line which, in fact, closes off the city to the west. This road can be considered the hub of industrial Ivrea given the massive presence of Olivetti-built modern production buildings which connect to it. These mainly date back to the years between 1952 and 1958. In the 20th century this part of the city assumed importance for its urban image of a modern industrial city contrasted by the old town centre that lies beyond the River Dora Baltea.

Along Corso Jervis, different areas can be clearly recognized with buildings for various uses that have maintained their architectural features up to today even during the continual refurbishments carried out to meet changing industrial production needs. The area also has extensive green areas, with rich vegetation. These areas are integral parts of the building plans or traces of town planning projects never carried out, thus making them an essential part of the industrial city. Since the seventies, the area has been perceived as a coherent complex by the inhabitants as well as by visitors to

Ivrea, even if it was designed and built for subsequent industrial development and for diverse projects and proposals arising from the great international debate on the industrial city and its decline over time.

Corso Jervis area, strada Comunale di Banchette

The superbly designed buildings destined for office use have a large area of parkland outside them. The buildings which are part of the Nominated Property are Palazzo Uffici Olivetti (Olivetti Office Building), Nuovo Palazzo Uffici Olivetti (New Olivetti Office Building) that can be seen from Corso Jervis when travelling toward the city centre and Villa Rossi, opposite the Olivetti Office Building, which is in the Municipality of Banchette.

At first sight the approach to the town seems rather chaotic. On closer observation it is seen to be a homogenous area which is remarkable both for the office buildings which, even if designed at different times in the second half of the twentieth century, side-by-side create a complex historical system of urban scale buildings and for the unusual location of Villa Rossi set high up on a natural podium, and skirted by a reinforced concrete retaining wall with striking bas-relief decoration. The extensive lawns in front of the Olivetti Office Building are a key feature of this area and, despite alterations done in 2007 to create a roundabout between the Municipalities of Banchette and Ivrea, the quality of the landscape has been maintained by preserving the rows of cottonwood poplars which flank the right-hand side of Corso Jervis toward the city center as well as the trees and shrubs planted near the perimeter of the offices which soften their visual impact.

Corso Jervis, via delle Miniere, via Pavone, via Carandini and strada Monte Navale Area

Today viewed as a homogeneous area, this residential zone is nestled amidst green areas. It consists of groups of dwellings (called Case Quattro alloggi - Houses with 4 flats, Case unifamiliari per dirigenti - Single family houses for executives, and Case per famiglie numerose - Houses for large families) and single buildings (Edificio 18 alloggi - House with 18 flats, Unità Residenziale Ovest - Western Residential Unit, Edifici per dipendenti Ufficio Consulenza Case Dipendenti Olivetti - Buildings for employees of the Consulting Office for Homes for Olivetti Employees) which also confers a distinctive image on the landscape. Their distinguishing features are the great variety of compositional and architectural solutions. There again, these traits can be found in all the residential properties built in the second half of the 20th century to cope with Ivrea's urban growth.

The variety of both residential and industrial architecture is a marked feature of industrial Ivrea and the result of a range of housing policies set in motion between the 1930s and the 1970s at different times in the history of industrial Ivrea heralding the culture for contemporary architecture. In pictures from the 1940s the characteristic green area was arable land and only ten years later in 1955, the architect Luigi Figini drew up a project for its temporary layout still visible today.

Dating back to the start of the 20th century, Villa Casana an historic building with a small annexed villa surrounded by parkland is set on the top of a hill to the north-west and was bought by Olivetti in 1952. Since 1998 and still today both Villa Casana and its small annexed villa are home to the Associazione Archivio Storico Olivetti (Olivetti Historic Archives Association). During the production era, the Villa was first the Architects' Office in

1953, then the Olivetti Headquarters in 1957 and finally, from 1984 the Olivetti Dental and Paediatric Center, whilst the small villa was used for the Olivetti kindergarten (1976).

Corso Jervis, via Beneficio Santa Lucia, strada Monte Navale, via Torino Area

This is a homogenous area housing mainly Olivetti Workshops and over time has become the symbol of industrial Ivrea.

On its perimeter to the rear of the Workshops are various buildings making it one of the most representative areas of the Nomination.

In this extensive green area lies the San Bernardino Monastery bordering on the Monte Navale hill where the Canteen and Recreation Center buildings are located as well as the Olivetti Training Center and a large parking area for the factory, with below it former warehouses later turned into offices.

I.C.O. Workshops (I.C.O. is an acronym of Ing. Camillo Olivetti) - Corso Jervis 11

Today the I.C.O. Workshops are one of the most notable industrial urban examples of the 20th century and the embodiment of “Ivrea, Industrial City of the 20th Century”.

Designed and built along the side of Corso Jervis the I.C.O. Workshops block was built over a long period of time from 1898 to 1958 and involved extensions and the addition of upper storeys until there was no more available space.

The I.C.O. Workshops housed Olivetti production until 1955 when, with decentralization, production was moved to San Bernardo (from 1954), and then Scarmagno (from 1962) but continued to host offices and laboratories until around 1977.

The first building at the start of Corso Jervis (near the Railway Station), called the “Red Brick” building and designed by Camillo Olivetti, belongs to the original complex consisting of individual buildings located in the area around Corso Jervis. This complex also contained the OMO (Officina Meccanica Olivetti, 1926) - Olivetti Mechanical Workshop - , which is now part of the four extensions of the I.C.O. workshops, the joinery which now hosts the regional ARPA offices and the foundry (1922), certain elements of which can still be discerned near the Centro di Servizi sociali - Social Services Center (see the description paragraph 2.a.2.4).

The “Red Brick” building is a factory block laid out over two floors above ground. The load-bearing structure followed the Hennebique system with brick walls and is similar to many industrial workshops characterizing the urban scene in the early 20th century.

The *first extension* of the Red Brick nucleus, clearly visible in Corso Jervis, was built between 1934 and 1936 to the design of architects Luigi Figini and Gino Pollini and included the Ufficio Fabbricati Industriale - Industrial Buildings Office of the company. The extension included the construction of a reinforced concrete beam bridge with a service block behind a concrete and glazed wall visible from the road. On the rear a large room covered by shed roofs hosted the new workshop. The new building was constructed of two perpendicular L plan blocks as seen from a zenith angle. The shorter

wing in Corso Jervis has 11 spans and the longer wing has 16 spans running parallel to the old industrial buildings. Over the years, the rear area of the new wings and the pre-existing building have been expanded and subsequent upper storeys have been added, some of which were designed by architect Gian Mario Celegghin.

The building structure consists of reinforced concrete frames with 4 metre inter-axes creating large areas for hosting the line production introduced into Olivetti in the 1930s.

The exterior of the building is covered by beige grès ceramic tiles ; the original colour came to light after the reuse interventions on the 3rd extension in 2007. The façade of the building has continuous windows, the original frames of which were subsequently replaced by industrially produced frames and at the base of the building are strip windows providing light for the basement service area.

The *second extension* (1936-1937; and 1937-1939) is a three floor factory block. It features an entrance into the factory and a glass façade consisting of two parallel glazed walls. The walls are covered by small ceramic grès tiles like the first extension.

The *third extension* (1939-1941) designed at a time of pre-war production consists of a new three floor factory block with a basement at an angle to the first ones in order to follow the terrain in Corso Jervis. This building extends along Corso Jervis for 18 spans, reaching 120 metres in length. The building again follows the framework of the pillars in the first extensions, which are more numerous in the basement. In the access areas on the ground floor and in the basement where the factory canteen and changing rooms are located, the pillars have an inverted bowl-shaped capital.

On the outside, the façade is similar to the second extension in terms of the windows and the ceramic coverings on the walls. The two glazed walls have an intermediate space of 80 cm to house the hardboard covered wood panels which can be adjusted with a mechanical lever and are used as brise-soleil. In some places the internal glazed wall has been replaced by a concrete and glazed wall.

The third extension employs a variety of solutions for the connection and joining problems between the different extensions and for emphasising the modern style of the building.

It was this this issue amongst others, that led to creation of the “Hall for 2000 people”. This is a large area having historically symbolic value with a quadrangular layout designed in 1939 to solve the difference in height of the different floors in the first and third extensions. This was solved by using a double ramp inside. This space is covered by shed roofs supported by pillars with a square capital with special iron open rigging. Attributable to this series of interventions is also the construction in several stages of the connecting footbridge between the third and fourth extension designed by Figini and Pollini and the Olivetti Technical Offices. Over time, the footbridge which stands back from the road has become a real part of the factory hosting offices and providing parking areas.

There were also many demolitions and reconstructions (1947; 1949) in order to arrive at the current layout of the building mostly concerning the last spans of the third extension built immediately after the Second World War and, especially, the façades on Strada Monte Navale. The third and fourth extension of I.C.O. underwent a reuse project in 2007 to house a call center. In the third extension this project led to the elimination of the second glazed wall to allow for the construction of a new armoured glazed wall with a thick dark metal frame to lessen the excessive visual impact of the original remaining façade. The inclusion of two stairwells in the existing building structure allowed compliance with workplace safety regulations.

The *fourth extension* (1955-1958), named New I.C.O., is a 4 floor building featuring a closed square layout incorporating the structure of the Olivetti Mechanics Workshops (OMO), which can easily be seen behind the glass screen of the existing building on the side of the Strada Monte Navale. The load-bearing structure of the new building was made of an 11.4 m. reinforced concrete portal. The New I.C.O. also has double glazed walls, which in some places were interrupted in the interior by concrete and glazed walls. In the original design by Figini and Pollini the façades have industrially produced frames with wider openings than those in previous extensions. On the glass façades are concrete flower boxes which are still in place although they are no longer in use. These, together with the yellow and white grès ceramic vertical elements which house the access stairs, goods lifts and service areas, are typical of the architects' style. A low horizontal block houses the entrance to the west side of the building designed by factory technicians and Marcello Nizzoli. Colour studies on the building's blinds, together with the colour of the floors and the machine tools positioned on different production floors as well as the external vertical elements, have made this building an absolutely experimental and innovative spatial example of its time. In 2006, the reuse project of the extension also involved the New I.C.O., leading to interventions on the casements and the architectural characteristics of the building.

Since the 20th century, the inside courtyard of the building has been partially dedicated to courses run by the University of Turin and partly destined for cultural uses with the creation of a large multipurpose room (opened to the public in 2001). This second space is covered by a metal structure made of square shed roofs with 12 metre sides. These are placed on support pillars which have a tree-like opening on the upper part. The metal structure was designed by Eduardo Vittoria in 1956 as a modification to a Covre industrial patent and originally covered a space destined to house automatic lathes for producing mechanical components for typewriters and calculators.

Company Canteen and Recreation Center, Strada Monte Navale 1 Strada Monte Navale n. 1

In the rear area of the workshop complex is the Company Canteen and Recreation Center, in the midst of countryside and set out on three floors on the north-east side and four floors on the south-east and south-west sides.

The building was designed by Ignazio Gardella (1953-1961), with the participation of production engineer Roberto Guiducci in the design and building phases. They also collaborated in the design of a subsequent extension (1968-1970) project which was not implemented.

The building which is underutilized has recently undergone changes to the interior which saw the division of the rooms to make way for new production activities. The changes affected the spatial perception of the large common areas on the ground floor on the north east and north west sides and a large part of the furnishings and system elements which were the distinctive features of the building creating a high impact iconography. Other interventions concerned the casements on different floors, and the covering materials in some of the interior and exterior parts of the building were replaced.

A small portion of the great architectural design of the canteen interiors with marble coverings like the prestigious skirting board of the walls in the entrance atrium and building access areas can still be seen. The exterior has maintained its original image.

The building was destined to receive up to 1,600 people in its common room serving up to 9,000 meals a day. In the large entrance atrium was an open space for hosting a range of recreational and cultural activities which were part of daily work life in the factory. In the upper rooms the areas were destined for other services for the workers and rest and reading areas.

Hence, the building played an important and symbolic role in the architecture employed in the design of the industrial city of Ivrea after the Second World War. Far from being a mere strategy of image seeking only functionality for the intended use, architectural design became part of a broader social, political and industrial project. This was matched by the great linguistic and compositional freedom of the architects who dealt with topics of architecture as well as ethics.

Outside, the building maintains the difference in height of the terrain and provides an interesting viewpoint of the Nominated Property, by offering an original vision of the rear part of the I.C.O. Workshops and the Centro Studi ed Esperienze - Olivetti Study and Research Center- against the backdrop of the historic city and the surrounding natural landscape. The relationship with the surrounding nature remains essential for gathering certain fundamental architectural and compositional features such as the building's hexagonal layout which respects and follows the orography of the hill to promote the ongoing relationship between architecture and nature. The central block of the canteen, completely encircled by large walkable balconies that pass across footbridges and stairs, links up the different levels to give direct access to the green area of the hill and the recreation and rest area. Along the perimeter of the first floor is a platform where one can stop on the balconies and contemplate the landscape just as from the large windows which, even if interrupted by the pillars, provide a feeling of continuity protected by the balcony eaves.

The architecture of the building is superb. Gardella took many useful hints from reading about the architecture of F.L. Wright which he used when studying the layout, colours and covering materials for the building and in some stunning architectural elements (such as the square layout flower box that surmounts the end of the long corridor of the area for receiving suppliers and houses the entrance to the ramp that leads to the lower level). Other prestigious details including the dark red lacquered railings and the shapes on the white marble elements in front of the balconies and the sides of the steps designed on a scale of 1:1, all stem from the compositional, design and construction method of the Milanese engineer.

Together with the Torre Velasca project by BBPR, the Spine Bianche quarter by Giancarlo De Carlo in Matera and the Arosio house in Arenzano by VicoMagistretti, the canteen was amongst the projects presented by the Italian group to the Congrès Internationaux d'Architecture Moderne (CIAM) in Otterlo (Holland) in 1959, and, as evidenced by the projects chosen, contributed to the start of a new and disruptive debate on the architectural culture of the time.

Finally the canteen designed by Gardella was the privileged subject of many important signature pictures for portraying the building and the activities carried out therein which contributed to emphasising their symbolic value and imposing how they should be read.

Next to the canteen and on the east side of the San Bernardino Monastery, as per the design of Ignazio Gardella (1954-1955), is the gallery-changing room, enhancing the recreation area of the canteen and monastery together with two tennis courts behind the monastery. This green area has small boules courts, benches and seats.

The gallery-changing rooms are a small asymmetric construction which beneath the steps host changing rooms and showers, the heating system rooms and an equipment storage area. The structure of the gallery is in reinforced concrete, the stairs and steps on the shorter side of the gallery were originally in concrete while the perimeter walls were in brown coloured clinker the same as those used for the canteen. The building is currently abandoned.

In this area is a vast parking lot and beneath this are the warehouses - workshop designed by Ignazio Gardella architect (1954-1955) which are visible from the road. The interior area of the warehouse areas was completely restructured in 1980 to host new office areas. From the outside originally covered with brown clinker, only a part of the base of the building and open pillars that support the parking lot have been maintained. The area was

the subject of an important cinema-theatre project to be located between the canteen and the San Bernardino Monastery created by Gardella in 1955 and then not implemented. The project, started in 1963 and later abandoned, did however, transform the entire rear area of the workshops also in terms of the orography leading to organization of the area as it is today.

This area is completed by the unusual presence of the San Bernardino Monastery, a monastery complex started in 1455 by the Franciscan Friars Minor and expanded in 1465. The Monastery was acquired in 1907 by Camillo Olivetti to turn it into his own home and in 1949 it was transferred to Olivetti (excluding the chapel which is owned by the Olivetti family). Today the chapel can be visited thanks to volunteers from the Spille d'Oro Olivetti Association (People awarded a gold lapel badge after working at Olivetti for 25 years). The rest of the complex is now empty after having been put to multiple uses.

During the canteen building works the west wing of the Monastery used as a barn was demolished. In 1958 and then between 1979 and 1981 Olivetti set in motion restoration works on the frescoes and the architectural complex.

The inside of the chapel has a pictorial cycle of frescoes dating back to between 1485 and 1490, the work of Gian Martino Spanzotti, recognized internationally as one of the most important of the trans European alpine period Renaissance pictorial cycles of the life and passion of Jesus Christ. The design of the canteen and its relationship with the surrounding nature and the presence of the Monastery make this part of the industrial landscape of Ivrea highly original and strange when compared to areas in traditional 20th century industrial cities.

Olivetti Study and Research Center , Strada Monte Navale

This building has three floors. With its large terraces it originally hosted training courses for Olivetti mechanical designers, a fundamental factor of this company's industrial and social policies. The architectural design was by architect Eduardo Vittoria (1951-1954) and the structural design by Pier Achille Caponago del Monte. In 1965 this building was extended as per the project drawn up by Ottavio Cascio. Modifications to the original structure were subsequently made by the Olivetti Technical Office, the last of which was to a project by Ettore Sottsass Jr. (1999-2000) on the occasion of the opening of the Interaction Design School (2001-2005) an innovative international school of design promoted by Olivetti Telecom Group and Stanford University.

The plan of the building is based on four wings asymmetric in terms of width (from 9 to 12 metres) positioned inside the central access block containing the stairs, goods lifts and service rooms. The interior staircase is rhomboid with an overhead glass skylight.

The floors house different office areas which face onto the terraces and the large rooms destined for draughtsmen. The exterior is distinctive for the contrasting white horizontal beams and the vertical pillars with blue gloss clinker covered walls which show off the structure of the building. The red cast iron window casements were changed in the subsequent refurbishing program for the school by Sottsass Jr. The use of colour follows the linguistic style that Vittoria also used in other Olivetti buildings to emphasize the search for architectural freedom based not only on functional principles. After the transfer of the design school, the building has hosted a range of telephone service companies.

Corso Jervis, via Torino and via Di Vittorio Area

The area between Corso Jervis, via Torino and via Di Vittorio has a large shady car park and prestigiously designed buildings built between 1902 and 1958, amongst which the Social Services Center, the crèche, social housing, the houses for the workers of Borgo Olivetti and the central heating plant. This area also contains parts of the Olivetti steel and aluminium foundry operational from the foundation of the company up to the late 1950s, some buildings constructed in the 1960s and 1970s to a design by Ottavio Cascio - an Olivetti architect from 1950 to 1974 - used for warehousing, and the former doctor's surgery and infirmary. This area was destined for the greatest number changes, later not implemented, following a variety of studies and proposals put forward over time for the new physical organization of Ivrea as an industrial 20th century city.

The former joinery (Corso Jervis 30 the original building dates back to 1927) is easily recognised by its coloured brise-soleil façade. This façade consists of a triple row of brise-soleil in fins of fibre cement supported by metal frames which, depending on their inclination, reflect the glazed surfaces of the I.C.O. workshops adding movement to the façades and creating an original perception of Corso Jervis. The 1955 design was by Ottavio Cascio, a leading technician then manager of the Olivetti Technical Office, who used the brise-soleil fins on the façade as a composition figure in many of the building architectures in Ivrea, such as the Olivetti industrial area in San Bernardo. The building, which at that time was home to the Training School for Olivetti salesmen, now hosts the offices of the ARPA Piedmont.

Social Services Center, Corso Jervis n. 26

To the west of the route of Corso Jervis approaching the railway line is the Social Services Center lying back from the road. The building design was by Luigi Figini and Gino Pollini (1955-1959) after they won the competition they were invited to enter by Olivetti. Roberto Guiducci and Paolo Radogna, production technicians at Olivetti, contributed to the design. According to the initial design, later modified, the building should have covered an area between via Di Vittorio, via Torino and Corso Jervis and housed a cultural center, social assistance services, the infirmary and the Olivetti HR office in four distinctive blocks. These blocks should have been open to the citizens of Ivrea by creating an area which integrated the factory services with the services of Ivrea becoming a public area.

The building running parallel to the I.C.O. Workshops consists of two blocks joined together by an independent vertical block to allow it to follow the road with a hexagonal layout seen also in the open structure of the building with three staggered floors. The ground floor has a "portico" supported by a hexagonal pillar positioned every two sections along the structural framework, requiring the connecting beams to be doubled, as can be seen. The "portico" is scattered with light wells and slits in the covering to open up the space to the sky. The varying light and vegetation contribute to an open and transparent architecture in line with its use by the public. The building can be accessed on all levels from the ground floor using the stairs and raised walkways, from the first floor with its large walkable terrace and from the stair ramps that link the terrace to the solarium and all the areas initially designed to be open to the public. On the large first floor terrace are hexagonal portholes following the structural framework of the building which allows the trees to grow high and, together with the flower beds and flower boxes, creation of a hanging garden ensuring that the quality and features of the arboreal plants are maintained as per the original building design. A search for refined architectural solutions is evident in some of the choices made during the implementation phases. The external hexagonal pillars are hexagonal section monolithic syenite blocks

tapered towards the top. On the first and second floors the terrace elevations are strengthened by small granite columns and mountings like the hand rails and drainpipes. On the second floor the terrace space contains screens made of vitrified agglomerated terracotta with glass inserts, some brick walls and flower boxes covered in blue and yellow majolica. The first of the two blocks of the building was the library and the social services office and the other the infirmary which, over time, also hosted other social services activities including children's summer camps and the Olivetti internal solidarity fund.

This work significantly represents the value of the Second World War debate in Italy and the international architectural culture was taken on by Adriano Olivetti's community project. The industrial strategies compared to company organization are shown to be part of the cultural baggage of the architects and fed their theoretical and professional practice reflections in the field of the construction of an industrial city not just in Ivrea.

Nursery in Borgo Olivetti, via Camillo Olivetti n. 34

Following the perimeter towards the north west is via Di Vittorio with the Olivetti nursery. This was constructed between 1939 and 1941 and designed by architects Figini and Pollini. The interior furnishings were designed by the Olivetti in-house Technical Office, in those days managed by architect Gian Antonio Bernasconi. Hidden by the boxwood hedges which shelter it from the outside, this building is still used today for children's services under the management of the Municipality of Ivrea. Alongside the central building on the nearby hill with its visible diorite rocks and Mediterranean vegetation is the nursery playground which cannot be seen from the road and is reached over a ramp from the inside courtyard of the nursery. The area has a "pergola", fountain, benches, stone tables and a small "portico". for storing games which also serves to shelter from rain and is now closed off by sliding glass doors. A shallow pool (now a sand pit) on the lawn completes the area. The central building is made entirely of stone with "opus incertum" walls and a crowning beam in plate-covered concrete. From via Di Vittorio it appears as an articulated system of patios covered by movableblinds protecting it from the sun and an open gallery that serves to protect the interior patios with a glassless window to create an innovative relationship with the surrounding countryside and the interior rooms.

The interior of the nursery is divided up into large classrooms for children's activities and the upper fixed or tilt and turn glass doors, which are sliding on the lower area, open on to the sides of the building. The crèche rooms are arranged on the north east side and the nursery rooms are on the south side with the service areas such as storage rooms, laundry and cloakroom in the basement.

The nursery entrance is in via Camillo Olivetti. Near the entrance a small building was constructed between 1952 and 1954 for the nursery formalities such as a paediatric and consulting surgery, which today is used for the nursery management.

Full of Le Corbusier quotations and reflections on the classic roots of modern architecture, the nursery is an important example of the research of the two Milanese architects. Together with the I.C.O. Workshop block and the first projects for the industrial city of Ivrea, this building soon appeared in publications of magazines such as "Casabella-costruzioni" to promote the debate on modern architecture and the construction of a modern, egalitarian society.

Borgo Olivetti Social Housing, via Camillo Olivetti n. 26, 28, 30, 32

On the long perimeter side of the nursery is the Borgo Olivetti Social Housing, a multi storey building with balcony access designed by Figini and Pollini in 1939.

The building was the first to be built in a vast national building programme launched by the Fascist Institute for social housing, which in Ivrea saw the active participation of Olivetti. Destined to host 24 families of employees in flats laid out over 4 floors above ground, the building runs along a north-south axis with the living rooms and bedrooms set out on the south side and the bathrooms and stairwells on the opposite side.

The ground floor with service areas is interrupted by the entrance stairs allowing access to the upper storey where there are the front doors to the apartments. The trees in between the social housing and the nursery were part of the original design and appeared in a subsequent project in 1951 by Luigi Figini.

The formal composition of the building is in harmony with modern international architecture models from the 1920s and 1930s and features simple geometric shapes which in social housing is in line with the room types, and construction techniques such as the use of the wood finishes on the balconies and the stairwells adopted in today's in middle-class buildings. Many of the composition elements and architectural features of social housing have become part of contemporary residential solutions for employee housing put forward by Sa.ce.po., the Olivetti employees' cooperative.

Borgo Olivetti workers houses, via Camillo Olivetti n. 7, 9, 12, 16, 18, 24

On the opposite side of the social housing are four of the six houses that make up Borgo Olivetti, the first nucleus of workers' houses built in Ivrea in 1926 commissioned by Camillo Olivetti. The six single family houses are on two floors with a garden - vegetable garden and built in an area near the many production buildings including the one built in the 1920s. The houses can be described using traditional vocabulary: pitched roofs, plaster walls with floral decorations, symmetric openings, windows with shutters. Their formal layout is typical of European and North American workers' villages and garden suburbs between the 19th and 20th centuries. Their presence in Ivrea is one of the most important clues as to how, at the end of the 1920s, this small Piedmont city, thanks to the special company culture promoted first by Camillo and then by Adriano, became the chosen land and the laboratory of solutions and international programmes for dealing with the contemporary growth of the industrial city.

Central heating plant, via Di Vittorio

Heading south on via Di Vittorio we come across the building for the Central heating plant. This very simple building was designed by Eduardo Vittoria (1956-1959). It is situated on the site of the former Olivetti joinery storage buildings in order to exploit the Mariotti tunnel, an underground tunnel and service infrastructure for all the Olivetti buildings.

Located on a podium to circumvent the difference in height of the road, the building is made up of three blocks arranged in a C around a central patio with a transparent lightweight shed roof overhung in iron and glass where the control station is located. Above these are burnished steel plate chimneys arranged to serve the three marine-type boilers which have now been removed but used to supply the power needed by the whole industrial complex.

Every area contained a special type of machinery used for producing energy which was designed taking into account the space needed for internal movements and the loss of heat produced by the plant. The double height block which can be seen from outside contained the boilers while the two first-floor blocks housed the turbines and compressors. From the exterior, as for the other technical production buildings designed by Vittoria in Ivrea which have, over time, become useful design models for the Olivetti Technical Office, the building features a light glazed area at the base of the complex above which is a windowless space. The three part glazed facades of the base areas provide ample light to the interior and on the upper and lower parts is an opal glass partition.

The central glazed band is in three parts and features two tone blue and grey enamelled metal mountings.

The curtain walls in the building were made with hand-painted enamelled tiles and subsequently terracotta and red klinker for the central block and blue for the boiler room area. A continuous flower box is covered in ceramic tiles like the cornicing cement parts which border the building at podium level. The prestige of the covering materials used, the colours, the laying of simple modular systems and the flower box clearly show the research done by Vittoria as regards industrial architecture which, in Ivrea, led to designs very different from the functional architecture of the 1920s. The plant worked uninterruptedly from 1959 to 2003, before being replaced with a new cogeneration plant. The building is currently empty and asbestos removal interventions are ongoing.

State of Conservation

The 'Ivrea, Industrial City of the 20th Century' site is an urban landscape arising from the development of 20th century industry. The site consists of manufacturing, service and residential buildings of special architectural value, and an urban area resulting from a specific interpretation of the relationship between 20th century industrial development and society, particularly after the Second World War. Given its features, it is important to recall various conceptual fields for the maintenance and conservation of the site. The first, essential, one refers to the industrial heritage, another comes from reflections on the conservation of modern architecture, closely interrelated to the first, and a third refers to the morphological structure of the site in relation to its integrity and intangible values. At this point, it should be remembered that the industrial heritage has been indicated as an asset to conserve from the 1970s, an expression of the attention to a material culture leading to the rediscovery of the monuments in the first industrial revolution. Between the 1970s and 1990s, the definition of industrial heritage changed from industrial archaeology to built environment or built heritage and the extension of the time period, from proto-industry to the present day, effectively including 'modern' constructions of the 20th century, is important for understanding what we include in industrial heritage today. The extension of the reference chronologies did not, however, lead to a specific reflection on modern industrial architecture, its features and problems which see respect for conservation in terms of the creator and integrity of the work. Today, these topics are, with many contradictions, a prerogative of the reflection on the restoration and re-use of modern architecture.

The following were invaluable documents for the analysis of the current state of conservation of the site. Firstly, the document 'The Dublin Principles', adopted by the 17th general assembly of the International Council on Monuments and Sites (Icomos) on 28 November 2011. The document establishes the principles for the conservation of industrial heritage with reference to sites, structures, areas and landscapes and suggests a taxonomy, from the technologies applied to production, buildings, and the recognizable signs in the landscape, used here in support of the analyses and reflections made previously on the integrity and authenticity of the heritage (see Chap. 3). Secondly, the full and extensive bibliography produced on the restoration of modern architecture starting from the productions of DOCOMOMO International and the Getty Conservation Institute, bodies whose work in the field of the re-use and conservation of modern architecture is recognized internationally; Thirdly, the reflections made on the concept of historic urban landscape, recently proposed by UNESCO, which allow the morphological structure of the city to be read in relation to still intangible values of the site (Recommendations on historic urban landscape, UNESCO, Paris 2011, <http://unesdoc.unesco.org/images/0021/002110/21104e.pdf>, access to site on 13 March 2013). Therefore, the individual buildings, and also the morphological structure of the urban spaces, have to be considered in the assessment of the state of conservation of a complex heritage asset like the one in question.

The Nominated Property includes a heritage varied by the structure of ownership, function and architectural and technical solutions; overall, it was fully active and maintained continuously until the end of the 1990s. Inevitably, changes were made over time to keep the buildings operative and adapt them to new technical and comfort requirements in a general perspective that can, however, be defined as minimisation of the alterations to the original innovative structure and value of the buildings.

Changes of ownership from 2000-2004 (from Olivetti to Telecom, and then to various property funds) led to the abandonment of the production and services buildings and sparked a series of functional transformations. In January 2013, the Osservatorio MaAM Ivrea (the Open-air Museum of Modern Architecture) [see the special paragraph in Chapter 5.d] was set up at the Town Planning and Private Building Services of the Municipality of

Ivrea to monitor the maintenance, re-use and transformation of the heritage, including residential. The establishment of the Museum thus favoured a considerable updating of the Regulations for operations on the buildings surveyed by the Catalogue of Cultural Architectural Assets of Ivrea (see the paragraph in Chapter 5.d with reference to the Census of Typical and Decorative Assets of Ivrea) and the introduction of the Discipline for the creation of minor building works. The new Regulations and Discipline became part of the building regulations in force, the institutional tool at municipal level which regulates transformations in accordance with optimal parameters. In this way, monitoring of the work on the buildings specifically catalogued in the Census in relation to the rules and cartography of the Land Use Plan is ensured for the protection and conservation of the heritage.

The start of the nomination process led to the recognition, at last, of notable cultural interest in the architectural heritage and area in general, thus proposing the application of specific state protection rules for the future and ensuring a greater level of protection of the urban landscape of the Nominated Property [see the paragraph in Chapter 5.b]. The evaluation of the state of conservation of the buildings of the Nominated Property is based on parameters relating to structures, materials, functions and technological aspects. In some cases, the state of conservation may vary according to the aspect considered.

The buildings in the Nominated Property are mainly concerned with production and the associated services. This is why, as changes became necessary to improve the productivity or increase capacity, they were done through changes to the pre-existing building or extensions. This enabled continuity in the use of these buildings, taking account of the technological changes and production organization but, in some cases, it has implied major structural and formal works in recent years. For the Buffer Zone, the most widespread operations concerning notable buildings and residences relate to technological adaptations due to the new comfort and use requirements, particularly in relation to proprietary transformations.

Early in 2015, an evaluation was made of the state of conservation of the individual buildings in the sphere of the preparation of the Nomination File. The evaluation classes were thus defined, considering the particular fragility of the contemporary architecture heritage which the site exemplifies:

Good condition: building in good state of conservation, to be subject to continuous maintenance and monitoring while not needing major operations except in the long term;

Average condition: building which has not been correctly managed and may need major maintenance work in the medium term (not more than 5 years);

Acceptable condition: building whose condition cannot guarantee that work will not be required in the short term. A maintenance requirement is expected within 1-2 years at the most;

Poor condition: building whose condition requires immediate work.

The following table summarises the main information. The description of the state of conservation of each building is a useful measurement tool for subsequent monitoring, which can use the same table for periodic updates. The information in the table is also useful for the issue of authorizations for the requalification and restoration work.

The State of Conservation has been assessed according to the inspections of the work group and in relation to the contents of the dossier - last inspection 25 April 2015.

The chronological periods used for drafting the description of the main transformations are:

- a) from the construction of the building up to 2000 marked by changes and transformations of the buildings of the Nominated Property in relation to the production requirements of Olivetti and conducted under the guidance of the Olivetti Technical Office.
- b) 2000-2012: marked by transformations following the valorization and property strategies of the new owners of the buildings and in a climate of greater attention to modern architectural heritage (see box Chap. 5).
- c) 2012 to date: work monitored by the Osservatorio del MaAM (MaAM) based on the new building regulations of Ivrea approved in December 2012.

An overall assessment with respect to the original design was indicated for private residential buildings.

STATE OF CONSERVATION AND MAIN TRANSFORMATIONS

Building	Address	Original Function	Current Function	State of Conservation	Description of the main transformations
Centro dei Servizi Sociali (Social Services Centre)	Corso Jervis n. 26	Social Services	Mixed. The building is currently under-used.	Average	<ul style="list-style-type: none"> a. Maintenance of the structure hosting collective activities for Olivetti workers. b. Change in the business carried out while remaining a collective use building; adaptation to the technical safety regulations for the activities hosted; architectural barriers. c. Installation of businesses and collective activities which led to the change of use of the building and required adaptation to the technical safety regulations; cleaning of façades and redoing the plastering, floors and coatings; change to the internal distribution.
Asilo Nido di Borgo Olivetti (Nursery School in Borgo Olivetti)	Via Camillo Olivetti n. 34	Social Services	Social Services	Average	<ul style="list-style-type: none"> a. Maintenance work for technical adaptations relating to safety and containing energy consumption. b. Fire prevention work; restoration work to the structure of the building; c. Conservation work because of the detachment of external coating materials and water leaks (ongoing); clearance of asbestos. <p>Overall, the interior of the building has remained unchanged with respect to the original design.</p>
Casa Popolare di Borgo Olivetti (Borgo Olivetti Social Housing)	Via Camillo Olivetti n. 26, 28, 30, 32	Residence	Residence	Average	<ul style="list-style-type: none"> a. Ordinary maintenance b. Replacement of some original elements on the façade; plaster and colour of the building incorrectly replaced. c. No transformations recorded.
Centrale termica (Central heating plant)	Via Di Vittorio	Industrial Services	Abandoned building	Acceptable	<ul style="list-style-type: none"> a. Maintenance of the structure, fully operative until 2003. b. Removal of the energy production pumps with the maintenance of the vapour release chimneys on the façade, seen as elements distinguishing the building; clearance of asbestos in the coatings and structural works. c. No further transformations recorded. Materials and structures are badly damaged by negligence.

Building	Address	Original Function	Current Function	State of Conservation	Description of the main transformations
Palazzo Uffici Olivetti (Olivetti office building)	Corso Jervis n. 77	Industrial Services	Private mixed manufacturing. The building is currently under-used.	Good	<p>a. Transformations due to the new Olivetti representation requirements and the increase in the range of external users of the building; adaptation to the safety regulations.</p> <p>b. Change to the ground floor rooms relating to the utility rooms; adaptation to the safety regulations and removal of architectural barriers.</p> <p>c. Internal transformations for the allocation of new activities on the first, under porch and upper floors; clearance of asbestos; adaptation to the technical and safety regulations; removal of the wainscoting in some points of the building.</p>
Data Processing Centre	Corso Jervis n. 73	Industrial Services	The building is currently under-used.	Good	<p>a. Addition of connecting elements to office building.</p> <p>b. Adaptation of parts of the building due to the change in use from industrial to tertiary - accesses, visibility, adaptation to the health and safety regulations, and also of the electrical and lighting systems;</p> <p>c. Reorganisation of the heating systems.</p>
Nuovo Palazzo Uffici Olivetti (Olivetti New Office Building)	Corso Jervis n. 30	Industrial Services	Private mixed manufacturing. The building is currently under-used.	Good	<p>a. Ordinary maintenance.</p> <p>b. Adaptation to the technical and safety regulations for promotion on the property market.</p> <p>c. Technical adaptation of the electrical systems; adaptation to the safety regulations; creation of a preparatory space for the catering business in the areas intended for the existing company canteen on the ground floor and now open to the public.</p>
Brise-soleil, Former Joinery (now ARPA offices - façade)	Corso Jervis n. 26			Acceptable	<p>a. Ordinary maintenance</p> <p>b. The building with the brise-soleil was involved in the installation of new conditioning systems on its roof.</p> <p>c. Project for the extraordinary replacement of the brise-soleil because of asbestos.</p>
Former Sertec offices building	Corso Jervis n. 60	Industrial Services	Abandoned building	Good	<p>a. Ordinary maintenance of the building.</p> <p>b. Ordinary maintenance of the building; addition of a utility room, created by the architect who designed the original project.</p> <p>c. No further transformations recorded.</p>

Building	Address	Original Function	Current Function	State of Conservation	Description of the main transformations
Casa 18 alloggi (House with 18 flats)	Corso Jervis n. 98-100	Residence	Residence	Average	<p>a. Maintenance work mainly concerning the external surfaces of the building.</p> <p>b. Maintenance work on the flat roofs; general maintenance.</p> <p>c. General maintenance.</p> <p>The building does not have external transformations which have changed the features of the original design. The maintenance of the external coating materials requires special attention, particularly the original mosaic in the lobby of the building and the play area in front of the building in Corso Jervis where the deterioration of the concrete kerb does not allow the original design of the project to be read.</p>
Case per famiglie numerose (Houses for large families)	Via Carandini n. 1, 3, 5, 7, 9, 11, 13, 15; Via Cena n. 1, 3, 5, 7, 9, 11, 13, 15; Via Viassone da n. 1 a n. 12.	Residence	Residence	Average	<p>With respect to the original design, the parking areas at the end of the kitchen garden were designed in 1951.</p> <p>The buildings do not have external transformations which have changed the features of the original design.</p> <p>The state of conservation of the external materials of the various blocks making up the employees' homes varies. The maintenance of the coating materials and the composition elements of the external façades requires special attention.</p>
Case unifamiliari per dirigenti (Single family homes for executives)	Via Ranieri n. 2, 4, 6; Via Salvo D'Acquisto n. 1, 3, 5	Residence	Residence	Good	<p>Overall, the buildings do not have external transformations which have changed the features of the original design.</p> <p>Given the permanence of the owners over time, some of the houses have not undergone internal transformations and the interior has also been kept in an excellent state of conservation.</p>
Case Quattro alloggi (buildings with four flats)	Via Salvo D'Acquisto n. 2, 4	Residence	Residence	Average	<p>Overall, the buildings do not have external transformations which have changed the features of the original design although the wooden window/door frames have been replaced with others in materials and colours different from the original.</p> <p>The maintenance of the coating materials and the composition elements of the external façades requires special attention.</p>

Building	Address	Original Function	Current Function	State of Conservation	Description of the main transformations
Borgo Olivetti workers' houses	Via Camillo Olivetti n. n. 7, 9, 12, 16, 18, 24.	Residence	Residence	Good	Overall, the buildings do not have external transformations which have changed the features of the original design.
Western Residential Unit (Talponia)	Via Carandini n. 6	Industrial Services	Residence	Average	<p>a. Maintenance of the external parts and internal structure of the building; transformations and technological adaptations for the safety regulations to set up a temporary residence for students of the Interaction Design Institute (a post-graduate school promoted by Olivetti-Telecom).</p> <p>b. Transformation of the structure to include a nursery in a unit of the building near its entrance; division of the whole building from collective to 81 private owners; adaptation to the technical safety regulations relating to the residential use of the building; maintenance work on parts of the structure of the building.</p> <p>c. Extraordinary maintenance to the external flat roof of the building with the replacement of some large concrete slabs which have completely deteriorated.</p> <p>The particular structure and nature of the building is not compromised by the continuous work over time. Some apartments have conserved furnishings and internal arrangements of the original design.</p> <p>The maintenance of the external coating materials requires special attention, particularly the flat roof and transparent plexiglas which allows light into the internal road and structure of the building.</p>
Villa Capellaro	Via Pinchia n. 10	Residence	Residence	Good	The building does not have external transformations which have changed the features of the original design.

Building	Address	Original Function	Current Function	State of Conservation	Description of the main transformations
Edificio Mattoni Rossi (Red Brick building)	Corso Jarvis n. 11	Production building	Abandoned building	Average	<p>a. Maintenance of the external parts and internal structure of the building.</p> <p>b. Adaptation to the technical and safety regulations for promotion on the property market.</p> <p>c. No further transformations recorded. The building is currently empty.</p>
Officine I.C.O. (I.C.O. Workshops), 1st extension	Corso Jarvis n. 11	Production building	Abandoned building	Average	<p>a. Elimination of the entrance porch shown in the original design; additions and adaptations to the needs of the production requirements in the building; change of all the external windows/doors of the first extension in Corso Jarvis and part of the façades on the corresponding rear of the building.</p> <p>b. Adaptation to the technical and safety regulations for promotion on the property market.</p> <p>c. No further transformations recorded. The building is currently empty.</p> <p>The maintenance of external coating materials requires special attention.</p>
Officine I.C.O. (I.C.O. Workshops), 2nd extension	Corso Jarvis n. 11	Production building	Abandoned building	Average	<p>a. Elimination of the entrance porch shown in the original design; additions and adaptations to the needs of the production requirements in the building; change of all the external windows/doors of the first extension in Corso Jarvis and part of the façades on the corresponding rear of the building.</p> <p>b. Adaptation to the technical and safety regulations for promotion on the property market.</p> <p>c. No further transformations recorded. The building is currently empty.</p> <p>The maintenance of external coating materials requires special attention, particularly in the building of the 2nd extension.</p>

Building	Address	Original Function	Current Function	State of Conservation	Description of the main transformations
Officine I.C.O. (I.C.O. Workshops), 3rd extension	Corso Jarvis n. 11	Production building	Production building	Good	<p>a. Additions and adaptations to the needs of the production requirements in the building; maintenance work on the double glazed façade in Corso Jarvis; replacement of the window frames and windows because of a fire and the resulting change to the double glazed wall in some points of the second floor of the building (1986); work arising from the safety regulations for industrial buildings.</p> <p>b. Conservative restoration of the structures of the building and thorough conservation of the glazed external wall in Corso Jarvis; complete removal of the internal glass wall of the building with relative loss of the transpiration of the external wall; reconstruction of other glass walls in the internal courtyards of the building and adaptation to the new technical safety regulations (addition of two stairwells in the structure of the building) required by the particular new businesses carried out inside the building (call centre); thorough conservative restoration of the structural parts of the New I.C.O. building and the replacement of the whole glazed façade of the building, with loss of the definitive functions of the decorative elements of the flower boxes applied to the glass walls.</p> <p>c. Implementation of technological elements linked to the use of the building (installation of radio stations for telephone companies).</p> <p>The maintenance of external coating materials requires special attention, particularly in the building of the 3rd extension and the vertical elements of the New I.C.O..</p>

Building	Address	Original Function	Current Function	State of Conservation	Description of the main transformations
Officine I.C.O. (I.C.O. Workshops), 4th extension	Corso Jervis n. 11	Production building	Production building	Good	<p>a. Additions and adaptations to the needs of the manufacturing functions in the building; maintenance work on the double glazed façade in Corso Jervis; replacement of the window frames and windows because of a fire and the resulting change to the double glazed wall in some points of the second floor of the building (1986); work arising from the safety regulations for industrial buildings.</p> <p>b. Conservative restoration of the structures of the building and thorough conservation of the glazed external wall in Corso Jervis; complete removal of the internal glazed wall of the building with relative loss of the transpiration of the external wall; reconstruction of other glazed walls in the internal courtyards of the building and adaptation to the new technical safety regulations (addition of two stairwells in the structure of the building) required by the new businesses carried out inside the building (call centre); thorough conservative restoration of the structural parts of the New I.C.O. building and the replacement of the whole glazed façade of the building, with loss of the definitive functions of the decorative elements of the planters applied to the glazed walls.</p> <p>c. Implementation of technological elements linked to the use of the building (installation of radio stations for telephone companies).</p> <p>The maintenance of external coating materials requires special attention, particularly in the building of the 3rd extension and the vertical elements of the New I.C.O..</p>
Officine I.C.O. - Università degli Studi (I.C.O. Workshops - University)	Corso Jervis n. 11	Production building	Training	Good	<p>a. Adaptations to the needs of the production requirements in the building.</p> <p>b. Conversion of the ground floor of the building and the H Workshops into lecture rooms for the university and the 'H Workshops', a place to host events; in 2006, there was a thorough conservative restoration of the structural parts of the building and the replacement of the whole glazed façade of the building.</p> <p>c. No further transformations recorded.</p> <p>The maintenance of external coating materials requires special attention.</p>

Building	Address	Original Function	Current Function	State of Conservation	Description of the main transformations
I.C.O. Workshops courtyard (Officine H)	Corso Jervis n. 13	Production building	Public Events' space		a. Maintenance of the external parts and the internal structure of the building. b. Adaptation to the technical and safety regulations for the creation of the space intended for events. c. No further transformations recorded.
Mensa e circolo ricreativo (Company canteen and leisure centre)	Strada Monte Navale n. 1	Social Services and Industrial Services	Private mixed production. The building is currently under-used.	Average (except for the interior)	a. Ordinary maintenance work; addition of an external staircase for direct access to the building required by safety regulations; adaptation to the regulations for architectural barriers. b. Change of intended use from collective to tertiary building, division of the internal spaces and adaptation to the technical and safety regulations; clearance of asbestos and resulting elimination of the internal decorative elements and the ventilation systems with a functional and decorative value; replacement of some elements of external coating. c. No further transformations recorded; renewal of the external flooring.
Centro Studi ed Esperienze Olivetti (Olivetti Study and Research Centre)	Strada Monte Navale	Industrial Services	Abandoned building	Average	a. Extensions of the original design to house new rooms for the performance of the functions in the building; compliance with fire prevention regulations. b. Redesign by the architect of the adaptations needed to create the Interaction Design Institute of Ivrea; compliance with the technical and safety regulations to host the new temporary activities (offices, call centre). c. No further transformations recorded. The maintenance of external coating materials requires special attention.
Villa Prella	Corso Jervis n. 39	Residence	Residence	Good	The building has not undergone internal or external transformations that have changed the features of the original design.
Condominio Fiò Bellot	Via Pinchia n. 3	Residence	Residence	Good	The building has not undergone internal or external transformations that have changed the features of the original design.
Casa Stratta	Strada Monte Navale n. 8e	Residence	Residence	Good	The building has not undergone internal or external transformations that have changed the features of the original design.

Building	Address	Original Function	Current Function	State of Conservation	Description of the main transformations
Casa Morucci	Via del Lys n. 11	Residence	Residence	Good	The building has not undergone internal or external transformations that have changed the features of the original design.
Casa Perotti	Via del Lys n. 9	Residence	Residence	Good	The building has not undergone internal or external transformations that have changed the features of the original design.
Villa Enriques	Strada Monte Navale n. 5	Residence	Residence	Good	The building has not undergone internal or external transformations that have changed the features of the original design.
Villa Gassino	Strada Monte Navale n. 8f	Residence	Residence	Good	The building has not undergone internal or external transformations that have changed the features of the original design.
Villa Rossi [Banchette]	Via Castellamonte n. 4	Residence	Residence	Average	The building has not undergone internal or external transformations that have changed the features of the original design. The building needs thorough maintenance and replacement of the external coating materials.

As far as the urban area is concerned, as noted above, the evaluation of the state of conservation and integrity of the site must take account of the morphological structure of the urban space. Also in this case, the elements which help to measure the permanence of functions, uses, social relations and perception of the place included in its economic, ecologic or political features can be recognised. For Ivrea, the Nominated Property results from the development of an area traced out in the early 1930s. Its subsequent development confirmed the initial structure given. The regulations of the various plans and projects that followed from the 1930s to the 1970s and involved the area did not change the characterizing elements structurally or as perceived by either the inhabitants or visitors. The urban landscape created by the various city projects over time maintained its relationship with the surrounding landscape. The permanence of production operations made it an area where also the social use did not undergo drastic changes, except in the number of staff, which reduced progressively as the role of the area changed from industrial production to provision of services to industry, through to the current situation. Therefore, if seen through the analysis of these elements it can be stated that the area has not been compromised.

Governance and Management Structure

Management Structure includes all the bodies and terms of reference described below.

The promoters of the Nomination have agreed to adopt a coordination and Management Structure along the same lines as the organization for preparing the Nomination.

To do this they will sign a Memorandum of Understanding which takes into account what is contained in the Management Plan in terms of its contents, of its commitments during the period up to inscription on the UNESCO World Heritage List and of the organizational methods proposed.

(Updated 1: Memorandum of Understanding approved on 21.04.2016)

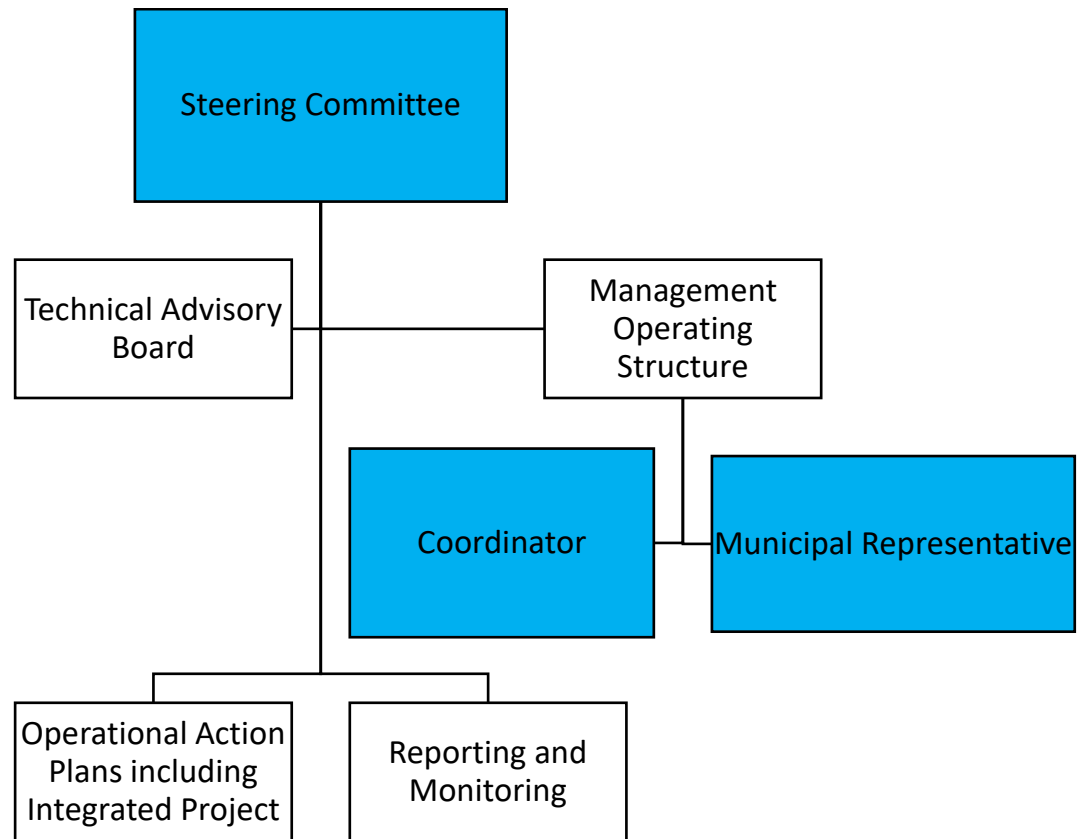
The bodies and participants in the management organization are described in the following tables:

Body	Steering Committee Membership	Integrate Steering Committee Membership if needed
<ul style="list-style-type: none">•Steering Committee (the former Steering Committee enlarged and chaired by the Mayor or his delegate.)•Technical Advisory Boards (both permanent for backing up the management of the Integrated projects or focused on specific management issues; appointed by the Steering Committee)	<ul style="list-style-type: none">•City of Ivrea (responsible authority for the WH CentER)•Ministry of Cultural Heritage and Activities and Tourism (General Secretariat – Service 1 – UNESCO Office)•Piedmont Region•Metropolitan City•City of Banchette•Adriano Olivetti Foundation•Guelpa Foundation	<ul style="list-style-type: none">•Superintendency of Fine Arts and Landscape for Ivrea and Metropolitan City of Turin•Regional Secretariat of Ministry of Cultural Heritage and Activities and Tourism for Piedmont•Directorate General for Architecture and Contemporary Art and Associated Organisations – AAP (Business Association)•Private partners owners/managers of the assets•Cultural institutes of national relevance

The operating Management Structure is made up of a Coordinator appointed by the Steering Committee on the proposal of the Mayor of Ivrea and the Representative for municipal-related actions who is the Municipal Administration Secretary General.

The functioning of the Management Structure can be summarized as follows:

- Steering Committee:
 - Appoints the Coordinator and deliberates on the strategies for managing the Nominated Property
 - Calls for periodic meetings to adopt the Annual and/or Periodic Operational Action Plans with budget commitments for each promoter and indications of Technical Advisory Boards needing to be set up and their composition and functioning rules
 - Holds extraordinary meetings to discuss the results of the Technical Advisory Board activities
 - Has periodic meetings to assess and review the Management Plan
- Coordinator:
 - Is the contact person for UNESCO and for site and Management Structure relations with external organizations
 - Coordinates and guarantees the information flow between participants and main partners and the latter and the Municipality of Ivrea
 - Is the organization and coordination manager for carrying out the Action Plans and any Technical Advisory Board activities
 - Is responsible for the actions in which the Management Structure is the Project leader (or in which the leadership is shared with another partner)
 - Monitors the coordinators' work and that of partners for implementing the actions in the Management Plan
 - Convenes and prepares periodic and extraordinary Management Structure meetings
 - Prepares and presents the periodic report of the delivery of the Management Plan
 - Prepares and presents the Annual and/or Periodic Operational Action Plans proposals
- Representative for the municipal-related actions:
 - The General Secretary of the Municipality of Ivrea is the operating representative and coordinates all the municipality departments involved in the delivery of the Actions led by the municipality



To sum up, the functional relationships between the various bodies and operating activities can be seen in the following chart:

The above-described Governance and Management Structure will be implemented in the first half of 2016.

In the short-term, modifications of terms of reference may be agreed depending on: agreements between promoter partners, active involvement of the large owners and managers, etc.

Objectives and Guiding principles

Management Plan and Management System

The Management Plan of a site on the UNESCO World Heritage list coordinates the activities of:

- Documentation
- Protection
- Conservation of the heritage assets of the site, both of cultural interest (listed buildings) and historic interest (archives, collections, etc.)

The Management Plan promotes the cultural enhancement of the Nominated Property, namely:

- Interpretation of the Nominated Property and its constant updating
- Presentation of the Nominated Property to the broad audiences, visitors and local community
- Direct or virtual (online) enjoyment and appreciation of the listed buildings by visitors and local community

Finally it promotes the engagement of the local community in the site's management and ensures the sustainability of the site's management in compliance with the four dimensions indicated by UNESCO (Environment, Inclusive Social Development, Inclusive Economic Development, Peace and Safety).

One of the factors that must be considered in the Management Plan design framework is the international dimension of the nomination process and of the inscription of the property on the World Heritage List.

The Management Plan has been specially designed to position the Nominated Property so that it fully satisfies the 'heritage' term defined by UNESCO and, hence, ensures that its management contributes to integrating the conservation aspects and conveys the Outstanding Universal Value features of the Property. The Management Plan must be shared with the stakeholders to ensure effective management system governance and the right level of involvement in the protection and enhancement of the site.

The aim of the Management Plan is to analyze and improve the existing management system and its main issues and to amend and supplement it to make it effective in achieving the strategic aims of the "UNESCO Committee for the management of the sites on the World Heritage List".

Hence, on the one hand this process concerns the protection system of the Nominated Property and the main factors that can have an impact on the state of conservation and, on the other hand, the interpretation and presentation activity set up in the last 15–20 years.

Current protection system

Those promoting the nomination have recognized the outstanding universal value of the Nominated Property since the first learning initiatives in 2000–2004.

Starting from 2006, as far as the aspects connected to the protection system of the Nominated Property are concerned, 26 of the 27 assets have been protected under the prescriptions of the Land use plan in Ivrea. The Land use plan in force cartographically identifies the assets in the Quality Charter and the charts in the constructive and decorative assets Catalogue for Ivrea. The actions on these assets are disciplined by the regulations on work on buildings and the areas belonging to them and are applied to the buildings in the Catalogue and their exterior areas and related buildings integrated into the Building Regulations in 2002.

The asset located on the territory of the municipality of Banchette is not subject to special protection prescriptions in accordance with the municipal Land–use plan in force.

As far as the protection system at national level is concerned, in none of the assets in the Nominated Property was a protection provision adopted under the dispositions of the Cultural Heritage and Landscape Code. For none of the assets — with the exception of the Nursery and part of the fourth enlargement of the I.C.O. factory which, being publicly owned, are subject “de jure” to provisional protection as prescribed in Articles 10 and 12 of the Code — 1 a State level safeguarding regime is planned due to their private property status. For the publicly owned assets designation process are ongoing and permanent regulatory protection provisions will be adopted in the first half of 2016.

As far as the remaining 25 private cultural assets are concerned, when drawing up the nomination dossier the competent protection bodies (central and associate organizations of the Ministry of Cultural Heritage and Activities and Tourism) have given a positive evaluation of the existing local protection system but have underlined the criticality represented by the necessary periodic review of the municipal Land–use plan which could considerably weaken this protection system. For this reason it has been decided to start up the designation process to adopt statutory protection provisions at national level which are particularly important for all private assets [see the documentation collected in Attachment 5.b.E]. This process must be completed by the summer of 2016.

Adopting State protection provisions is one of the actions provided for by the Management Plan.

As far as the regional protection level is concerned, according to the Landscape and Cultural Heritage Code, this refers to the landscape aspects as regulated in the third part (Articles 131–159). According to the competent promotional bodies (associate and central organizations of the Ministry of Cultural Heritage and Activities, Tourism and the Piedmont Region departments concerned) the values of the site are suitably protected in terms of landscape by the indications and directives of the Regional Landscape Plan readopted in May 2015 and to be approved in the short–term.

In the Nominated Property, the Regional Landscape Plan identifies 5 landscape components strictly linked to the nomination themes, three of which are historical–cultural and two of a perceptive–identity nature. Two of these components play a particularly important role. For each of the components, the Rules for Implementing the Plan provide indications and directives with differing levels of obligation. The landscape components in the Nominated Property have no landscape assets of special public interest (the highest level of landscape asset protection), a reason for which the Rules for Implementing the Plan do not provide statutory provisional protection prescriptions or provisional protection systems.

The Rules for Implementing the Plan require that the provinces, metropolitan city, municipalities or their associative organizations carrying out city planning comply with or adapt the territorial or city land use plans within twentyfour months of Regional Landscape Plan approval. Adaptation should preferably be done in a coordinated way between the different levels of the local bodies; should this not be possible then each body will auto-

nomously adapt its instruments to meet the prescriptions of the Regional Landscape Plan and make the information available to the other bodies. Adaptation takes place by ensuring that the competent ministerial organisations participate in the related procedure.

The review of the Ivrea Land-use Plan is a cardinal element in adapting the protection system of the Nominated Property to the outstanding universal value level and for preserving the authenticity and integrity of the assets, for acknowledging the statutory protection provisions adopted at national level and for adaptation to the indications and directives of the Land-use Plan regarding the landscape components of the site. The Municipality of Banchette must also acknowledge the particular cultural interest declaration provision that concerns the local asset.

The review of the municipal planning tools concerns specific Actions of the Management Plan and must be completed in the short-term.

Since a suitable level of protection and conservation, especially in the case of a modern industrial asset, can only be guaranteed through an in-depth knowledge of the processes which determined the construction and transformation of the listed buildings then a systematic action to enhance the documentation on the assets is also essential. Information available on certain assets has differing levels of issues that range from missing documentation, to the lack of archive inventories and to the absence of statutory protection provisions of the archives.

The majority of the archives related to the Nominated Property topics have been identified and are protected by special protection provisions adopted by the authorities concerned. One exception deals with the three archives where the protection and conservation status has not been fully adapted to the importance of the documents and was not the subject of a protection provision.

For this reason the Management Plan provides a specific action concerning three processes for the designation of special historical importance for the unprotected archives.

The Management Plan also provides for actions for systematically networking and enhancing the archives stored at cultural institutes and local companies and their connection to related archives not located in Ivrea as necessary factors for obtaining improved knowledge on the assets, fine-tuning the most efficient and suitable preservation methods and techniques and renewing and developing the interpretation of the site and improving the the intepretative infrastructures, and the presentation tools.

The main factors impacting the Nominated Property

To deal with the topic of conservation of the Nominated Property, the ownership structure of the assets must be considered. In terms of the gross floor areas, 97% of the assets are under private ownership. Only one asset is entirely public which is the Nursery school owned by the municipality. The Municipality of Ivrea has allocated the necessary resources for carrying out conservation restorations in its long-term 2015 budget. Another public body, Associazione per gli Insediamenti Universitari e l'Alta Formazione nel Canavese (the Association for University and Higher Education in the Canavese area) uses a small part (approx. 4%) of the fourth enlargement of the I.C.O. facilities which are another part of the Nominated Property. This venue is owned by the municipality of Ivrea.

79% of the private ownerships are distributed between 4 real estate owners, 3 of which are Real Estate Funds. These owners account for 88% of the areas owned by large owners and are managed by Asset Management Companies. Around 44% of the assets are unused or under-utilized.

Since the necessary resources for the conservation of the assets are mainly guaranteed by private owners and a significant portion by large owners and by the asset management companies, it is easy to see how the rate of unused and/or underutilized area of the heritage represents a risk to its conservation and its transmission to future generations.

The inscription of the Nominated Property on the World Heritage list could contribute in attracting new companies and activities consistent with the themes of the nomination and with business (or corporate) values that focus on creative, technological, process, product and cultural innovation and which consider the values of the site as essential elements for enhancing the development of economic, social and environmental sustainability. With suitable “Ivrea, Industrial City of the 20th Century” site communication and presentation strategies, in partnership with the owners, the assets could host private service activities to accelerate, hatch out and develop innovative start-ups by changing the site from a factory of innovative products to a factory of innovative companies in the 21st century.

In this scenario the reuse of the heritage involves the adaptive reuse of listed buildings, new statutory provisions for the protection of the assets and the replacement of building elements which could constitute a critical element when compared to the protection and conservation objectives and to the integrity and authenticity of the assets.

These issues should be tackled by the Land-use plan review but, above all, by the Management Plan strategy which must guarantee suitable protection and conservation levels, accompanying transformation interventions, incremental accumulation of knowledge of the assets, the most efficient intervention modes, training courses in suitable skills, constantly comparing them with sites with the same problems and with study and research institutes facing similar issues, appropriate forms of presenting the site focused on involving the local community and on attracting new activities for the innovative reuse of the asset and for promoting the cultural fruition of the site by the public and occasional visitors.

Documentation, interpretation and presentation system of the Nominated Property

Since the first research projects in the 2000–2004 period, the assets in the Nominated Property have been the subject of numerous documentation, interpretation and presentation activities. These are evidenced in numerous publications and cultural events concerning the themes of the 20th century industrial city sponsored and sustained by all the promoters of the Nomination. For example, one can think of the Olivetti Company centenary celebrations and the design, setting up and management of the “Open-air Museum of Modern Architecture” (MaAM).

Also in this case the Management Plan proposes to restart, redesign and adapt these initiatives and propose other interpretational and presentation initiatives suitable for the topics of the nominated site. With reference to the presentation of the Nominated Property, the criteria followed for the integration of the strategies and measures adopted to date are as described in the following paragraphs.

Communication and Presentation

Communication and Presentation are two aspects of the presentation of the Nominated Property. The following distinction was applied for the Management Plan:

- communication means all the exchanges of information apart from real interaction with the Nominated Property;
- presentation means all the exchanges of information that assume real interaction with the Nominated Property.

Please note that the distinction is separate from the consideration of the real communication or presentation tools used. Communication assumes close coordination with the drawing up of interpretative contents and, therefore, is connected with the conservation and presentation of the Nominated Property.

Public Targets for Communication

The targets for communication are:

- Internal (local community): inhabitants and small businesses in the Nominated Property;
 - citizens of Ivrea
 - school-age children and families
 - stakeholders from the local community: local private cultural operators
 - local tourist services
 - other local stakeholders
 - institutions and promoting bodies of the Nomination
- External: general public (potential users and cultural consumers, potential residential users in the Nominated Property – young professionals and creative classes, founders of start-ups, etc.)
 - public experts [check with the categories of public engagement]
 - cultural sector: institutional operators and economic sectors:
 - cultural institutions (archives, museums, libraries, private cultural institutions)
 - creative and cultural companies
 - tourist sector (institutional and private tourist operators, tourist services)
 - producers of goods and services: operators of business acceleration programs, incubation of start-ups, innovative start-ups (ICT and creative sector)
 - producers of goods and services: businesses connected to the new economy
 - stakeholders (forms of PPP for the management of the Nominated Property and cultural philanthropy to promote the Nominated Property).

As far as the external targets are concerned, special attention should be paid to the international dimension of the nomination which reflects the international importance of the Olivetti entrepreneurial event.

Responsible visitation at the Nominated Property

The Nominated Property does not have issues related to its visitation. The limited number of visitors is, if anything, the quite the reverse. The visits to the Nominated Property are specialized tourism, basically involving a focused public, mainly interested in visiting its modern architecture or the particular history of Olivetti.

The greatest risk is that the Nominated Property continues to attract an élite, limited tourism, remaining excluded from more general visit itineraries and the other attractions of the area, better known by the general public.

Reference target for visitation

The targets or reference public are:

- the general public of cultural tourism;
- the tourist public of centers of attraction [self-organized tourism for families, adults, with significant use of internet and social media for information and organization];
- public experts, cultural consumers, sector staff (including the educational public, universities and post-graduates);
- scholastic public from secondary schools up to the age of compulsory schooling;
- the public from the local community;
- the public consisting of the founders and personnel from the innovative start-ups, creative professionals (creative class), operators of acceleration programs and services connected to seed acceleration, operators of businesses connected to the new economy.

Presentation of the Nominated Property and the 'Audience engagement' approach

The presentation of the Nominated Property should consider the whole cycle of involvement of the public and visitors (separately, giving the due attention to each stage of involvement and introducing post processing and impact echo), integrating the guided tours to the cultural itineraries into the experience of cultural exchange, making use of all the necessary instruments (targeted marketing, internet and social media, reality increased by the visit to the cultural itineraries suggested, elaboration and communication tools and work with the public and visitors, and tools recording the impact on the exchange). Special attention should be paid to the connection between interpretational activity, contextualization and production of the socially shared meaning of the Nominated Property (broad cultural valorization). It should develop all 4 dimensions of involvement, particularly that from the public to the community which is spread through the interpretational tools, the chance to interact with the curators (including the scientific ones) of the Nominated Property, the on-line interaction tools (blogs, social media, etc.), planning of the active involvement of the community (both concerning the management and the transmission of interpretational contents, training in accordance with the various forms planned, and space available for use by the community). Therefore, the interpretation center must be able to be an institution that shares in dealing with local problems. The coordination and support that can be given to the business acceleration programs are also important to the extent that these are also concerned with creativity, ICT and cultural production.

The guiding principles of the Management Plan

As highlighted in the Nominated Property since 2000–2004, a management system has been established to set in motion the first study and documentation activities developed by the nomination promoters.

In fact, the assets in the site are known and protected and there are interpretations and presentations of the site and/or several of its well defined components, many of which are supported by a wide ranging scientific and methodological system.

The Management Plan analyses, completes and improves the existing Management System in order that the Property is managed in such way that: it contributes to achieving the strategic objectives adopted by the World Heritage Committee in 2002 (“Budapest Declaration”) and the amendments in 2007 — the so called 5 Cs —; meets the principles of the Icomos Charter for the Interpretation and Presentation of Cultural Heritage Sites (2008) called the “Ename Charter”; ensures the sustainability of the site management in accordance with the four dimensions indicated by UNESCO, Environment, inclusive social Development, inclusive economic Development, Peace and security according to the indications of the UN in the drawing up of the post 2015 UN agenda for development (2012), of the “Hangzhou Declaration” (2013) and of the «World Heritage and Sustainable Development» document adopted in 2015 (Decision 39 COM 5D, paragraphs 6 and 7, adopted by the World Heritage Committee at its 39th session, Bonn, 2015).

From the point of view of the expected results, the Management Plan must allow coordination of documentation, protection and preservation activities of the site heritage assets , both of cultural interest (listed buildings) and historic interest (archives, collections, etc.).

The Management Plan must guarantee in-depth knowledge of the assets in the Nominated Property, research and training in the necessary skills to improve the interpretation contents of the Nominated Property for promoting greater comprehension and appreciation and for presenting its values to a wider public.

The Management Plan must be able to guarantee tangible benefits to the inhabitants and the small- and medium-sized owners of the site by means of following any changes to the real estate assets in the site. Furthermore, by coordinating the actions of the stakeholders and partners, it must be able to present the values of the Nominated Property in a way which is suitable for attracting new economic and professional activities and for creating a reception system which is coherent with the values of the nominated site and compatible with the protection system of the outstanding universal value of the Nominated Property. The renewal, restoration and reuse of the assets will allow further involvement of the local community and a wider public in promoting and appreciating the site in order to exploit the potential of the inscription on the World Heritage List to present and future generations also by means of involving schools in Ivrea and in its neighbouring area.

The organizational structure for delivering the Management Plan must ensure that all the efforts and resources available to the nomination promoters, as for the other private and public partners, are coordinated in the most appropriate way and that they effectively contribute in achieving the shared vision of the Management Plan. Finally, it must guarantee periodic monitoring and reporting on the achievement of the expected results detailed in the Plan, on the preservation status of the Nominated Property, on the transformations to the site where there are no assets and on the initiatives concerning the themes which are sensitive to the site values.

Vision Statement

As has been highlighted, the Management Plan must complete, adapt and supplement the existing Management System, in the framework of the main guidelines indicated by the World Heritage Committee. Nevertheless, the Management Plan must be a real guide for participants' action in the management structure and the project partners involved in the organization and management of the actions. This is why it was important to involve the promoters of the nomination and the main stakeholders in the path from the definition of a shared design vision to the establishment of the aims, the design of the project outline and the management structure. As far as the definition of the design vision is concerned, two aspects concerning the role of the Nominated Property and the function of the nomination were immediately obvious.

The inscription of the Nominated Property on the World Heritage List is an opportunity to identify a new economic vocation for it and its role in the construction of the urban society – the 'urban tissue' of the 21st century, reflecting in the cultural heritage of "Ivrea, Industrial City of the 20th Century". It is also the opportunity to redefine Ivrea's position in the network of internationally relevant innovative urban realities.

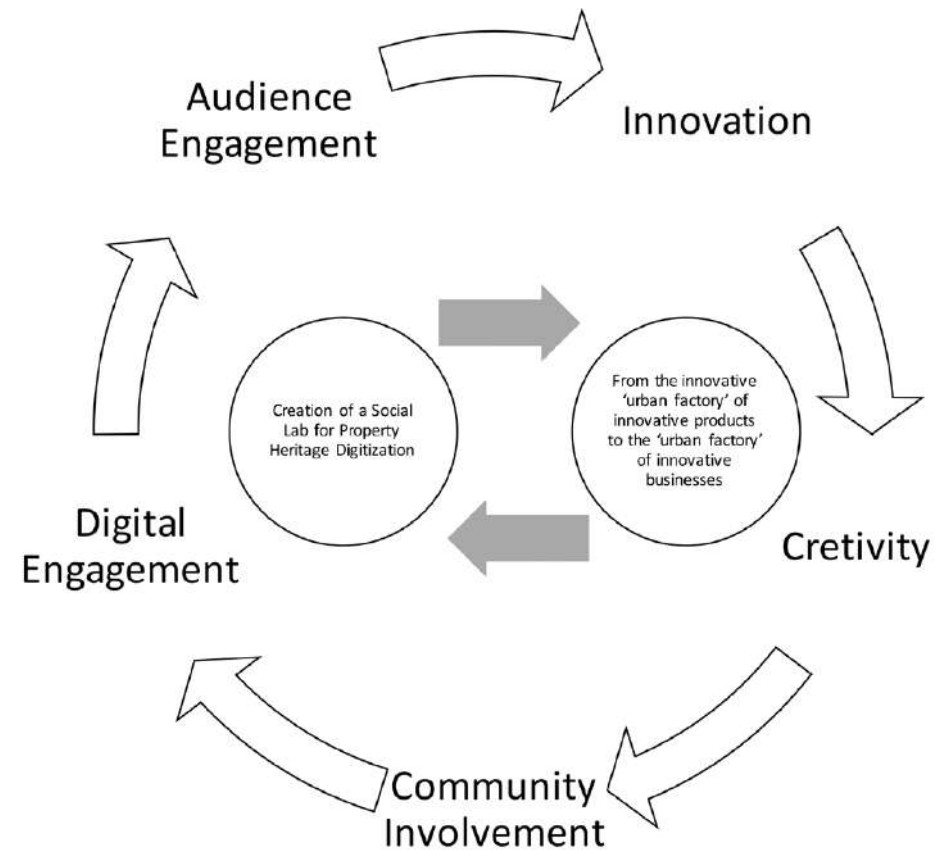
This path was summarized in the payoff "From the innovative 'urban tissue' of innovative products to the 'urban tissue' of innovative businesses".

Inscription of the Nominated Property on the World Heritage List is an opportunity to try out new ways of valorizing cultural heritage and constructing a model of fair, sustainable development in accordance with the four dimensions established by the UNESCO World Heritage Committee: environmental sustainability, inclusive economic and social development, peace and safety. In the case of the Nominated Property, this new dimension suggested by sustainability is the use of an inclusive approach for the identification, conservation and management of the cultural heritage that promotes consensus and valorizes cultural diversity. The involvement of the local community, central in this concept of sustainable development, therefore concerns both aspects of cultural identity and those relating to the new perspectives and opportunities for local development.

The main vector for the exploration of these opportunities is the design idea of flanking the real Nominated Property with a virtual, or digital, one to favor an area of experimentation, a social workshop on the digitalization of the cultural heritage. New, open strategies for the interpretation of the cultural heritage can be explored in the workshop. New, more effective forms of presentation intended for a wider potential public, and the promotion of a more widespread and deeply rooted identification of the local community with the site's cultural heritage, and more incisive, creative forms of involvement, including digital ones, of the public.

This path was summarized in the payoff 'Creation of a social workshop on the digitalization of the cultural heritage of the Nominated Property'.

The vision is summarized in the following diagram:



The Vision of the Management Plan

The vision identified, with the specific aims for structuring it, were useful in establishing the areas of operation which the Action Plans refer to and thus the design structure of the plan.

The Structure of the Management Plan

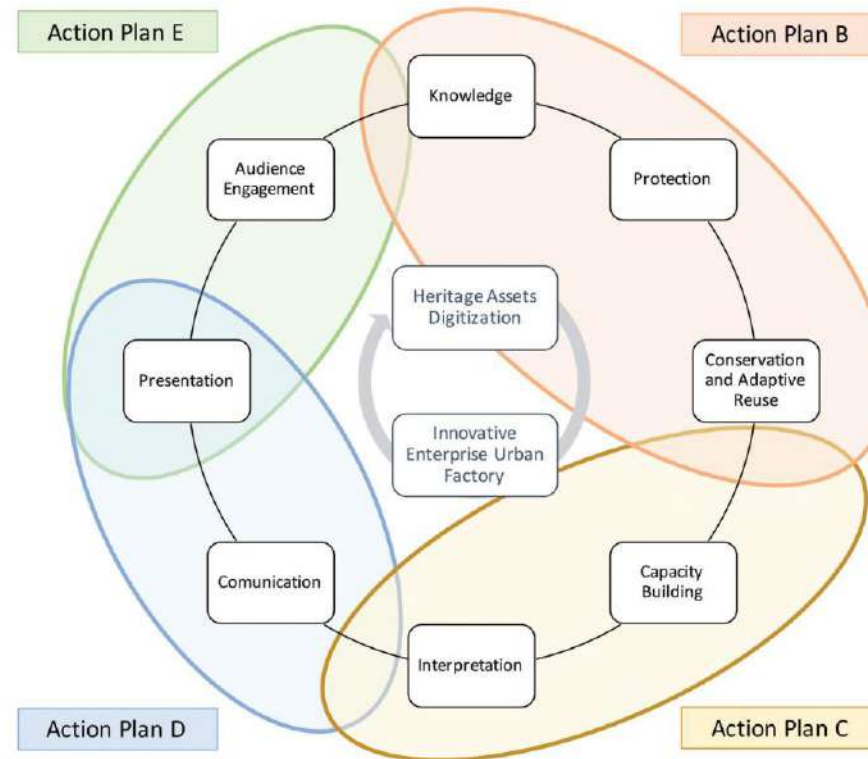
The Management Plan is developed by identifying and scheduling Action Plans over the short, medium or long term and must protect, preserve and present the Nominated Property as well as allow for its presentation and public interpretation.

The Action Plans will identify what is to be done, who will carry out the actions, how long they need, with what resources and in accordance with the defined monitoring and implementation phases.

The Action Plans may have an annual definition of a more analytical and precise nature and will be binding for all the partners involved. The Action Plans in the Management Plan are:

- A. Coordination
- B. Conservation and Documentation
- C. Capacity building
- D. Communication and Education
- E. Presentation

The relationship between the Action Plans and the vision of the Plan is described in the following diagram:



Vision and Structure of the Management Plan

The Action Plan activities are in turn organized in accordance with Action Clusters focused on achieving specific objectives

A. Coordination

A–1 Coordination activities for preparation of Nomination Dossier

A–2 Short–Term Implementation of the Management Plan

B. Protection, Conservation and Documentation

B–1 Protection

B–2 Conservation

B–3 Documentation

C. Capacity building

C–1 Capacity building for presentation

C–2 Professional capacity building, building and facilities management SMWs innovation for conservation

C–3 University degree, research doctorate (Ph.D.), postgraduate programmes and Research projects

D. Communication and Education

D–1 Integrated institutional communication plan

D–2 Priority communication actions

D–3 Communication and education actions

E. Presentation

E–1 Public Access and Enjoyment Action Plan

E–2 Visitor Center

E–3 Cultural paths “Open–Air Modern Architecture Museum” (MaAM), Ivrea

E–4 Targeted public access and enjoyment projects

E–5 Integrated interpretation Center of the Industrial City of the 20th Century

The organization of the actions into the project chart is given in the following tables which are also broken down according to the pre-established timeframe.

LEGEND

- BLACK: To be initiated
- ORANGE: Work in progress
- GREEN: Completed

UPDATE No.1

Ivrea, January 31st, 2017

Timeline or timeframe organisation - Update

Following the decision by the UNESCO World Heritage Centre in February 2016 to postpone nomination of “*Ivrea, Industrial City of the 20th century*” to a later assessment cycle, the timeframes of the Management Plan are updated as shown below (updates in orange)

- (03/2008, start of preparatory activities for application to be included in the Italian proposal list) 05/2012; Enrolment in the Italian proposal list – 12/2015: actions completed and/or ongoing
- 01/2016 – 07/2018: short-term period
- 08/2018 – 12/2020: medium-term period
- 01/2021 – ...: long-term period

All the time references in the Management Plan should, therefore, be considered updated to fit in with these new time spans.

The contents of descriptions for single planned actions described in this document have been updated as at 31 January 2017 and are highlighted in red.

Update No. 2

Ivrea, September 15th, 2017

The contents of descriptions for single planned actions described in this document refer to the period from February 1st to September 15th and are highlighted in brown.

A – Coordination Action Plan

Action Cluster	Actions	05/2012– 12/2015	01/2016 – 07/2018	08/2018 – 12/2020	01/2021 – ...
A - 1 Coordination activities for the preparation of the Nomination Dossier	A-1.1 – Technical Advisory Board establishment and meetings	X			
	A-1.2 – Steering Group establishment and meetings	X			
	A-1.3 – Coordination of nomination	X			
	A-1.4 – Preparation of Nomination File	X			
	A-1.5 – Preparation of Management Plan	X			
	A-1.6 - Targeted meetings to analyse and resolve specific aspects of the Nomination File	X			
	A-1.7 – Meetings geared towards involving residents of the Property, stakeholders and key players	X			
A - 2 Short-term implementation of Property Management Plan	A-2.1 – Property Management Structure establishment and start-up		X		
	A-2.2 – Property Management Structure – office set-up.		X		
	A-2.3 – Property Management Structure plenary sessions (at intervals specified by procedures)		X		
	A-2.4 – Coordination of Actions		X		
	A-2.5 – Preparation of annual report and monitoring of Management Plan		X		
	A-2.6 – Analysis and evaluation of alternatives geared towards the establishment of a permanent Management Structure		X		
	A-2.7 – Plenary sessions to evaluate and update the Management Plan (2 meetings, including 1 to define the permanent Management Structure		X		

B – Protection, Conservation and Documentation Action Plan

Action Cluster	Actions	05/2012 – 12/2015	01/2016 – 07/2018	08/2018 – 12/2020	01/2021 – ...:
B – 1 Protection	B-1.1 – Start of the designation process of the locally listed buildings included in the Nominated Property	X			
	B-1.2 – Full assessment, reporting, consultation process and decision regarding the designation of the locally listed buildings included in the Nominated Property		X		
	B-1.3 – Ivrea Land Use Plan review and regulatory compliance of town planning tools with Regional Landscape Plan		X		
	B-1.4 – Identification, designation, conservation and presentation of the Nominated Property's unprotected and/or uncatalogued archives		X		
B – 2 Conservation	B-2.1 – Feasibility Study on the preservation and restoration of the Adriano Olivetti nursery school	X			
	B-2.2 – Preservation and Restoration of the Adriano Olivetti nursery school		X		
	B-2.3 – Maintenance, repairs and renovations to privately owned listed buildings	X	X	X	X
	B-2.4 – Public and Green Areas Maintenance Programme	X	X	X	X
	B-2.5 – Listed Building Conservation and Adaptive Reuse Monitoring Programme			X	X
	B-2.6 – Toolbox for reception, settlement, reuse and conservation of the listed buildings		X	X	X
	B-2.7 – Support programme for the maintenance and renovation of the listed residential buildings by tenants and small owners		X	X	X
B – 3 Documentation	B-3.1 – Research and Documentation Programme to enhance the knowledge and understanding of the listed buildings		X		
	B-3.2 – Research and Documentation Programme to enhance the knowledge and understanding of movable heritage assets in the Nominated Property		X		
	B-3.3 – Development and implementation of a Cultural Promotion Programme for the Nominated Property			X	X

C – Capacity Building Action Plan

Action Cluster	Actions	03/2008 – 12/2015	01/2016 – 07/2018	08/2018 – 12/2020	01/2021 – ...:
C – 1 Capacity building for presentation	C–1.1 – Training courses for Site interpreters’ skills development		X	X	X
	C–1.2 – Training courses for local Archives Personnel and local Cultural Operators		X		
C – 2 Professional capacity building, building and facilities management SMEs innovation for Conservation	C–2.1 – Training courses for technical and administrative capacity building for Property Conservation		X	X	X
C – 3 University degree, research doctorate (Ph.D.), postgraduate programmes and Research projects	C–3.1 – Workshop courses in Bachelor of Science or Master of Science Programmes with themes on modern heritage conservation and management in the Nominated Property and the Industrial City of the 20th Century	X			
	C–3.2 – Degree courses, research doctorate (Ph.D.) programmes and research theses, Research projects on modern heritage conservation and management	X	X	X	X
	C–3.3 – Degree programme courses, research doctorate (Ph.D.) programmes and research theses, Research projects on the Industrial City of the 20th Century and modern heritage management			X	X
	C–3.4 – Seminar cycle organised by the National Committee for Olivetti’s First Italian Factory Centenary Celebrations	X			
	C–3.5 – Specialist International Conferences	X	X	X	X
	C–3.6 – Factory Futures: research-by-design programme exploring innovative architectural responses for the European productive landscape of the future – Visiting School Ivrea	X			
	C–3.7 – Training courses and development of multidisciplinary projects at the Alta Scuola Politecnica	X			
	C–3.8 – Training courses and workshops at the International Summer School Of Ivrea	X			
	C–3.9 – Regular high-level and post-graduate short training courses on selected themes of restoration, reuse and management of industrial and modern architectural heritage		X	X	X

Action Cluster	Actions	03/2008 – 12/2015	01/2016 – 07/2018	08/2018 – 12/2020	01/2021 – ...:
	C-3.10 – High-level and Post-graduate training courses on the restoration, reuse and management of industrial and modern architectural heritage		X	X	

D – Communication and Education Action Plan

Action Cluster	Actions	05/2012 – 12/2015	01/2016 – 07/2018	08/2018 – 12/2020	01/2021 – ...:
D – 1 Integrated institutional communication plan	D-1.1 – Creation of a graphic identity for the Nomination and the development of base applications	X			
	D-1.2 – Design, on-line placement, optimisation and updating of the Nomination Web Site	X			
	D-1.3 – Creation of Nomination promotional video	X			
	D-1.4 – Creation and management of Nomination social media profile	X			
	D-1.5 – Alignment of the integrated communication plan		X		
	D-1.6 – Review and development of the integrated communication plan			X	X
D - 2 Priority Communication action	D-2.1 – Creation of a travelling exhibition dedicated to the Nomination	X			
	D-2.2 – Organisation and management of events dedicated to the promotion of the Nomination	X			
	D-2.3 – Research, Promotion, Communication and Dissemination programme for the UNESCO World Heritage Nomination of "Ivrea, Industrial City of the 20th Century"	X			
	D-2.4 – Public relations campaigns to promote the Nomination	X	X		
	D-2.5 – Analysis of the local community: Drafting, delivery, analysis of questionnaire directed to the local community	X	X	X	X
	D-2.6 – Communication campaign targeting strategic audiences for Property presentation and enjoyment Sub-action (A) – Promotion of listed buildings for the establishment of accelerator programmes and “startup studios” for innovative startups and new economy initiatives Sub-action (B) – Communication campaign targeting cultural institutes and creative industries Sub-action (C) – Communication campaign targeting stakeholders to encourage the design and development of PPPs (Public-Private Partnerships) for the management and value enhancement, alongside cultural philanthropy including Fundraising activities Sub-action (D) – Events to promote an innovative economy – technology, management, business services, tourism-related services – linked to the intangible contents of the Nomination of “Ivrea, Industrial City of the 20th Century” and tied in with its entrepreneurial and economic facets Sub-action (E) – Activities to promote the participation of the Nominated Property in cultural networks and events promoting public awareness and appreciation of cultural heritage assets, and more generally creative and cultural industries.		X	X	

Action Cluster	Actions	05/2012 – 12/2015	01/2016 – 07/2018	08/2018 – 12/2020	01/2021 – ...:
	Sub-action (F) – Shared initiatives in connection with other properties inscribed in the Italian UNESCO heritage list to promote UNESCO values and those of the Properties, designed to integrate ancient and modern heritage				
	D–2.7 – "UNESCO Days – Ivrea and District of Ivrea"		X	X	X
D - 3 Communication and education action	D–3.1 – "School UNESCO Days in Ivrea and in the District of Ivrea"		X	X	X
	D–3.2 – Participation by schools of Ivrea in World Heritage Education Programme initiatives			X	X

E – Audience Development Action Plan

Action Cluster	Actions	05/2012 – 12/2015	01/2016 – 07/2018	08/2018 – 12/2020	01/2021 – ...:
E - 1 Audience Development Action Plan	E-1.1 – Drawing-up an Audience Development Action Plan		X	X	
E - 2 World Heritage Site Visitor Center	E-2.1 – Establishment of a Visitor Center		X		
	E-2.2 – Setting-up of temporary exhibition spaces			X	
	E-2.3 – Permanent exhibition “Ivrea, Industrial City of the 20 th Century” set-up			X	
E - 3 Cultural itineraries “Open Air Modern Architecture Museum” (MaAM), Ivrea	E-3.1 – Development of a project for renovation and management of the Open-Air Modern Architecture Museum in Ivrea, including the review and alignment of the exhibition programme		X		
	E-3.2 – Maintenance works at the stopovers, lookouts and information points along the cultural itineraries		X		
	E-3.3 – Re-design, re-writing and re-printing of informative materials		X		
	E-3.4 – Re-design and development of the institutional website		X		
	E-3.5 – Design and development of a Virtual Reality App			X	
E - 4 Focused Presentation	E-4.1 – Visits along the cultural itineraries of the Industrial City of the 20th Century	X	X	X	X
	E-4.2 – Events and cultural networks in the Industrial City of the 20th Century Sub-Action (A) – Events within cultural networks that aim to create public awareness and improve public appreciation and understanding of cultural heritage assets, and to engage creative and cultural industries and operators. Sub-Action (B) – Conferences on the Industrial City of the 20 th Century Sub-Action (C) – Temporary and/or permanent exhibitions		X	X	X
	E-4.3 – Modernisation of tourism-related services to enhance public enjoyment and appreciation of the Industrial City of the 20 th Century		X	X	
	E-4.4 – Reusing the Industrial City of the 20th Century		X	X	
E – 5 Integrated interpretation Center of the Industrial	E-5.1 – Feasibility study on the development of an Integrated Interpretation Center that integrates cultural heritage assets within or outside the Property, linked to the theme of Ivrea, Industrial City of the 20th Century		X		

Action Cluster	Actions	05/2012 – 12/2015	01/2016 – 07/ 2018	08/ 2018 – 12/2020	01/2021 – ...:
City of the 20th Century					
	E-5.2 – Virtual (or online) Property Museum		X	X	

Factors affecting the Property and Disaster Risk Management

(i) Pressure arising from development

The Nominated Property and Buffer Zone are involved in Land Use Plan PRG 2000 [Appendix 4.b.A], which indicates the pressure arising from urban development linked to the transformation of the city and mobility infrastructures. The main pressures driven by the operations permitted by the Plan concern the possible consequences of transformations allowed in terms of inhabitants, businesses that can operate and traffic flow, with the resulting increase in noise and atmospheric pollution from public and private transport, the businesses that can operate and the stages and methods of doing the work itself. Other types of pressure on the environment should be excluded as the operations permitted by the Plan have to comply with the prescriptions in the Summary of Geological Danger drafted pursuant to Circular 7LAP of 1996.

The Land Use Plan sets out different categories of operations according to the relevance of the buildings. Despite this, some buildings relevant for the nomination have not been attributed the highest level of protection and some areas adjoining industrial buildings foresee a potential land index which, if implemented, could put the integrity and authenticity of the asset at risk. Direct and indirect protection procedures [see paragraphs 5.b and 5.c], which subject any work on the buildings to authorization, were started to prevent alterations of this kind. These are flanked by the work of the Open-air Museum of Modern Architecture, aimed at reducing the risk that the permitted transformations of the existing buildings may pose to their authenticity and integrity. Unfortunately, it is unable to effectively overcome the problems linked to the adaptation of the buildings to technical regulations (on safety, energy consumption, internal surfaces, window/floor surface ratio etc.). On this point, it may be useful to stress that, for listed buildings subject to constraints, alternative solutions can be found that are partially exempt from the general regulations. This would allow the original character of the buildings to be maintained.

Further pressure arises from the Directives issued by the European Union in the relevant sectors. Although the cultural heritage is the prerogative of the individual states, European directives relating to the environment, energy efficiency and safety at work may influence the methods of conservation and operation on the modern heritage. The national regulations linked to the possibility of developing the area (in relation to the abandonment of the public property heritage, land take, town planning equalization, civic uses, amnesties, the Housing Plan, the Social Housing Program, architectural barriers, recovery of attics, the minimum distance between buildings, the internal height of existing rooms and management of fire prevention at work) may cause pressure, mitigated by the fact that these regulations are incorporated into and filtered by regional planning and therefore also by municipal planning in the drafting of the Land Use Plan.

SUMMARY OF THE RISK FACTORS LINKED TO THE PRESSURE ARISING FROM DEVELOPMENT

Element at risk	Risk	Risk factors	Valuation	Means for reducing the risk
Production areas ICO workshops	Major transformations	Abandonment Change of owner Fragmentation of ownership Change in the intended use Deterioration of the external coating materials -	Medium-High	<ul style="list-style-type: none"> • Statutory municipal and state provisions to ensure preservation for the original architectural and morphological features of the buildings, also in the event of change of use or ownership (protection requirements). • Awareness-raising on the subject of the industrial heritage of the 20th century. • Learning and innovative experimentation in material restoration. • Promotion of heritage preservation and adaptive reuse
Spaces for industrial services (Central heating plant; Olivetti Office building; Data Processing Centre; new Olivetti office building; Former Sertec offices building; Western Residential Unit; Olivetti Study and Research Centre)	Major transformations	Abandonment Change of owner Fragmentation of ownership Change in the intended use Deterioration of the external coating materials -	Medium-High	<ul style="list-style-type: none"> • Statutory municipal and state provisions to ensure preservation for the original architectural and morphological features of the buildings, also in the event of change of use or ownership (protection requirements). • Awareness-raising on the subject of the industrial heritage of the 20th century. • Learning and innovative experimentation in material restoration. Promotion of heritage preservation and adaptive

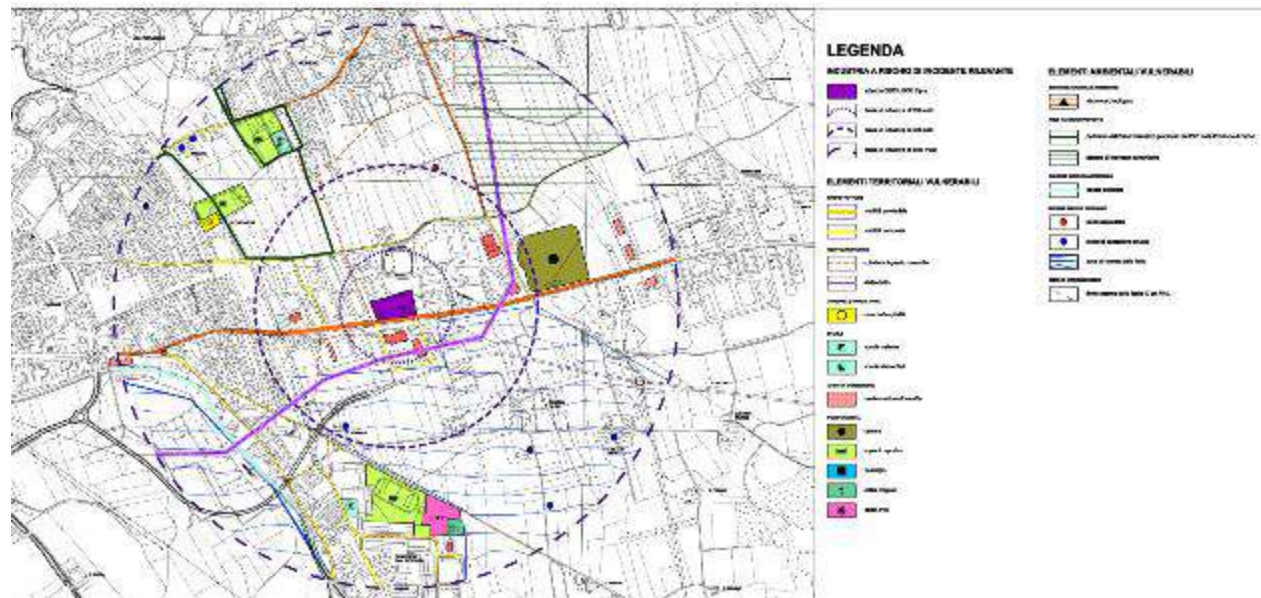
Element at risk	Risk	Risk factors	Valuation	Means for reducing the risk
Residential areas (Borgo Olivetti Social Housing, House with 18 flats, Houses for large families, Single family homes for executives, Casa quattro alloggi (buildings with four homes), Borgo Olivetti workers houses, Villa Capellaro, Villa Prella, Fiò Bellot Condominium, Casa Stratta, Casa Morucci, Casa Perotti, Villa Enriques, Villa Gassino, Villa Rossi [Banchette])	Major transformations	New comfort needs Technical evolution in relation to the living functions Fragmentation of ownership -	Low	<ul style="list-style-type: none"> • Statutory municipal and state provisions to ensure the respect for the original identity of the buildings, also in the event of fragmentation of ownership (protection requirements) • Knowledge and innovative experimentation in plant and regulatory compliance actions • Awareness-raising on the subject of residential heritage. • Supporting tenants and small owners in preservation, maintenance and regulatory compliance of the listed buildings
Open spaces (directly pertinent, residual between buildings, and the result of overlapping projects relating to the industrial city)	Loss of original quality, disappearance	Fragmentation of ownership New planning standards -	Low	<ul style="list-style-type: none"> • Statutory municipal and state provisions to ensure preservation of the perceptual and landscape elements of the site (protection requirements). • Statutory municipal and state provisions to ensure the protection of the green and appurtenant areas, limiting their fragmentation. • Local statutory regulations and intervention programming that ensure the protection of green and adjacent areas by limiting fragmentation • Valorisation of collective approaches to the use of the open spaces.

Element at risk	Risk	Risk factors	Valuation	Means for reducing the risk
Architectural elements	Loss of original quality, irreversible deterioration of the construction and coating materials	Lack of or incorrect maintenance Costs of the conservation of particular materials or construction elements Use of new materials Technological and comfort adaptations -	High	<ul style="list-style-type: none"> • Statutory municipal and state provisions to ensure the preservation for the original architectural and morphological features of the buildings and their internal and external components, also in the event of changes of use or ownership (protection requirements). • Possibility of subsidisation • Joint search for technological solutions • Fiscal incentives and contributions for voluntary conservative interventions • Shared search for sustainable solutions for technological compliance and comfort <p>-</p>

(ii) Environmental pressure

The Ivrea and Banchette areas are not affected by any particularly important environmental pressure.

Climatic changes have not had a significant influence on the heritage and its state of conservation and maintenance, and the values recorded for air



Ivrea Land Use Plan PRG 2000, technical papers 'Risk of relevant accidents'.

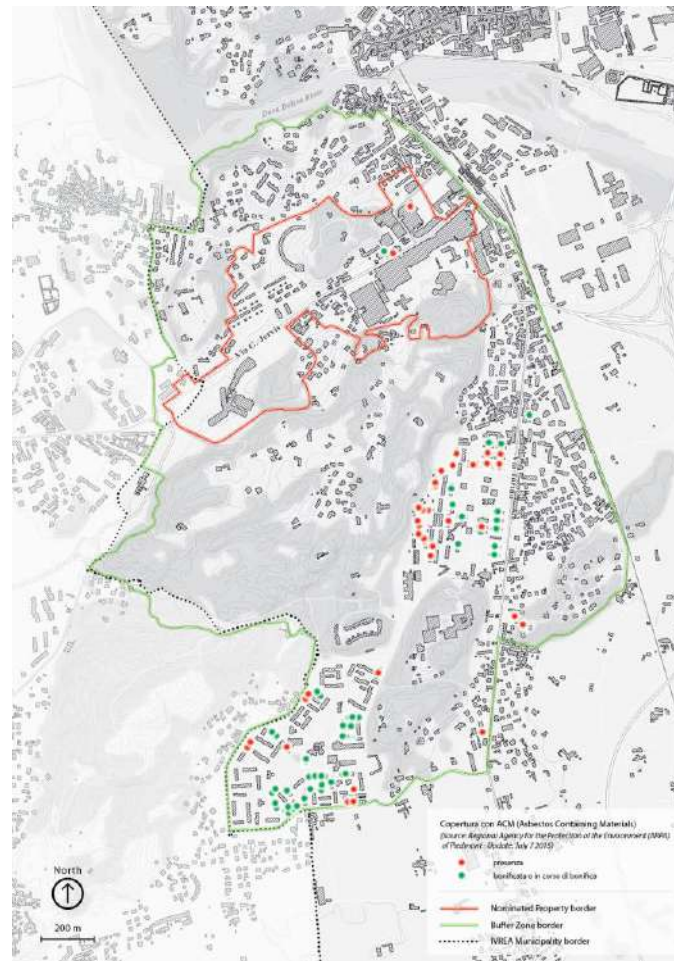
Source: Municipality of Ivrea, PRG 2000.

and water pollution are of little importance. There is no risk of nuclear contamination but the technical papers of the PRG 2000 relating to the risk of relevant accidents (RRA) [Figure 4.b.1] sees Cernusco S.p.A. as a company at risk of a relevant accident in the Municipality of Ivrea area. However, the widest range of influence does not reach the buffer zone and Nominated Property.

With respect to asbestos, in accordance with legal provisions, the regional census concerned active or abandoned industrial plant, public and private buildings, the existence of natural asbestos and that arising from human activity. The resulting map was created using information systems set out on an area basis, with precise indication of the sites on a cartographic base. The system created by ARPA Piemonte (Piedmont Regional Environment Agency) for the mapping enabled a high percentage of buildings in the areas considered to be excluded from suspect cases, focusing resources for checks on the priority and most important parts of the area using remote sensing techniques, geographic information systems (GIS) and data from aerial photogrammetric shots made by Piedmont Region in 2009-2010. The next stage of inspection was to check the type of roofing and collect information on the ownership, use of the buildings and the extension of the roofing.

The image below summarizes the existence in the Nominated Property and buffer zone of buildings which currently have asbestos or are subject to removal and clean-up, already carried out or ongoing.

The reconnaissance made in the companies operating inside the Nominated Property and registered in the Canavese Confindustria shows how there are about 2600 employees who access the area daily. The three-year degree course in Nursing hosted in the I.C.O. Workshops involves about 75 students a year. Therefore, the pressure from city users does not seem worrying in relation to the reference area.



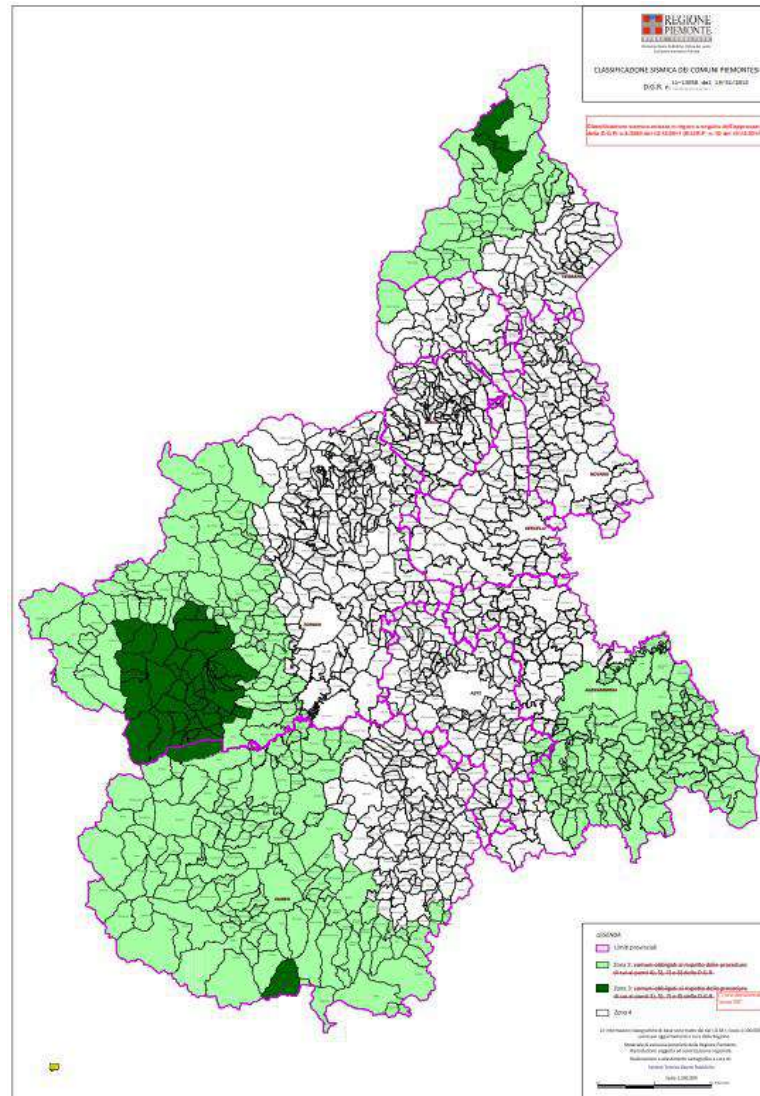
Buildings with asbestos inside the Nominated Property and buffer zone.

Source: Original processing on cartographic base of the data supplied by ARPA Piemonte, updated in July 2015.

(iii) Natural disasters and unforeseeable risks

The analyses carried out for drafting the regional planning tools show that there is a low seismic risk and a higher hydrogeological-type risk for the nomination area. With reference to the seismic risk, Piedmont is a low risk area. According to the seismic classification in force [Appendix 4.b.B], the whole municipal area of Ivrea and Banchette is in seismic zone 4, the lowest risk class, so the requirement for anti-seismic design is not compulsory [Figure 4.b.3]. The previous classification, in force until the end of 2011 [Appendix 4.b.C], also considered the whole area in zone 4, indicated in the implementation regulations as the area with the lowest probability of seismic phenomena.

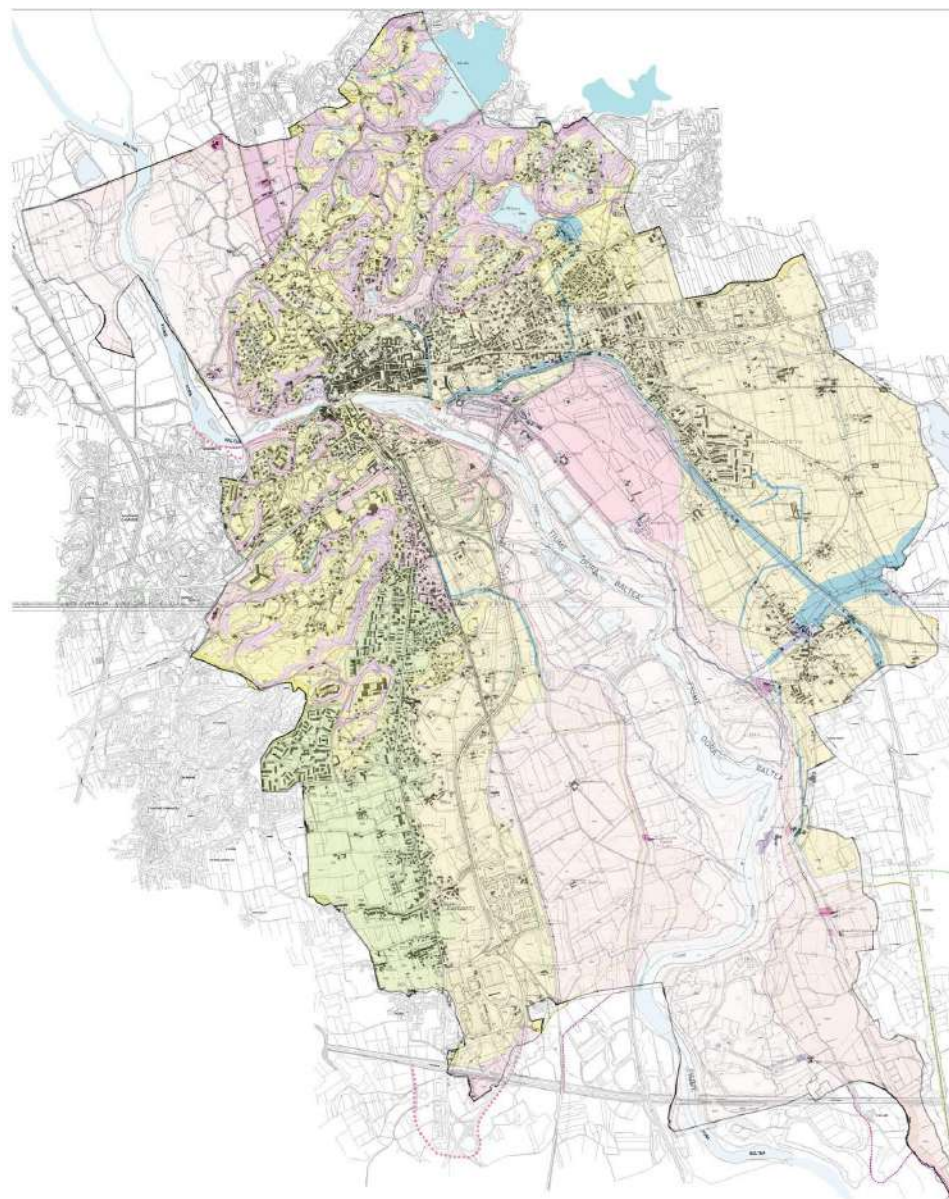
In 2010, the Directive on the 'Alignment of the Guidelines for the Assessment and Reduction of the Seismic Risk of the Cultural Heritage to the New Technical Regulations on Constructions' was approved by the Board of Public Works at the end of co-operation between the Civil Protection Department and the Ministry of Cultural Heritage and Activities, started in 2005 and aimed at fine-tuning the Guidelines for the application of the technical regulations on seismic safety for the cultural heritage. Thus a fundamental tool for the protection of cultural property assets was created, founded on check criteria based on the comprehension and interpretation of the construction history of the heritage asset, to be able to implement the processes of structural improvement which, as set out by Art. 29 of the Code, must tend to focus on the conservation of the material of the building.



Seismic classification of the Piedmontese area.

Source: Piedmont Region, Classification pursuant to Regional Government Resolution 11-13058 of 19.01.2010.

With reference to the hydrogeological risk, the Land Use Plan in force adopted the Abstract for the Hydrogeological Structure (AHS) relating to the hydrogeological defense of the hydrographic network of the Po Basin [Appendix 4.b.D], an essential supra-municipal reference with the indication of operations to defend the residential centers and infrastructural hydraulic works with great attention to the environmental and natural values of the area involved. The main aim of the AHS is the reduction of the hydrogeological risk to within values compatible with the land use, guaranteeing an adequate safety level for the area through the restoration of the hydrogeological and environmental balances, recovery of the river areas and the water system, planning of the land use for the defense, stabilization and consolidation of the land, and recovery of the river areas for recreational use. As far as the municipal area of Ivrea is concerned, the drafting of the Plan implied important analyses and survey of the crossing of the city by the River Dora Baltea - a critical situation, linked to the limited outflow capacity as a result of the Ponte Vecchio bottleneck and the intake works of the Ivrea Naviglio. In the past, and more often in the last decade, this condition led to flooding with a high risk of submerging part of the residential area of Ivrea and neighboring municipalities, with the risk of damage and interruption for the main road infrastructures in the area concerned. As a result, the hydraulic node of Ivrea was indicated as one of the particularly critical hydraulic areas in Piedmont, making a more precise delimitation of the river bands necessary [Figure 4.b.4]. Thus a new Catastrophic Flood Area (Band C) was indicated which outlines the paths flooded in Via Jervis, Torino, Verdi and Gobetti in October 2000, reporting the residual hydraulic risk conditions to reduce the vulnerability of the settlements and ensure the civil defense functions. Extensive studies were made to plan the safety of the provincial road network and defense from hydrogeological catastrophes.

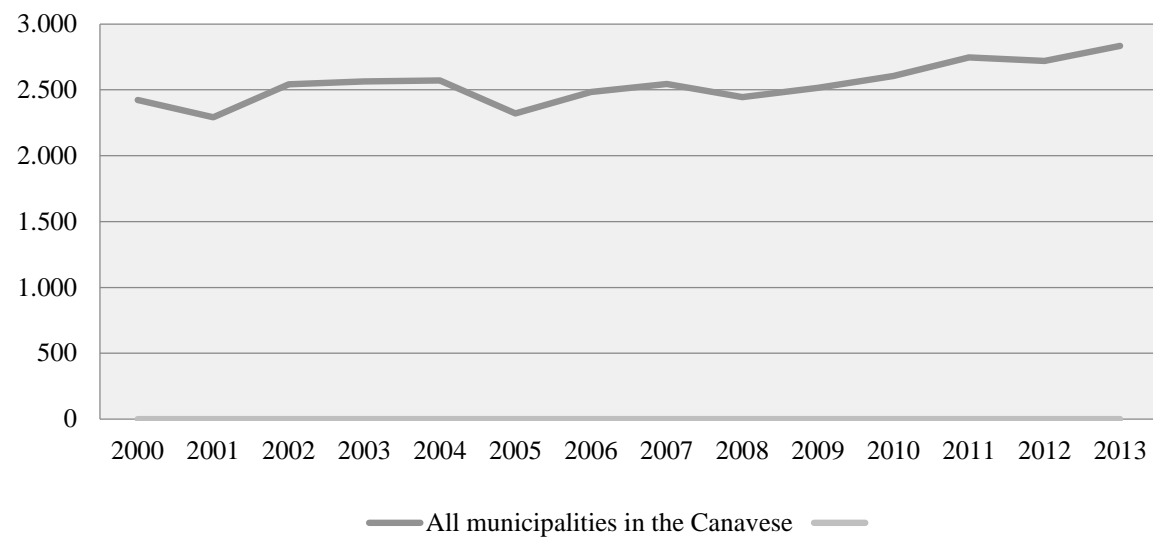


*Classification of hydrogeological danger in the municipal area.
Source: Municipality of Ivrea, PRG 2000, 'Summary of the geological danger - North Table'*

Following the European Directive of 2007 on the assessment and management of flooding risks [Appendix 4.b.E] and the relative implementation decree of 2010 [Appendix 4.b.F], Piedmont Region drafted the first Flooding Risk Management Plan (FRMP) 2015- 2021 [Appendix 4.b.G] in which it is stressed how the work carried out to date concerns some of the critical points indicated in the AHS, especially that of Ivrea. In April 2015, the Directive of 2013 on the 'Procedures for the management of the work to secure and protect the cultural heritage in the event of emergencies arising from natural calamities' was updated. The aim of the Directive is to guarantee the maximum promptness and effectiveness of the protection of the cultural heritage in the event of natural calamities, favoring the synergy between the Ministry in its divisions and the National Civil Protection Service. This was set up in 1992 to protect the integrity of heritage assets, settlements and the environment, obviously in addition to human life, from damage arising from calamities. Its work includes the forecasting and prevention of risks, aid to the people involved, resistance to and overcoming the emergency, and the mitigation of the risks. It operates centrally, regionally and locally, respecting the principle of subsidiarity. The first response to the emergency is guaranteed locally, starting from the municipal structure. When the event cannot be dealt with using the means available to the municipality, the higher levels are mobilized through integrated, coordinated action - the Province, Prefecture and Region up to the involvement of the state if there is a national emergency.

(iv) Responsible visitation at World Heritage Sites

Although the number of tourists visiting Ivrea and the surrounding area increased in 2000- 2014, passing from 32,134 to 57,952 visitors to the Morenic Amphitheater of Ivrea and from 16,766 to 20,525 visitors to Ivrea (see Chapter 5.h), the city does not suffer from tourism pressure such that the correct conservation and management of the site is compromised. Nevertheless, the tourism to the candidate site is niche tourism, essentially concerning a specialized public, mainly interested in visiting the modern architecture or the particular history of the Olivetti company. The greatest risk is that the site remains an attraction for limited, élite tourism, excluded from the most popular itineraries and the other attractions of the area better-known by the general public, such as the historic Ivrea carnival, the center of the city, the Via Francigena, Morenic Amphitheater of Ivrea, circuit of the five lakes and the castles of the Canavese area and also the other places in the area which attract cultural, sports and Wine & Food tourism. Today, there is also the difficulty in following an itinerary of the candidate site as there is not an organized program of guided tours, except for sporadic events limited to specific occasions. In addition, all the buildings, including those that are part of the Open-air Modern Architecture Museum of Ivrea (MaAM, see Chapter 5.i), can only be visited externally. Moreover, Ivrea lacks accommodation suitable for hosting tourists at the busiest times during specific periods of the year within the municipal boundary, leading them to seek accommodation in neighboring villages. Although the amount of tourist accommodation generally increased in the municipalities of the Canavese area between 2000 and 2013 [Figure 4.b.5], the number of beds in Ivrea decreased in the same time span, falling from 683 to 531. However, it should be noted that, from 2008 to 2013, at the same time as the UNESCO site nomination process started, the number of beds in Ivrea started to rise again, increasing from 499 to 531.



*Trend in the number of beds in Ivrea and all the municipalities in the Canavese area 2000-2013.
Source: Ivrea Tourism Office. Reworking of data by the work group.*

(v) Number of inhabitants within the Nominated Property and Buffer Zone

As of 2015, the population resident within the area of the Nominated Property was estimated at 541 inhabitants, and 6775 inhabitants within the Buffer Zone.

Correlation between the main critical points of the Nominated Property and the Management Plan

The correlation between the most relevant critical points of the Nominated Property and the actions of the plan which, for brevity's sake, are noted through their reference code, is shown in the following tables as a check on the design logic used in the definition of the Management Plan.

DEVELOPMENT PRESSURES						
At risk	Risk	Risk factor	Evaluation	How to reduce the risk		Actions of the Management Plan
Production areas (I.C.O. workshops block)	Main transformations	<ul style="list-style-type: none"> - Abandonment - Change of owner - Fragmentation of ownership - Change in the intended use - Deterioration of the external coating materials 	Medium–High	1	Statutory municipal and state provisions to ensure preservation for the original architectural and morphological features of the buildings, also in the event of change of use or ownership (protection requirements).	1 B–1.1 B–1.2 B–1.3
				2	Awareness–raising on the subject of the industrial heritage of the 20th century	2 B–2.6 C–3.5 D–2.6 (A) D–2.6 (D) E–4.3
				3	Learning and innovative experimentation in material restoration	3 B–2.5 B–3.1 C–2.1 C–3.2 C–3.9 C–3.10
				4	Support to the settlement of new owners of leaseholders	4 B–2.6
				5	Promotion of the conservation and adaptive reuse of the heritage	5 B–2.5 D–2.6 (A) D–2.6 (D) E–4.4

DEVELOPMENT PRESSURES						
At risk	Risk	Risk factor	Evaluation	How to reduce the risk		Actions of the Management Plan
Spaces for industrial services (Central heating plant, Olivetti office building, Data Processing Centre, new Olivetti office building, Former Sertec offices building, Western Residential Unit, Olivetti Study and Research Centre)	Main transformations	<ul style="list-style-type: none"> - Abandonment - Change of owner - Fragmentation of ownership - Change in the intended use - Deterioration of the external coating materials 	Medium–High	1	Statutory municipal and state provisions to ensure preservation for the original architectural and morphological features of the buildings, also in the event of change of use or ownership (protection requirements).	1 B–1.1 B–1.2 B–1.3
				2	Awareness–raising on the subject of the industrial heritage of the 20th century	2 B–2.6 C–3.5 D–2.6 (A) D–2.6 (D) E–4.3
				3	Learning and innovative experimentation in material restoration	3 B–2.5 B–3.1 C–2.1 C–3.2 C–3.9 C–3.10
				4	Support to the settlement of new owners of leaseholders	4 B–2.6

DEVELOPMENT PRESSURES						
At risk	Risk	Risk factor	Evaluation	How to reduce the risk		Actions of the Management Plan
Spaces for social services (Social Services Centre, Borgo Olivetti Nursery School, company canteen and recreation centre)	Main transformations	<ul style="list-style-type: none"> - Abandonment - Change of owner - Fragmentation of ownership - Change in the intended use - Deterioration of the external coating materials 	Medium–High	1	Statutory municipal and state provisions to ensure preservation for the original architectural and morphological features of the buildings, also in the event of change of use or ownership (protection requirements).	1 B–1.1 B–1.2 B–1.3
				2	Awareness–raising on the subject of the industrial heritage of the 20th century	2 B–2.6 C–3.5 D–2.6 (A) D–2.6 (D) E–4.3
				3	Learning and innovative experimentation in material restoration	3 B–2.5 B–3.1 C–2.1 C–3.2 C–3.9 C–3.10
				4	Support to the settlement of new owners of leaseholders	4 B–2.6
				5	Promotion of the conservation and adaptive reuse of the heritage	5 B–2.5 D–2.6 (A) D–2.6 (D) E–4.4

DEVELOPMENT PRESSURES						
At risk	Risk	Risk factor	Evaluation	How to reduce the risk		Actions of the Management Plan
Residential areas Borgo Olivetti Social Housing, Casa 18 alloggi (18-flat – building), Homes for large families, Homes for executives, Casa quattro alloggi (Four-flat houses), Workers' homes in Borgo Olivetti), Villa Capellaro, Villa Prella, Condominio Fiò Bellot (Fiò Bellot Apartment House), Casa Stratta, Casa Morucci, Casa Perotti, Villa Enriques, Villa Gassino and Villa Rossi [Banchette])	Main transformations	<ul style="list-style-type: none"> - New comfort needs - Technical evolution in relation to the living functions - Fragmentation of ownership 	Low	1	Statutory municipal and state provisions to ensure the respect for the original identity of the buildings, also in the event of fragmentation of ownership (protection requirements)	1 B-1.1 B-1.2 B-1.3
				2	Authorising procedures that limit changes of use.	2 B-1.1 B-1.2 B-1.3
				3	Knowledge of and innovative experimentation in regulatory and plant compliance	3 B-2.5 B-3.1 C-2.1 C-3.2 C-3.9 C-3.10
				4	Awareness-raising on the subject of residential heritage	4 B-2.7 C-3.5 D-2.6 (D) D-2.7 E-4.3
				5	Support to small owners and leaseholders in the conservation, maintenance and statutory compliance of the assets	5 B-2.7

DEVELOPMENT PRESSURES						
At risk	Risk	Risk factor	Evaluation	How to reduce the risk		Actions of the Management Plan
Open spaces (directly adjoining, remaining between buildings, and the result of overlapping projects relating to the industrial city)	Loss of original quality, disappearance	<ul style="list-style-type: none"> - Fragmentation of ownership - New planning standards 	Low	1	Statutory municipal and state provisions to ensure preservation of the perceptual and landscape elements of the site (protection requirements).	1 B-1.3
				2	Statutory municipal and state provisions to ensure the protection of green and appurtenant areas, limiting their fragmentation.	2 B-1.3 B-2.4
				3	Valorisation of collective approaches to the use of open spaces.	3 B-2.7
Architectural elements	Loss of original quality, irreversible deterioration of the construction and coating materials	<ul style="list-style-type: none"> - Lack of or incorrect maintenance - Costs of the conservation of particular materials or construction elements - Use of new materials - Technological and comfort adaptations 	High	1	Statutory municipal and state provisions to ensure the preservation for the original architectural and morphological features of the buildings and their internal and external components, also in the event of changes of use or ownership (protection requirements).	1 B-1.1 B-1.2 B-1.3
				2	Tax incentives and contributions for voluntary conservation operations	2 Artt. 31, 35-37 Dlgs 42/2004 e s.m.i
				3	Shared research for technological solutions	3 B-2.5 C-3.2 C-3.9 C-3.10

ENVIRONMENTAL PRESSURES					
At risk	Risk	Risk factor	Evaluation	How to reduce the risk	Actions of the Management Plan
Environmental pollution	Risk for the health of inhabitants, city users and visitors	Asbestos in the listed buildings	High	Mapping the asbestos within the listed buildings and careful analysis of the risk	Clean-up operations already done or in progress

VISITATION SUSTAINABILITY														
At risk	Risk	Risk factor	Evaluation	How to reduce the risk		Actions of the Management Plan								
Sustainable tourism	Tourism of specialized targets	Nominated Property attracting élite, selected tourism	Medium	1	Communication of Nominated Property topics to several kinds of potential public	<table><tr><td>1</td><td>B–3.3 Sub-action D–2</td></tr><tr><td>2</td><td>B–3.3 D–1.3 D–2.7 D–3.1 E–1.1 Sub-action E–2 Sub-action E–3</td></tr><tr><td>3</td><td>D–2.6 (B) D–2.6 (E)</td></tr><tr><td>4</td><td>C–1.1 B–2.7 D–2.5 D–2.6 (D) D–2.7 D–3.1</td></tr></table>	1	B–3.3 Sub-action D–2	2	B–3.3 D–1.3 D–2.7 D–3.1 E–1.1 Sub-action E–2 Sub-action E–3	3	D–2.6 (B) D–2.6 (E)	4	C–1.1 B–2.7 D–2.5 D–2.6 (D) D–2.7 D–3.1
				1	B–3.3 Sub-action D–2									
				2	B–3.3 D–1.3 D–2.7 D–3.1 E–1.1 Sub-action E–2 Sub-action E–3									
				3	D–2.6 (B) D–2.6 (E)									
				4	C–1.1 B–2.7 D–2.5 D–2.6 (D) D–2.7 D–3.1									
				2	Enhancement of the UNESCO brand to increase the public’s awareness									
				3	Develop the marketing of the Nominated Property with cultural sector operators									
				4	Increase the level of identification of the local community with the values of the Nominated Property and UNESCO World Heritage List									
5	Participation of the Nominated Property in cultural events and networks not closely connected with Nominated Property topics													
6	Modernize local tourist–related services													
7	Elaborate cross–media presentation narratives of the Nominated Property which, starting from high quality standards, consider spreading them a priority													
8	Audience engagement in visit cycles (on–line preparation, visit, post–visit													

					processing, and impact echo)		5	E-4.2 (A) E-4.4	
							6	E-4.3	
							7	B-3.2 C-1.2 D-1.3 D-2.6 (B) D-2.6 (E) E-2.3 E-3.3 E-3.4 E-3.5 E-4.2 (A) E-4.2 (C) E-5.1 E-5.2	
							8	B-3.3 D-1.3 D-2.6 all the sub-action E-2.1 E-3.4 E-3.5 E-4.1 (D) E-4.2 (C) E-5.2	

Management Plan Planning Process

Description of Management Plan Planning Process

The Management Plan design process involved the following activities

- Knowledge-building in relation to the contents of the Nomination and its development
- Development of Nomination Dossier contents linked to the drawing up of the Management Plan
- Analysis of Management Plan approaches adopted in other UNESCO properties and design methods consistent with the theme (industrial city and modern architectural culture) and project (UNESCO nomination)
- In-depth analysis meetings with the project coordinator of the Nomination, Steering Group and Coordination Advisory Board
- In-depth meetings with the Ministry of Cultural Heritage and Activities and Tourism and the Piedmont Region
- Interviews and brainstorming with owners and stakeholders
- Communication and consultation with the local community, tenants and owners of heritage assets within the Property

The following meetings were held (the agenda of the meeting is shown in brackets):

Date	Person/persons met
01/04/2015	Giovanna Codato, Urban Planning councillor for the City of Ivrea, Port Folio Holder of Planning, Housing, Public Works, Environment and Sustainability (Urban planning policies regarding the Property)
02/04/2015	Patrizia Bonifazio, Scientific Manager of the Nomination (Communication of information on the Nomination process)
16/04/2015	Nomination Steering Group
20/04/2015	Patrizia Bonifazio, Scientific Manager of the Nomination (Communication of information on the Nomination process)
24/04/2015	Renato Lavarini, Project Coordinator of the Nomination (Communication of information on the nomination process)
08/05/2015	Work team (Coordination of Nomination drafting activities)
12/05/2015	Nomination Steering Group
12/05/2015	Nomination Coordination Advisory Board
15/05/2015	Work team (Coordination of Nomination drafting activities)
18/05/2015	Giovanna Codato, Urban planning councillor for the City of Ivrea Port Folio Holder of Planning, Housing, Public Works, Environment and Sustainability (Exchange of information on the structure of the Management Plan)
27/05/2015	Meeting with cultural operators during the workshop "The role of Archives and Museums for the Nomination of Ivrea, Industrial City of the 20th Century".
28/05/2015	Planning consultants of asset management companies or owners of heritage assets

Date	Person/persons met
11/06/2015	Planning consultants of asset management companies or owners of heritage assets
12/06/2015	Piedmont Region - Environment, Governance and Protection Office - Territory and Landscape Sector (Communication and exchange of information on Nomination and Regional Landscape Plan training procedures).
16/06/2015	Work team (Coordination of Nomination drafting activities)
18/06/2015	Nomination Steering Group
23/06/2015	Work team dedicated to the Governance and Management Structure of the Property
24/06/2015	Carlo Della Pepa, Mayor of Ivrea and Daniele Jalla, Chairman of the Guelpa Foundation (Governance and Management Structure of the Nominated Property)
01/07/2015	Meeting with tenants and small owners of heritage assets in the Property (1st meeting)
06/07/2015	Work team dedicated to the Management Plan index
09/07/2015	Meeting with tenants and small owners of heritage assets in the Property (2nd meeting)
14/07/2015	Adele Cesi, Ministry of Cultural Heritage and Activities and Tourism - General Secretariat - Service I Coordination and International Relations - UNESCO Office (Management Plan Index and Structure)
15/07/2015	Planning consultants of assets management companies or owners of heritage assets (IDeA FIMIT Sgr)
16/07/2015	Nomination Steering Group
16/07/2015	Nomination Coordination Advisory Board
24/07/2015	Giovanna Codato, Urban planning councillor of the City of Ivrea Port Folio Holder of Planning, Housing, Public Works, Environment and Sustainability and planning consultants of asset management companies or owners of heritage assets (IDeA FIMIT Sgr)
27/07/2015	Confindustria Canavese
30/07/2015	Ettore Morezzi, Vice President of the Guelpa Foundation
24/08/2015	Work team dedicated to the Governance and Management Structure of the Property
01/09/2015	Planning consultants of management companies or owners of heritage assets (Problems connected with the 4th Extension of the I.C.O. Facility)
08/09/2015	Giovanna Codato, Urban planning councillor for the City of Ivrea Port Folio Holder of Planning, Housing, Public Works, Environment and Sustainability (Exchange of information on the structure of the Management Plan)
09/09/2015	Olivetti MultiServices SpA - Telecom Italia Group (Exchange of information on the structure of the Management Plan)
16/09/2015	Representatives of asset management companies of heritage assets (Savills Sgr)
17/09/2015	H-Farm SpA
18/09/2015	Adele Cesi, Ministry of Cultural Heritage and Activities and Tourism - General Secretariat - Service I Coordination and International Relations - UNESCO Office (Management Plan index and structure)
24/09/2015	Adele Cesi, Ministry of Cultural Heritage and Activities and Tourism - General Secretariat - Service I Coordination and International Relations - UNESCO Office (Management Plan index and structure)
01/10/2015	Carlo Della Pepa, Mayor of Ivrea and Municipality (Exchange of information on structure of Management Plan - 2nd meeting)
14/10/2015	Carlo Della Pepa, Mayor of Ivrea and IDeA FIMIT Sgr asset management company (presentation Management Plan draft)
19/10/2015	Planning consultants of asset management companies or owners of heritage assets (technical analysis of Management Plan)

Date	Person/persons met
26/10/2015	Carlo Della Pepa, Mayor of Ivrea and Olivetti MultiServices SpA - Telecom Italia Group (presentation of Management Plan draft)
28/10/2015	Rocco Curto, lecturer at the Department of Architectural Planning and Industrial Design Politecnico di Torino (presentation of the Management Plan)
26/11/2015	Nomination Steering Group
26/11/2015	Nomination Coordination Advisory Board
03/12/2015	Gabriele Pasqui Head of Department of Architecture and Urban Studies, Politecnico di Milano (presentation of the Management Plan draft)
09/12/2015	Maria Luisa Sturani vice-President Degree Course on Cultural Heritage, Department of Historical Studies, Università di Torino (presentation of the Management Plan draft)

The list includes meetings with the Steering Group and the Coordination Advisory Board that were only partially dedicated to the definition of the Management Plan **and passed by the Town Council in resolution n. 12 of 14.01.2016**

To the implementation of the Management Plan the following subscribed:

- IDeA FIMIT SGR S.p.A. (notification of 27.11.2015)
- Savills Investment Management SGR S.p.A. (notification of 22.12.2015)
- Università degli Studi di Torino – Department of Historical Studies (notification of 22.02.2016)
- Università degli Studi di Torino – Department of Foreign Languages and Literature and Modern Culture (notification of 07.03.2016)
- Politecnico di Milano – Department of Architecture and Urban Studies (notification of 17.03.2016)

Management Plan, conservation and innovative adaptive reuse of heritage assets within the Property

The successful achievement of strategic management objectives - as intended by the UNESCO World Heritage Committee for “Ivrea, Industrial City of the 20th Century” - first and foremost in relation to heritage asset conservation and the development of Management Plan actions directly involving major owners, must be accompanied by the development of a Masterplan (or Concept Plan) for the medium-term conservation and innovative adaptive reuse of main heritage assets. This programme should be proposed by private operators in consultation with the City of Ivrea and shared with the Management Structure of the Management Plan. The programme should be based on the following main principles that may be considered the key drivers of reuse:

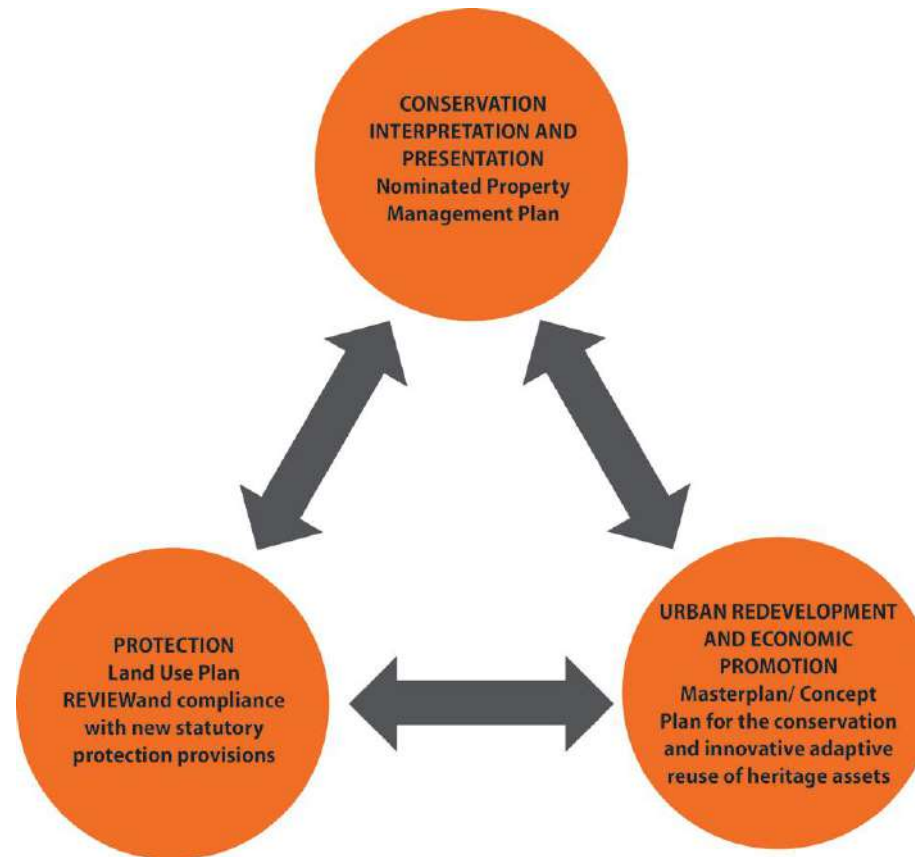
- innovative start-up accelerator programmes:

- start-up examination;
- digital transformation;
- digital education;
- corporate establishment;
- co-working spaces aimed at specific sectors - sectors that are the focus of accelerator programmes and cultural and creative industries;
- other businesses connected with the New Economy;
- hospitality and tourism-related services for employees and users of these services, etc.

The driving vision of this programme is the transformation of the Property from an innovative “urban factory” that manufactured innovative products into an “urban factory” of innovative companies.

The cultural premises of this vision and flexible work programme are directly linked to the outstanding values of “Ivrea, Industrial City of the 20th Century”.

The Management Plan and Masterplan (or Concept Plan) for conservation and innovative adaptive reuse are in turn integrated with the public process of drafting a Land Use Plan Review for the Property. This will in turn inspire the innovative presentation of urban locations (mobility/ differentiated and integrated access; a flexible system of use classification rules that respects both regional urban planning and industry standards, as well as objectives for the conservation, interpretation and presentation of the UNESCO Property).



Finally, public-private partnerships must be developed with major owners and businesses in the Property to encourage the management and cultural promotion of the Property.

Part 2. Management Plan Action Plan and Monitoring

Structure of the Project Sheet

Project sheets have been used to describe the actions in order to give the reader a clearer outline.
Their structure is shown in the tables that follow.

B	Action Plan heading	
B-1	Action Cluster heading	
Aims / Objectives	Action Cluster specific objectives	
B	Action Plan heading	
B-1	Action Cluster heading	
Action B-1.1	Action heading	
<i>Logframe</i>		<i>Timeframe</i>
	Short introductory paragraph (if needed) Indications of other Management Plan actions to be integrated Target group(s)/ Beneficiaries :... Activities: (for example) (Planning) (Organisation) (Management) (Reporting) Results: ... Expected outputs: ... Indicators: ...	(e.g.) 05/2012 – 12/2015
Project Partners (or Delivery Partners)		
<i>Leading Partner</i>	Authority/Authorities responsible for coordination	
<i>Other Partners</i>	•	

Resources		Estimated (Borne) costs
	Financing bodies, financing type	Amount and availability

Timeline organisation or timeframe

The timeframe used to describe the actions has four timescales:

(03/2008, start-up of preparatory activities for completing the application to be entered on the Italian tentative list) - 05/2012; Inscription on Italian Tentative List – 12/2015: actions carried out and/or ongoing

01/2016 – 07/2018: short-term

08/2017 – 12/2020: mid-term

01/2021 – ...: long-term

Actions refer to wide ranging timeframes that correspond to the already mentioned chronology. The chronology used in the other activities carried out and/or ongoing may, from time to time, be more detailed.

Classification of the resources needed to deliver the Management Plan

The financial resources needed for implementing the Plan have been estimated over the short-term and are shown in the dedicated paragraph «Short-term Management Plan Delivery Budget». The amount for the successive periods has been assigned to the subsequent cyclical activities of monitoring, assessment and adaptation of the Management Plan and to the definition of the short-term operating plans following the first to be adopted starting from 2017.

In the planning sheets, the resources for implementing the actions entrusted to different promoters and partners have been classified according to the following criteria:

- Type
 - operating expenditure: this deals with the expenses that the coordinator or partner has available for implementing the actions needed to perform the functions and activities or essential and structural services for which he is responsible. Normally we are dealing with own resources or budgeted resources
 - development expenditure: this deals with a portion of the added resources that the coordinator or partner intends to earmark for qualitative-quantitative strengthening of a certain activity or the creation of a new service

- investment expenditure: costs for the acquisition, carrying out and transformation of listed buildings and movable assets suitable for carrying out the organizational activities of the body
- origin (refers to development or investment costs)
 - own resources: resources coming from own resources or via sure and periodic transfers
 - grant: resources coming from the availability of extraordinary resources
- availability
 - budgeted resources: resources allocated in the budget forecast
 - resources to be found: funds which have not been factored into the budget by the coordinator or partners which must then be raised from sources external to the resources available to the partners of the Plan

In the following tables, the resources have been classified in accordance with their presumed source in the left hand column. Instead, in the right hand column, these are shown according to the forecasted destination.

Action Plans' Description

A – Coordination Action Plan

Overview

Misure	Azioni	05/2012– 12/2015	01/2016 – 07/2018	08/2018 – 12/2020	01/2021 – ...
A - 1 Coordination activities for the preparation of the Nomination Dossier	A–1.1 – Technical Advisory Board establishment and meetings	X			
	A–1.2 – Steering Group establishment and meetings	X			
	A–1.3 – Coordination of nomination	X			
	A–1.4 – Preparation of Nomination File	X			
	A–1.5 – Preparation of Management Plan	X			
	A–1.6 - Targeted meetings to analyse and resolve specific aspects of the Nomination File	X			
	A–1.7 – Meetings geared towards involving residents of the Property, stakeholders and key players	X			
A - 2 Short-term implementation of Property Management Plan	A–2.1 – Property Management Structure establishment and start-up		X		
	A–2.2 – Property Management Structure – office set-up.		X		
	A–2.3 – Property Management Structure plenary sessions (at intervals specified by procedures)		X		
	A–2.4 – Coordination of Actions		X		
	A–2.5 – Preparation of annual report and monitoring of Management Plan		X		
	A–2.6 – Analysis and evaluation of alternatives geared towards the establishment of a permanent Management Structure		X		
	A–2.7 – Plenary sessions to evaluate and update the Management Plan (2 meetings, including 1 to define the permanent Management Structure		X		

Project Sheets

A	Coordination Action Plan
A-1	Coordination activities for the preparation of the Nomination File
Aims / Objectives	<ul style="list-style-type: none"> • Develop a nomination support network; • Ensure the engagement of the local community; Ensure the establishment of a governance and coordination system to manage the Property; • Prepare and deliver the Property Nomination Dossier and the Management Plan

A	COORDINATION ACTION PLAN	
A-1	Coordination activities for the preparation of the Nomination File	
Actions A-1.1 – A-1.7 ...		
<i>Logframe</i>		<i>Timeframe</i>
	1. Technical Advisory Board establishment and meetings	05/2012–12/2015
	2. Steering Group establishment and meetings	05/2012–12/2015
	3. Coordination of nomination	05/2012–12/2015
	4. Preparation of Nomination File	05/2012–12/2015
	5. Preparation of Management Plan	05/2012–12/2015
	6. Targeted meetings to analyze and resolve specific aspects of the Nomination File	05/2012–12/2015
	7. Meetings geared towards involving residents of the Property, stakeholders and key players	05/2012–12/2015
Project Partners (or Delivery Partners)		
Leading Partner	<ul style="list-style-type: none"> • City of Ivrea • Ministry of Cultural Heritage and Activities and Tourism 	

Other Partners	<ul style="list-style-type: none"> • Piedmont Region • Metropolitan City • Adriano Olivetti Foundation • Guelpa Foundation 	
Resources		Costs borne
	<ul style="list-style-type: none"> • City of Ivrea, operating expenditure • Ministry of Cultural Heritage and Activities and Tourism, operating expenditure • Piedmont Region, operating expenditure • Metropolitan City, operating expenditure (borne until 12/2014 by operating expenditure of Province of Turin) • Adriano Olivetti Foundation, operating expenditure • Guelpa Foundation, grant • CRT Foundation, grant 	Guelpa Foundation, € 258,924.60, 2013– 2015 CRT Foundation, € 60,000.00, 2014– 2015

A	COORDINATION ACTION PLAN
A-2	SHORT TERM IMPLEMENTATION OF THE MANAGEMENT PLAN
Aims/Objectives	<ul style="list-style-type: none"> • Ensure the delivery of the Management Plan; • Monitor the implementation of the Management Plan; • Evaluate and update the delivery Management Plan

A	COORDINATION ACTION PLAN	
A-2	SHORT TERM IMPLEMENTATION OF THE MANAGEMENT PLAN	
Actions A-2.1 – A-2.7		
<i>Logframe</i>		<i>Timeframe</i>
	1. Management Structure establishment and start-up	01/2016 – 06/2016
	2. Property Management Structure - office set-up	01/2016 – 07/2017
	3. Management Structure plenary sessions	01/2016 – 06/2015; Periodic con cadenza trimestrale
	4. Coordination of Actions	01/2016 – 06/2016; Permanent
	5. Preparation of annual report and monitoring of Management Plan	01/2016 – 06/2016/ Periodic annual
	6. Analysis and evaluation of alternatives geared towards the establishment of a permanent Management Structure	01/2016 – 07/2017
	7. Plenary sessions to evaluate and update the Management Plan (2 meetings, including 1 to define the permanent Management Structure)	01/2016 – 06/2016/ Periodic annual

Project Partners (or Delivery Partners)		
<i>Leading Partner</i>	Management Structure	
<i>Other Partners</i>	<ul style="list-style-type: none"> • City of Ivrea • Ministry of Cultural Heritage and Activities and Tourism • Piedmont Region • Metropolitan City • Adriano Olivetti Foundation • Guelpa Goundation 	
Resources		<i>Estimated Costs</i>
	<ul style="list-style-type: none"> • City of Ivrea, operating expenditure • Ministry of Cultural Heritage and Activities and Tourism, operating expenditure • Piedmont Region, operating expenditure • Metropolitan City, operating expenditure • Adriano Olivetti Foundation, operating expenditure • Guelpa Foundation, development expenditure, own resources and grant • CRT Foundation, development expenditure, own resources 	Total estimated cost € 73,285.00 Management Structure, € 73,285.00, 2016-2017, resources to be procured

B – Protection, Conservation and Documentation Action Plan

Overview

Action Cluster	Actions	05/2012 – 12/2015	01/2016 – 07/2018	08/2018 – 12/2020	01/2021 – ...
B – 1 Protection	B–1.1 – Start of the designation process of the locally listed buildings included in the Nominated Property	X			
	B–1.2 – Full assessment, reporting, consultation process and decision regarding the designation of the locally listed buildings included in the Nominated Property		X		
	B–1.3 – Ivrea Land Use Plan review and regulatory compliance of town planning tools with Regional Landscape Plan		X		
	B–1.4 – Identification, designation, conservation and presentation of the Nominated Property's unprotected and/or uncatalogued archives		X		
B – 2 Conservation	B–2.1 – Feasibility Study on the preservation and restoration of the Adriano Olivetti nursery school	X			
	B–2.2 – Preservation and Restoration of the Adriano Olivetti nursery school		X		
	B–2.3 – Maintenance, repairs and renovations to privately owned listed buildings	X	X	X	X
	B–2.4 – Public and Green Areas Maintenance Programme	X	X	X	X
	B–2.5 – Listed Building Conservation and Adaptive Reuse Monitoring Programme			X	X
	B–2.6 – Toolbox for reception, settlement, reuse and conservation of the listed buildings		X	X	X
	B–2.7 – Support programme for the maintenance and renovation of the listed residential buildings by tenants and small owners		X	X	X
B – 3 Documentation	B–3.1 – Research and Documentation Programme to enhance the knowledge and understanding of the listed buildings		X		
	B–3.2 – Research and Documentation Programme to enhance the knowledge and understanding of movable heritage assets in the Nominated Property		X		
	B–3.3 – Development and implementation of a Cultural Promotion Programme for the Nominated Property			X	X

B	Protection, Conservation and Documentation Action Plan
B-1	Protection
Aims / Objectives	Integrate and improve the heritage protection and management system in the Nominated Property

B	Protection, Conservation and Documentation Action Plan	
B-1	Protection	
Action B-1.1	Start of the designation process for the locally listed buildings included in the Nominated Property	
<i>Logframe</i>		<i>Timeframe</i>
	<p>The Action concerns a total of 15 properties in the core zone.</p> <p>The Action entails knowledge, identification and protection activities promoted by the Superintendency of Fine Arts and Landscape for Ivrea and the Metropolitan city of Turin to start procedures declaring cultural interest for the properties within the proposed Core Zone.</p> <p>The Action concerns residential properties.</p> <p>The formal procedure for 3 properties will shortly be initiated.</p> <ul style="list-style-type: none"> – building with 18 flats – homes for Olivetti employees – Western Residential Unit (talponia) Application for copyright <p>Designation procedures for a further 12 particularly important buildings are planned:</p> <p>Employees' houses (or houses for large families)</p> <p>Executives' houses (or single-family houses for executives)</p> <p>Buildings with 4 apartments under preparation / drafting</p> <p>Villa Capellaro</p> <p>Villa Prella</p> <p>Condominio Fiò Bellot</p> <p>Casa Stratta</p>	31/01/2017 – 31/01/2018

	<p>Casa Morucci Casa Perotti Villa Enriques Villa Gassino Villa Rossi [Banchette]</p> <p>To be integrated with the Action adopting designations</p> <p>Target group(s)/ Beneficiaries: Property owners</p> <p>Activities:</p> <ul style="list-style-type: none"> a. Knowledge b. Identification c. Ascertainment of the value, features and entity of the assets and of the property d. Drafting of declaration proposals e. Consultation with owners on designation proposals f. Amendment and integration of commitment proposals g. Communication of the proposal to the owners of the assets <p>Results: Sharing of the draft designation proposal with the asset owners and commencement of procedure for 15 assets</p> <p>Expected outputs: 15 reports with data identifying the assets and assessment of their cultural value following investigations</p> <p>Indicators: No. of meetings with asset owners No. of commencement of designation procedure communications shared and submitted</p>	
Project Partners (or Delivery Partners)		
<i>Leading Partner</i>	MIBACT – Superintendency of Archaeology, Fine Arts and Landscape for the Metropolitan City of Turin	
<i>Other Partners</i>	<ul style="list-style-type: none"> • City of Ivrea • Asset owners 	

Resources		<i>Estimated costs</i>
	MIBACT (Ministry of Cultural Heritage and Activities and Tourism) – Superintendency of Fine Arts and Landscape for Ivrea and the Metropolitan City of Turin, operating expenditure	Total cost borne € 6,369.87 Guelpa Foundation, € 6,369.87, Year 2015 MIBACT (Ministry of Cultural Heritage and Activities and Tourism) Human Resources

B	Protection, Conservation and Documentation Action Plan	
B–1	Protection	
Action B–1.2	Declaration of cultural interest for the buildings within the proposed Core Zone	
<i>Logframe</i>		<i>Timeframe</i>
	<p>The Action concerns a total of 13 assets in the Core Zone To be integrated with Action B–1.1 To be integrated with Action B–1.3</p> <p>Target group/s, beneficiaries: Asset owners Activities: Assets for manufacturing, social and administrative purposes in Core Zone. a. Ascertainment of the value, features and entity of the asset and of the property b. Drafting of designation proposals c. Consultation with owners on designation proposals d. Amendment and integration of commitment proposals e. Communication of procedure commencement f. Participation in the owners’ administrative procedure (comments, written memories and documents to explain circumstances considered relevant for the purposes of issuing the final provision) g. Drafting of the designation by the Superintendency and transmission to the Regional Commission for cultural heritage h. Evaluation by the Commission and adoption of the statutory provision by its Chairman, the Regional Secretary Notification of the statutory provision</p> <p>Results: Formal adoption of the designations for the Site assets</p> <p>Expected outputs: 12 designation procedures concluded, 1 procedure, for Social Services Centre, ongoing - Regional Council Deliberation No. 53 of 03/03/2016</p>	01/2016 – 07/2018

	<p>Nursery school</p> <ul style="list-style-type: none"> - Regional Council Deliberation No. 23 of 12/02/2016 <p>Olivetti Office Building</p> <ul style="list-style-type: none"> - Regional Council Deliberation No. 167 of 06/06/2016 <p>Data Processing Centre</p> <ul style="list-style-type: none"> - Regional Council Deliberation No. 167 of 06/06/2016 <p>New Olivetti Office Building</p> <ul style="list-style-type: none"> - Regional Council Deliberation No. 288 of 26/07/2016 <p>Brise-soleil, Former joinery (now ARPA offices)</p> <ul style="list-style-type: none"> - Restriction as Ope legis ex art.10 Legislative Deliberation. 42/04 <p>Former Sertec office building</p> <p>PROCEDURE STARTED</p> <ul style="list-style-type: none"> - I.C.O. Workshops (from extension I to IV) <p>Regional Council Deliberation No. 54 of 03/03/2016</p> <ul style="list-style-type: none"> - Red Brick Factory <p>Regional Council Deliberation No. 54 of 03/03/2016</p> <ul style="list-style-type: none"> - I.C.O. Workshops (University of Turin) <p>Regional Council Deliberation No. 100 of 07/04/2016</p> <ul style="list-style-type: none"> - Company canteen and leisure center (stand) <p>Regional Council Deliberation No. 136 of 10/05/2016</p> <ul style="list-style-type: none"> - Olivetti study and experience centre <p>Regional Council Deliberation No. 101 of 07/04/2016</p> <ul style="list-style-type: none"> - Central heating plant <p>Regional Council Deliberation No. 106 of 07/04/2016</p> <p>Indicators:</p> <p>No. of designations adopted: 11</p> <p>Average No. of months for formal adoption of designations = 4</p> <p>No. of appeals initiated by asset owners = 0</p>	
Project Partners (or Delivery Partners)		
<i>Leading Partner</i>	<ul style="list-style-type: none"> • MIBACT – Superintendency of Archaeology, Fine Arts and Landscape for the Metropolitan City of Turin 	

<i>Other Partners</i>	<ul style="list-style-type: none"> • City of Ivrea • Asset owners 	
Resources		<i>Estimated costs</i>
	<ul style="list-style-type: none"> • MIBACT – Superintendency of Fine Arts and Landscape for Ivrea and the Metropolitan City of Turin, operating expenditure 	MIBACT (Ministry of Cultural Heritage and Activities and Tourism) Human Resources

B	Protection, Conservation and Documentation Action Plan	
B-1	Protection	
Action B-1.3	Ivrea Land Use Plan review	
<i>Logframe</i>		<i>Timeframe</i>
	<p>Entails two main planning activities:</p> <ul style="list-style-type: none"> • Development, adoption and approval of a structural Variance prior to the Land Use Plan general review, which integrates the Property's identification, protection and management elements. • Compliance of urban planning tools and municipal building regulations with the indications, planning orientations and directives of the Regional Landscape Plan. <p>To be integrated with Action B-1.1; Action B-1.2</p> <p>Target group(s)/ Beneficiaries: Ivrea local administration Metropolitan City Piedmont Region Ministry of Cultural Heritage and Activities and Tourism Regional Secretary</p> <p>Activities:</p> <ol style="list-style-type: none"> Planning activities for the development of the Land Use Plan Variance Planning activities for the transposition of planning orientations and the accurate analysis and introduction of Regional Landscape Plan directives in the Property's core zone Administrative procedures for the adoption and approval of the Variance and amendments to legislative provisions governing the building sector and public works. <p>Results: Compliance of Land Use Plan with Property conservation and presentation strategies</p> <p>Expected outputs: Land Use Plan Variance</p> <p>Indicators: Adoption of Land Use Plan Variance (Yes/No)</p>	01/2016 – 07/ 2018

	<p>No. of months for adoption of Land Use Plan Variance</p> <p>Approval of Land Use Plan Variance (Yes/No)</p> <p>No. of months for approval of Land Use Plan Variance</p> <p>The City of Ivrea, through City Council deliberation No. 63 of 10.10.2016 approved the “Partial variant (VAR 11) to the current Land Use Plan in accordance with Regional Law 56 /77 ART. 17 paragraph 5”.</p> <p>The variant consists of bringing forward the structural variance of the Land Use Plan with regard to the identification, safeguard and protection of the Site; it arises from the need expressed by Ivrea Administration to facilitate upgrading of a part of the city that includes Corso Jervis leading into the City of Ivrea.</p> <p>Through Partial Variant No.11, and the more extensive, detailed architectural reform of the current planning tool which will be implemented over the coming months, an overall vision will be recreated, in particular concerning</p> <ol style="list-style-type: none"> 1. relaunching of the Corso Jervis area and, in general, Ivrea as a foundry of human capital and companies with high added value; 2. the possibility of fostering tangible and intangible synergies in the research (universities, Politecnico di Torino), innovation and advanced technology sectors, favouring inter-company cooperation to augment the territorial capital; 3. re-use of buildings, which are largely under-used, along Corso Jervis, extending the uses allowed in line with the mission of the area and facilitating the settlement of neighbourhood shops able to support the urban fabric; 4. enhancement of the modern architectural heritage by recognising (Quality Charter) the perimeter delimitation of the UNESCO-nominated Core Zone and Buffer Zone in the Plan documents. 	
Project Partners (or Delivery Partners)		
<i>Leading Partner</i>	<ul style="list-style-type: none"> • City of Ivrea 	
<i>Other Partners</i>	<ul style="list-style-type: none"> • Metropolitan City of Turin 	

	<ul style="list-style-type: none"> • Piedmont Region • Ministry of Cultural Heritage and Activities and Tourism - General Secretary • Ministry of Cultural Heritage and Activities and Tourism - Superintendency of Fine Arts and Landscape for the Municipality and the Province of Turin • Ministry of Cultural Heritage and Activities and Tourism – Directorate-General Contemporary Art and Architecture and Urban Periphery <p>The action will be implemented using the co-planning mechanism provided for by the local government's regional law.</p>	
Resources		<i>Estimated costs</i>
	<ul style="list-style-type: none"> • City of Ivrea, operating expenditure and development expenditure, own resources • Metropolitan City of Turin, operating expenditure • Piedmont Region, operating expenditure • Ministry of Cultural Heritage and Activities and Tourism - General Secretary, operating expenditure • Ministry of Cultural Heritage and Activities and Tourism - Superintendency of Fine Arts and Landscape for the Municipality and Province of Turin, operating expenditure • Ministry of Cultural Heritage and Activities and Tourism - Directorate-General Contemporary Art and Architecture and Urban Periphery, operating expenditure 	<p>Total estimated cost, € 30,000.00 Municipality of Ivrea, € 30,000.00 budgeted for 2015 (2015-2017 multiyear budget) Budgeted resources</p>

B	Protection, Conservation and Documentation Action Plan	
B-1	Protection	
Azione B-1.4	Identification, designation, conservation and presentation of the Nominated Property's unprotected and/or uncatalogued archives	
<i>Logframe</i>		<i>Timeframe</i>
	<p>It is likely that three of the archives related to the Property are located in Ivrea. These are privately owned and not declared as having any particular historical significance (pursuant to Leg. Dec. 42/2004, art. 10, paragraph 3, letter b). The locations of some have not been confirmed; none have an inventory.</p> <p>These are:</p> <p>(A) Archive of the Olivetti former technical department, owned (or managed) by Prelios Sgr</p> <p>(B) Archive of designs for properties managed by OMS SpA (designs prepared by the Olivetti former technical department, delivered to the current owners following the divestiture of Olivetti properties)</p> <p>(C) Archive of Olivetti notary paperwork (purchase and sale deeds), owned by OMS SpA</p> <p>(D) Archive of the San Giovanni cooperative, which managed/produced all the homes for Olivetti employees, owned by OMS SpA</p> <p>Given that (A) and (B) actually form part of the same archive, in reality there are three unprotected archives of particular relevance for the Property's interpretation.</p> <p>These archives are only partially accessible and in some cases have not been properly preserved; some elements may have been lost due to the absence of an inventory.</p> <p>The Olivetti Historical Archive Association is also in possession of documentation stored in the former Scarmagno facility, which is not completely catalogued. (E) In this case, even though the Olivetti Historical Archive Association as a whole is protected by a specific statutory provision, various critical issues have emerged in relation to the presentation and</p>	01/2016 – 07/2018

	<p>consultation of the information as a consequence of its location and cataloguing.</p> <p>For these archives presenting various critical issues, the action will therefore seek to propose activities for their identification, documentation, protection and public appreciation.</p> <p>Once the condition of the archives has been established and a relative inventory and catalogue created, their presentation and consultation will be guaranteed through suitable technical systems (microfilms or digitization).</p> <p>For inventory and cataloguing activities, it has been thought to insert capacity building programmes at the Università di Torino (for administrative documentation) and at the Politecnico di Torino (with a dedicated project) and with the Architectural Archives Association (for technical project documentation). As the situation is different for each of the archives, the activities will be implemented using different methods (indicated by the reference in brackets).</p> <p>To be integrated with Action B–3.2</p> <p>To be integrated with Action C–1.2</p> <p>To be integrated with Action Cluster C–3</p> <p>Target group(s)/ Beneficiaries:</p> <p>OMS SpA – Telecom Group</p> <p>Activities:</p> <ul style="list-style-type: none"> a. Confirmation of the archives’ location, evaluation of the type of information held, a general estimate of their entity, state of conservation and integrity, as well as available archiving systems; (A) (B) (C) (D) b. Start designation process by notifying the owners of the archives (A) (B) (C) (D) c. Consultation with owners (A) (B) (C) (D) d. During the preliminary phase, the Archive Superintendency will complete the documentary inventory and consult with the owners of archives (A) (B) (C) (D) e. Cataloguing according to archive units (E) f. Agreements between owners and Olivetti Historical Archive Association on archive cataloguing, presentation and consultation (A) (B) (C) (D) g. Preparation of designation proposal by the Superintendency and its 	
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	<p>transmission to the Regional Commission for cultural heritage (A) (B) (C) (D)</p> <p>h. Evaluation by the Commission and adoption of the statutory provision by its Chairman or the Regional Secretary (A) (B) (C) (D)</p> <p>i. Start cataloguing activities according to archive units (A) (B) (C) (D)</p> <p>Results:</p> <p>Formal adoption of designation (A) (B) (C) (D)</p> <p>Possibility to effectively present and consult the archive (A) (B) (C) (D) (E)</p> <p>Expected outputs:</p> <p>Statutory provisions relative to designation status</p> <p>Archive inventory (A) (B) (C) (D)</p> <p>Cataloguing according to archive units (E)</p> <p>Indicators:</p> <p>Archive inventory (A) (B) (C) (D) (Yes/No)</p> <p>Cataloguing (E)</p> <p>Adoption of designation (Yes/No)</p> <p>No. of months for adoption of designation from start of procedure (A) (B) (C) (D)</p>	
Project Partners (or Delivery Partners)		
<i>Leading Partner</i>	<ul style="list-style-type: none"> Ministry of Cultural Heritage and Activities and Tourism - Superintendency of Fine Arts and Landscape for the Municipality and Province of Turin 	
<i>Other Partners</i>	<ul style="list-style-type: none"> Coordination Structure Prelios Sgr OMS SpA – Telecom Group Olivetti Historical Archive Association Università degli Studi di Torino - Department of Historical Studies - Degree course in Cultural Heritage Politecnico di Torino Architectural Archives Association 	

Resources		<i>Estimated Costs</i>
	<ul style="list-style-type: none"> Ministry of Cultural Heritage and Activities and Tourism - Superintendency of Fine Arts and Landscape for the Municipality and Province of Turin, operating expenditure Management Structure, development expenditure, grant Università degli Studi di Torino - Department of Historical Studies - Degree course in Cultural Heritage, operating expenditure Politecnico di Torino, operating expenditure Architectural Archives Association, operating expenditure 	<p>Estimated cost for period 01/2007 - 12/2015 € 5,000 for activities a and b</p> <p>Resources to be procured</p>

B	Protection, Conservation and Documentation Action Plan
B-2	Conservation
Aims / Objectives	<ul style="list-style-type: none"> • Ensure conservation of public listed buildings and public areas; • Encourage, monitor, direct and coordinate the conservation of private listed buildings; • Support conservation of small private properties, particularly residential ones

B	Protection, Conservation and Documentation Action Plan	
B-2	Conservation	
Azione B-2.1	Feasibility Study on the preservation and restoration of the Adriano Olivetti nursery school	
<i>Logframe</i>		<i>Timeframe</i>
	<p>The action consists of drawing up a feasibility study for the preservation and restoration of the Adriano Olivetti nursery school building, designed by architects Luigi Figini and Gino Pollini in the 1940s and declared as having cultural value by the Superintendency with Regional Council Deliberation No. 23 of 12/02/2016.</p> <p>In March 2015 the Municipal Technical Department conducted a survey identifying all the issues related to the building for the purposes of assigning the feasibility study for the preservation and restoration of the building.</p> <p>With contract No. 9688 of 20/01/2016 this feasibility study was assigned to the temporary team consisting of Arch. Anna Menaldo of Ivrea (team leader), Arch. Angelo Delfino Rossetti legal representative of the Art&Tech Group of Ivrea (partner), Ing. Mario Vaccarone of Oglianico (TO) (partner) and Ing. Andrea Vaccarone of Oglianico (TO) (partner).</p> <p>Target group(s)/ Beneficiaries: Ivrea local administration</p> <p>Activities: Analysis and detailed study of issues through in-depth investigations and in</p>	01/2016 – 07/2018

	<p>situ surveys, and definition of possible engineering/architectural solutions with the contribution and consent of the local administration and conservation bodies such as: Superintendency (body in charge of the historical-architectural conservation of the building), VVF and ASL (fire department and local health authority, in charge of protecting health and safety in the workplace), with production of preliminary project documents serving for the subsequent assignment of design of the preservation and restoration project.</p> <p>Results: Provide the local administration with a detailed document in order to steer choices and define strategies for the subsequent design and implementation phase.</p> <p>Expected outputs: Feasibility study</p> <p>Indicators: Drawing up of feasibility study (YES/NO)</p>	
Project Partners (or Delivery Partners)		
<i>Leading Partner</i>	City of Ivrea	
<i>Other Partners</i>	<ul style="list-style-type: none"> — • 	
Resources		<i>Estimated costs</i>
	City of Ivrea, investment expenditure, own resources	<p>Total cost € 70,000.00</p> <p>Ivrea City Council allocated € 70,000.00 in the 2016 provisional budget</p>

B	Protection, Conservation and Documentation Action Plan	
B-2	Conservation	
Action B-2.2	Preservation and Restoration of the Adriano Olivetti nursery school	
<i>Logframe</i>		<i>Timeframe</i>
	<p>Between 1970 and 2014, the building underwent maintenance and repairs predominantly for the purpose of complying with health and safety regulations and to optimise energy consumption.</p> <p>The aim of the action is to restore the building's original characteristics, in line with the specific restrictions placed on the building given its current use classification, and with construction and building system regulations covering health and safety, energy consumption, etc.</p> <p>Using suitable restoration techniques, the action should also resolve critical issues such as: asbestos in the underground areas (sectioned off as a precautionary measure), deteriorated stone slabs and masonry work, damaged cast iron drainage pipes, repairs to skylight above the corridor in the main unit, regulatory compliance of glazing, repairs to plasterwork and paintwork damaged due to the infiltration of rainwater, replacement of acoustic insulation devices, review of electrical, lighting and heating systems and repair and/or replacement of deteriorated equipment.</p> <p>Given the characteristics of the heritage asset and its various uses, the action will constitute one of the first case studies for the restoration of modern heritage.</p> <p>To be integrated with Action B-2.1</p> <p>To be integrated with Action B-2.5</p> <p>Target group(s)/ Beneficiaries: Ivrea local administration</p> <p>Activities:</p> <ol style="list-style-type: none"> Asbestos clearance of underground areas and reuse Repairs to stone slabs and masonry work Repairs to drainage pipes Repairs to skylight above corridor in main unit Regulatory compliance of glazing Repairs to plasterwork and paintwork; 	01/2016 – 07/ 2018

	<p>g. Replacement of acoustic insulation devices; h. Inspection, replacement and repairs carried out on electrical, lighting and heating systems</p> <p>Results: Restoration of heritage asset Removal and clearance of asbestos Regulatory compliance of building</p> <p>Expected outputs: Restoration of the Nursery School</p> <p>Indicators: Implementation of action (Yes/No) No. of months for implementation of action Overall cost of action</p>	
Project Partners (or Delivery Partners)		
<i>Leading Partner</i>	<ul style="list-style-type: none"> City of Ivrea 	
<i>Other Partners</i>	<ul style="list-style-type: none"> — 	
Resources		<i>Estimated Cost</i>
	City of Ivrea, investment expenditure, own resources	<p>Total estimated cost, € 1,695,000.00 Municipality of Ivrea, € 1,695,000.00 budgeted for 2015 (2015 municipal budget) Budgeted resources</p>

B	Protection, Conservation and Documentation Action Plan	
B-2	Conservation	
Action B-2.3	Maintenance, repairs and renovations to privately owned listed buildings	
<i>Logframe</i>		<i>Timeframe</i>
	<p>The Action essentially refers to recent maintenance works and any other relevant conservation works on listed buildings. Completed actions considered both maintenance works and modifications between 2007 and 2015. The year 2007 was chosen insofar as this was the year after the Ivrea Land Use Plan was approved, and therefore the year after the listed building protection and conservation system in the Nominated Property was approved. Renovation works were excluded. One for approx. 17 million Euros as it was implemented between 2005 and 2006, the other because it was not particularly relevant to the listed building's conservation. In the medium-term, building repairs and/or reuse actions will need to be planned within the framework defined by the designations and the review and compliance of urban planning tools, and will need to be integrated within the scope of Action B-2.5; Action B-2.6</p> <p>Target group(s)/ Beneficiaries: Owners of listed buildings, current and future users</p> <p>Activities: Completed, underway and planned replacements and repairs for every listed building</p> <p>Results: Preservation of authenticity and integrity of listed buildings</p> <p>Expected outputs: Cultural elements of listed buildings protected.</p> <p>Indicators: Cost of completed building repair works compared to works planned for the short to medium-term.</p>	<p>03/2008 – 12/2015 (works completed or underway) beginning from the period 01/2016 - 07/2018 consultative scheduling for conservation works</p>

Project Partners (or Delivery Partners)		
<i>Leading Partner</i>	<ul style="list-style-type: none"> • Owners of listed buildings 	
<i>Other Partners</i>	<ul style="list-style-type: none"> • — 	
Resources		<i>Borne Costs</i>
	<ul style="list-style-type: none"> • Olivetti Multiservices S.p.A. • Prelios SGR S.p.A. • IDeA FIMIT SGR • Savills Investment Management SGR SpA • Medium and small-sized properties (also in apartment blocks) <p>For all partners: investment expenditure, own resources</p>	<p>Between 01/2007–12/2015 € 924,688.32 declared</p> <p>Between 01/2016–07/2017 € 1.128,000.00 declared</p>

B	Protection, Conservation and Documentation Action Plan	
B-2	Conservation	
Actions B-2.4	Public and Green Areas Maintenance Program	
<i>Logframe</i>		<i>Timeframe</i>
	<p>A good portion of outdoor public and green areas are privately owned and are subject to use classifications and easement restrictions. Over time, agreements regulating the maintenance of these areas and their relative utilities have become less efficient. Furthermore, works in outdoor public and green areas are necessary to protect the Property's landscape value: both to protect and repair the relationship between the buildings and their appurtenances - existing since the design phase - and to promote aspects of the landscape (visual, panoramic, etc.)</p> <p>In this regard, activities falling under this action must also involve the compliance of urban planning tools with Regional Landscape Plan specifications.</p> <p>To be integrated with Action B-1.3 To be integrated with Action E-1.1</p> <p>Target group(s)/ Beneficiaries: Local administration Private owners of public areas</p> <p>Activities:</p> <ol style="list-style-type: none"> Mapping of private properties for public use in outdoor areas Identification of existing restrictions and easements and any agreements regulating the maintenance of areas and utilities Consultative definition of a program of replacement and repair works for public and green areas and utilities Coordination with specifications resulting from the compliance of urban planning tools with the Regional Landscape Plan. Implementation, monitoring and review of consultative program <p>Results: Improvement and reuse of public and green areas and utilities</p>	<p>01/2016 – 07/2018 for planning and consultative agreements, activities (a)-d)</p> <p>08/2018– 12/2020 for execution of works and activity (e)</p>

	Expected outputs: Programme of replacement and repair works for public and green areas and utilities Replacement and repair works Indicators: Number of owners consulted to define the programme Adoption of the programme by the local Administration Physical and quantitative indicators on replacement and repair works (Repaired footpaths calculated in linear metres, new lighting and retrofitting, etc.)	
Project Partners (or Delivery Partners)		
<i>Leading Partner</i>	<ul style="list-style-type: none"> City of Ivrea 	
<i>Other Partners</i>	<ul style="list-style-type: none"> IDeA FIMIT sgr Prelios sgr OMS SpA – Telecom Italia SpA Group Other major owners in the Nominated Property, not owners of cultural heritage 	
Resources		<i>Estimated Costs</i>
	<ul style="list-style-type: none"> City of Ivrea, development expenditure and investment expenditure Private owners, investment expenditure 	Between 01/2007 - 12/2015 € 5,000.00 to define a programme for replacement and repair works in public and green areas and on utilities. Activities (a) – (d). For activities (a) – (d,) development expenditure, resources to be procured and checked in the municipal budget Activity (e) (investment expenditure) must be planned for the medium to long-term. Resources to be procured.

B	Protection, Conservation and Documentation Action Plan	
B-2	Conservation	
Action B-2.5	Monitoring of the conservation and adaptive re-use of the Site assets¹	
<i>Logframe</i>		<i>Timeframe</i>
	<p>Periodic and permanent monitoring and evaluation of state of conservation, replacement and repair works for conservative restoration, and proposals for the reuse of the Property's heritage assets. It will therefore be possible to: ascertain the necessary conservative-type works on the proposed cultural heritage assets; identify critical issues relative to building repairs and renovation; make an ex-post evaluation on the feasibility of preservation combined with replacement and repair works.</p> <p>The premise for this action is on one hand the completion of the designation process and the review of the Land Use Plan and other regulatory tools following restrictions resulting from the designation status. On the other hand, the mapping of elements whose value may effectively be enhanced through the planning and implementation of replacement and repair works, the restoration and adaptive reuse of heritage assets.</p> <p>To implement these activities, it may be worth considering the development of an interactive Building Information Modelling (BIM) archive in relation to the buildings - in particular public buildings, listed buildings pertaining to large or medium-sized properties - and infrastructures; development of operating instructions.</p> <p>Finally, in order to monitor the state of maintenance of architectural heritage assets classified for residential use, collaborative relationships will be developed with the administrators of apartment buildings (3 assets, with approximately 130 housing units, more than 80% of the small and medium-sized properties), and photographic campaigns will be periodically repeated from pre-established points of view.</p> <p>The photographs will be used to indicate the state of conservation of the</p>	<p>08/2018– 12/2020 for activities (a)- (d)</p> <p>01/2021 – ... for activities (e)– (g)</p> <p>Periodic monitoring and compliance</p>

¹ This action, like the next one, considers a medium-term programme for the innovative adaptive reuse of main heritage assets, based on the following driving principles of reuse: innovative accelerator programmes, startup studios, digital transformation, digital education, corporate training, (co-working spaces targeting specific sectors - sectors that are the object of accelerator programmes and cultural and creative industries), tourism-related services for users of these services, etc.)

	<p>buildings and will allow the detection of any critical issues. Furthermore, various photos will capture the panoramic views characteristic of the Property, making it possible to detect any critical issues found in the Property's unprotected listed buildings (including signage)</p> <p>To be integrated with Action B–1.2</p> <p>To be integrated with Action B–1.3</p> <p>To be integrated with Action B–2.6</p> <p>To be integrated with Action B–3.1</p> <p>To be integrated with Action C–1.1</p> <p>Target group(s)/ Beneficiaries:</p> <p>Local administration</p> <p>Private owners of cultural heritage assets</p> <p>Planners and companies</p> <p>Activities:</p> <ul style="list-style-type: none"> a) Detailed mapping of elements whose value can be significantly enhanced through the planning and implementation of replacement and repair works, conservative restorations and adaptive reuse, taking into account the restrictions resulting from the designation status.² b) Design, implementation and optimisation of the repository to store, organise and manage monitoring data. c) Training activities for staff in departments in charge. d) Activities for the organisation and management of periodic photographic campaigns from preestablished viewpoints (to be inserted in the repository), relative to residential heritage assets and panoramic views that characterise the Property. e) Repository updating and consultation activities. f) Activities by departments in charge to support the planning and implementation of maintenance works. g) Periodic evaluation of the need for conservation, of associated critical issues and the technical and administrative feasibility of maintenance, renovation, restoration and rehabilitation works. <p>Results:</p>	
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² These are elements that directly reflect the authenticity of the designated cultural heritage asset

	<p>The improved efficiency of the heritage asset conservation process and the implementation of conservation works.</p> <p>Expected outputs:</p> <p>Repository to monitor conservation works</p> <p>Photographic database on the state of conservation of residential properties and panoramic views from the Property</p> <p>Periodic evaluation report</p> <p>Procedural and work protocols that can be used by the departments in charge.</p> <p>Indicators:</p> <p>Campaign to identify elements where conservation works are needed (Yes/No)</p> <p>Periodic photographic campaign (Yes/No)</p> <p>No. of photographic records of residential properties and panoramic views from the Property</p> <p>No. of database updates after its initial set-up</p> <p>Adoption of periodic evaluation reports (Yes/No)</p> <p>No. of training hours by municipal staff in charge</p> <p>No. of protocols adopted by departments in charge</p> <p>No. of works in which protocols were used</p> <p>No. of square metres of GFA (Gross Floor Area) undergoing restoration and conservative refurbishment</p> <p>(Core indicator)</p> <p>No. of square metres of GFA (Gross Floor Area) undergoing conservation and adaptive reuse (Core indicator)</p> <p>Between 31/03/2016 and 31/12/2016</p> <p>8 building applications submitted and processed</p> <p>Buildings involved:</p> <ul style="list-style-type: none"> – Palazzo Uffici (Olivetti Office Building) – interior functional and regulatory adaptation – IV / V floors, bathrooms, offices and distribution areas – criticalities identified as regards the possibility of preserving fixtures, fittings and furnishings: they do not comply with fire regulations <p>Slight change in spaces and function in ground floor hall – south wing</p>	
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	<ul style="list-style-type: none"> – Nuovo Palazzo uffici (New Olivetti Office Building) - Functional and regulatory adaptation of canteen – New I.C.O.: north wing change in use: gym and wellness centre roof: functional and regulatory adaptation of plant – New I.C.O. Reception Area roof: installation of plant due to fragmentation of ownership <p><u>Criticality identified as regards plant, if it is to be split up to serve the various tenants, there is the risk of a negative impact on preservation of the asset due to the proliferation of networks and utilities equipment having considerable dimensions</u></p> <ul style="list-style-type: none"> – Social Services Centre <p>Slight changes to interior doors</p>	
Project Partners (or Delivery Partners)		
<i>Leading Partner</i>	<ul style="list-style-type: none"> • City of Ivrea • Management Structure 	
<i>Other Partners</i>	<ul style="list-style-type: none"> • IDeA FIMIT sgr • Savills Investment Management SGR SpA • Prelios sgr • Gruppo Telecom Italia SpA • Olivetti Multiservices • Grand Rascard di Rollandin V. & C. S.A.S. • Politecnico di Torino - Department of Architectural Planning and Industrial Design; • Politecnico di Milano - Department of Architecture and Urban Studies; Faculty of Architecture and Society; School of Design 	
Resources		<i>Estimated costs</i>
	<ul style="list-style-type: none"> • City of Ivrea, operating expenditure • Management Structure, development expenditure for the planning and start of the Action, grant 	<p>Medium to long-term action to be scheduled</p> <p>Resources to be procured</p>

B	Protection, Conservation and Documentation Action Plan	
B-2	Conservation	
Action B-2.6	Toolbox for reception, settlement, reuse and conservation of heritage assets	
<i>Logframe</i>		<i>Timeframe</i>
	<p>Involves the preparation, production and dissemination of a key information package regarding restrictions, settlement opportunities, procedures and relative facilities, incentives, existing settlement-related services, etc. The information package is aimed at real estate operators, local companies and companies that wish to lease the properties, and investors in general. It will be prepared in collaboration with key owners of heritage assets and their representatives, with the possibility for coordination with municipal, metropolitan and regional offices with specific authority to insert companies and authorized works on properties, and with other public and private stakeholders with a shared interest in promoting the Property's reuse.</p> <p>To be integrated with Action B-2.5 To be integrated with Action D-1.2; Action B-1.3 To be integrated with Action D-2.6, sub-actions) type (A) (B) To be integrated with Action E-4.3</p> <p>Target group(s)/ Beneficiaries: Local administration Large and medium-sized real estate properties, investors, current and future users of heritage assets</p> <p>Activities: a. SHORT-TERM Definition of Toolbox planning concept b. SHORT-TERM planning, optimization, online placement and printing of toolbox documentation c. MEDIUM-TERM Definition of a network of figures that can support new investor settlements and heritage asset users. d. MEDIUM-TERM Establishment and activation of a support network. e. MEDIUM TO LONG-TERM Settlement-related services and support to new owners and users of heritage assets f. MEDIUM TO LONG-TERM Periodic monitoring and review of informative</p>	<p>Planning and initial implementation: 01/2016 – 07/2018 for the first three activities Regularly, starting from: 08/2018 for reception and support activities Periodic monitoring and compliance</p>

	<p>contents of Toolbox and support network</p> <p>Results: Facilitate the reuse of under-used heritage assets and the conservation of the same</p> <p>Expected outputs: Printed informative materials Dedicated web pages in the municipality's institutional website Thematic list of contacts in the support network</p> <p>Indicators: Number of owners consulted to define the program Printed informative materials (Yes/No) Dedicated web pages in the municipality's institutional website (Yes/No) No. of figures listed in the support network No. of contacts with potential investors and users No. of cases followed by the support network Index of effective heritage asset use</p>	
Project Partners (or Delivery Partners)		
<i>Leading Partner</i>	<ul style="list-style-type: none"> • City of Ivrea • Management Structure 	
<i>Other Partners</i>	<ul style="list-style-type: none"> • IDeA FIMIT sgr • Savills Investment Management SGR SpA • Prelios sgr • Telecom Italia SpA Group • Olivetti Multiservices • Grand Rascard di Rollandin V. & C. S.A.S. • Real estate companies that own residences in the Nominated Property's core zone • Medium-sized properties that are not in the Nominated Property's core zone (mainly in via Beneficio di Santa Lucia and via Di Vittorio) 	

Resources		<i>Estimated Costs</i>
	<ul style="list-style-type: none"> • City of Ivrea, operating expenditure • Management Structure, development expenditure for preparation, printing, online placement and dissemination, as well as to update the tool 	Between 01/2007 - 12/2015 € 5,000.00 for activities (a) and (b) Resources to be procured

B	Protection, Conservation and Documentation Action Plan	
B-2	Conservation	
Action B-2.7	Support program for the maintenance and renovation of listed residential buildings by tenants and small owners Listed residential buildings Maintenance and Renovation [Tenants and Small Owners] Support Program	
<i>Logframe</i>		<i>Timeframe</i>
	<p>Support will be provided in all operating contexts (technical, administrative, financial) for building maintenance and renovation, and the management of green areas. It will involve the development of a product and the activation of a connected service</p> <p>“Residents’ Guide to the UNESCO World Heritage Property”</p> <p>“Help desk” support activities for tenants and small owners of residential properties</p> <p>To be integrated with Action B-2.5</p> <p>To be integrated with Action C-2.1</p> <p>To be integrated with Action E-2.1</p> <p>Target group(s)/ Beneficiaries:</p> <p>Small owners</p> <p>Tenants</p> <p>Apartment building administrators</p> <p>Activities:</p> <p>a. Organization and management for the shared development of the “Residents’ Guide to the UNESCO World Heritage Property” (the name is temporary) through: animation of the Property and collaborative planning for the guide; formal adoption of the guide and support measures; publication of the guide in 500 copies; online placement, optimization and dedicated up-to-date web pages in the municipality’s website, consistent with the contents of the guide. SHORT-TERM</p> <p>b. Preparation of all structures and agreements to support the implementation of the guide (such as those for the municipality’s “Casa prima cosa” (“Home first”) initiative) SHORT-TERM</p> <p>c. Implementation and monitoring of support activities (application of guide</p>	<p>Planning and initial implementation: 01/2016 – 07/2018 activities (a) and (b)</p> <p>08/2018 – 12/2020; 01/2021 – ... activities (c) and (d)</p>

	<p>and support measures). MEDIUM TO LONG-TERM</p> <p>d. Review of manual and support measures in the medium to long-term</p> <p>Results: Put small owners, tenants and apartment building administrators in a position to effectively act on the Property's heritage assets.</p> <p>Expected outputs: "Residents' Guide to the UNESCO World Heritage Property" Dedicated web pages in the institutional website Help desk facilities and support activities</p> <p>Indicators: Short-term Publication of "Residents' Guide to the UNESCO World Heritage Property" (Yes/No) Publication of dedicated web pages in the institutional website (Yes/No) No. of months to draw up the "Residents' Guide to the UNESCO World Heritage Property" Medium to long-term No. of cases followed per year (information, initial welcome) by the help desk No. of square meters of GFA (Gross Floor Area) undergoing restoration and conservative refurbishment (Core indicator)</p>	
Project Partners (or Delivery Partners)		
<i>Leading Partner</i>	<ul style="list-style-type: none"> • City of Ivrea • Management Structure 	
<i>Other Partners</i>	<ul style="list-style-type: none"> • Tenants and small owners of residences in the Nominated Property's core zone • Apartment building administrators in the Property's core zone • Order of Architects of Turin • Architects of Canavese and Aosta Valley Group • National Association for Real Estate Administrators and Managers 	
Resources		<i>Estimated Costs</i>
	<ul style="list-style-type: none"> • City of Ivrea, operating expenditure 	Between 01/2007 - 12/2015 €

	<ul style="list-style-type: none"> • Management Structure, development expenditure for the planning and start of the Action, grant • Order of Architects of Turin, operating expenditure • Architects of Canavese and Aosta Valley Group, operating expenditure National Association for Real Estate Administrators and Managers - Turin, operating expenditure 	5,000.00 for activities (a) and (b) Resources to be procured
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B	Protection, Conservation and Documentation Action Plan
B-3	Integration of research and interpretation resources
Aims / Objectives	<ul style="list-style-type: none"> • Enhance knowledge about heritage assets to compensate for the lack of information and documentation relative to the Nominated Property's heritage assets; • Completely integrate archive assets into the Nominated Property's interpretive actions; • Ensure a research and interpretation strategy for the cultural and historical assets able to orientate actions for the Property's interpretation and presentation.

B	Protection, Conservation and Documentation Action Plan	
B-3	Integration of research and interpretation resources	
Action B-3.1	Research and Documentation Program to enhance knowledge and understanding of the listed buildings	
<i>Logframe</i>		<i>Timeframe</i>
	<p>The action has a two-fold objective: on one hand to compensate for the lack of available information on the heritage assets, in particular documentary; on the other hand to concretely and exhaustively identify those elements of the heritage asset that will preserve their authenticity following the transformation.</p> <p>The action involves the development of the Olivetti Integrated Plan, consisting of a multi-year plan for the integrated planning and promotion of tangible and intangible Olivetti heritage, coordinated by the Adriano Olivetti Foundation and the Olivetti Historical Archive Association.</p> <p>To be integrated with [Action B-2.5]</p> <p>Target group(s)/ Beneficiaries:</p> <p>Cultural operators</p> <p>Public and private archives that can be linked to cultural owners of heritage assets</p> <p>Local administration</p> <p>Activities:</p> <p>a) Identification, filing and organization of available documentary information (historical documentation, photographic campaigns and</p>	<p>05/2012 - underway for the part included in the Olivetti Integrated Plan (Adriano Olivetti Foundation and Olivetti Historical Archive Association)</p> <p>01/2016 – 07/2017</p>

	<p>recent surveys).</p> <p>b) Evaluation of collected information and identification of knowledge gaps, filed according to relevance for the purposes of preservation</p> <p>c) Definition of survey activities on heritage assets and techniques to be used for the same.</p> <p>d) Development and adoption of a protocol to be integrated with planning activities for the conservative reuse of heritage assets, philological surveys if documentation is missing.</p> <p>Results: Development and use of an organized database containing the documentary information available, integrated with philological surveys to: improve the Property's interpretation optimize efficiency and quality of conservation works</p> <p>Expected outputs: Organized database containing documentary information available</p> <p>Indicators: Creation of database (Yes/No) No. of informative-type critical issues identified No. of informative-type critical issues resolved</p> <p>Description of activities carried out as part of Action (1) – Heritage Restoration and Promotion Master's Degree in Architecture for Heritage Restoration and Promotion – DATA COLLECTION OF OLIVETTI ASSETS ON COMPUTERISED SYSTEM Politecnico di Torino</p> <p>Lecturers Curto Rocco Antonio Accurti Lisa</p> <p>Students will be provided with a platform supported by a Gis, to allow them to test the PBL – Problem based learning – approach and to work on the</p>	<p>October 2016/ February 2017</p>
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	<p>single assets by considering them as elements of the Olivetti architectural system in the Core Zone.</p> <p>This initiative arises from the participation of the Politecnico di Torino, with its group of teaching staff, in the European Erasmus Project + "Citylab – Engaging Students with Sustainable Cities in Latin-America" (uantwerpen.be/en/projects/citilab).</p> <p>Indicators</p> <p>Building of database</p> <p>No. of information system criticalities identified</p> <p>No. of information system criticalities resolved</p> <p>(2) Platform for online availability of the Adriano Olivetti Foundation and Olivetti Historical Archive Association archive heritage on Olivetti Digital Archives</p> <p>http://www.arcoliv.org/archividigitaliolivetti.html</p>	
Project Partners (or Delivery Partners)		
<i>Leading Partner</i>	<p>(1)</p> <p>Politecnico di Torino Prof. Rocco Curto (DAD)</p> <p>(2)</p> <p>Management Structure</p>	
<i>Other Partners</i>	<p>(1)</p> <ul style="list-style-type: none"> • Management Structure • Asset owners • City of Ivrea <p>(2)</p> <ul style="list-style-type: none"> • Olivetti Historical Archive Association • Adriano Olivetti Foundation 	
Resources		
	<p>(1)</p> <p>Politecnico di Torino Prof. Rocco Curto (DAD)</p> <p>(2)</p> <p>Compagnia di San Paolo</p>	Human resources

B	Protection, Conservation and Documentation Action Plan	
B-3	Integration of research and interpretation resources	
Azione B-3.2	Research and Documentation Program to enhance knowledge and understanding of movable heritage assets in the Nominated Property	
<i>Logframe</i>		<i>Timeframe</i>
	<p>The project aims to map, link, digitize and organize archive heritage assets for the purpose of constructing a pertinent and oriented digital network of the archives of the 20th Century Industrial City, including those in Ivrea and elsewhere.</p> <p>The Action involves the development of the Olivetti Integrated Plan, consisting of a multi-year plan for the integrated planning and promotion of tangible and intangible Olivetti heritage, coordinated by the Adriano Olivetti Foundation and the Olivetti Historical Archive Association.</p> <p>The action involves the development of the pre-tax 0.5‰ Culture Donation project assigned to and managed by the Adriano Olivetti Foundation.</p> <p>To be integrated with Action B-1.4</p> <p>To be integrated with Action C-1.2</p> <p>To be integrated with Action C-3.5</p> <p>To be integrated with Action E-4.2, sub-actions type (C)</p> <p>Target group(s)/ Beneficiaries: Cultural operators and institutions</p> <p>Activities:</p> <ul style="list-style-type: none"> a) Mapping, linking, digitizing and organizing archive heritage assets connected to the values of the Property b) Developing research projects with study and research institutions on specific themes of the Industrial City of the 20th Century, involving other cultural institutes not located in Ivrea. The projects must include awareness-creation activities: seminars or exhibitions linked to said projects, publications, etc. c) Construction of a pertinent network oriented towards the promotion (intended as ongoing interpretation, presentation, publication and dissemination of new artifacts (scientific, scholastic, artistic, etc.) from existing primary or secondary digital resources of the 20th Century 	<p>01/2016 – 07/2018 for the first mapping activity, informal construction and orientation of network</p> <p>05/2012 - underway for the part included in the Olivetti Integrated Plan (Adriano Olivetti Foundation and Olivetti Historical Archive Association) and the pre-tax 0.5‰ Culture Donation project managed by the Adriano Olivetti Foundation</p> <p>08/2018 – 12/2020; 01/2021 – ... for the last two activities</p>

	<p>Industrial City archives</p> <p>Results: Enhanced and improved efficiency of archive resources linked to the Property's themes Development of the Property's interpretive paths Development of skills for the presentation of the Property</p> <p>Expected outputs: Virtual Repository of national and international archive sources linked to the Property's themes Web platforms for digital curation of the Property's heritage assets Formal constitution of a network of 20th Century Industrial City archives Research projects adopted by study and research institutions Publications Exhibition and seminar events</p> <p>Indicators: No. of national and international archive sources linked to the database Formal constitution of a network of archives (Yes/No) No. of national and international archives formally adhering to the network No. of annual research projects in partnership with study and research institutions</p> <p>Description of activities carried out as part of Action (1). Publishing of "Ivrea Guide to the city of Adriano Olivetti", an illustrated, narrated guide through the Adriano Olivetti Foundation and Olivetti Historical Archive Association archive materials.</p> <p>The guide has a dual purpose. On the one hand to meet a practical need: to provide a full picture of Olivetti buildings, a clear itinerary split up into various maps, each one showing the most important buildings and the essential information needed to appreciate them. On the other hand, since each of these buildings was an integral part of Adriano Olivetti's original economic, social and political project, the book accompanies the visitor on an equally compelling trip through his ideas. Olivetti made Ivrea a testing ground for the building of a new type of community, an alternative synthesis beyond capitalism and socialism: our endeavour was to make each building speak of this visionary, enlightened drive. The proposed route is therefore</p>	
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	divided into four itineraries, each of which answers a specific question: profit and solidarity, how were they reconciled? And business and culture? Town and country? Public and private property? Thus what it suggests is an exciting trip through what was, to all effects, a pilot project for building a new, people-oriented world. Finally, the historical/technical and philosophical slants are supplemented by a third, purely narrative aspect: the book is full of stories, documents, tales, old photographs, letters, famous and lesser known people who bring to light the spirit of the world that engendered them.	
Project Partners (or Delivery Partners)		
<i>Leading Partner</i>	(1) Management structure	
<i>Other Partners</i>	(1) Adriano Olivetti Foundation	
Resources		<i>Costs borne</i>
	(1) 5 x mille (Italian taxpayers can allocate 5/1000 of their taxes payable to charities/associations instead of to the state) for Culture paid by the Ministry of Cultural Heritage and Activities and Tourism.	

B	Protection, Conservation and Documentation Action Plan	
B-3	Documentation	
Azione B-3.3	Development and implementation of a Cultural Promotion Program for the Nominated Property	
<i>Logframe</i>		<i>Timeframe</i>
	<p>The action is intended to provide the Property's Management Structure with a program for the research, documentation and interpretation of the Property's cultural and historical heritage assets, able to direct both the actions of Action Plan C for interpretation, and the actions of Action Plans D and E for the presentation of the Property.</p> <p>The themes that should be covered by the program relate to digital curatorship and the curatorial platform, with websites and initiatives linked to the themes of the 20th Century Industrial City</p> <p>From the point of view of the Management Structure's organization, there should be both a curator and a scientific committee.</p> <p>The Action is planned and organized as part of Action E-5.1 and Action A-2.6.</p> <p>To be integrated with Action cluster C-3</p> <p>To be integrated with Action cluster D-2 and D-3</p> <p>To be integrated with Action cluster E-2, Action E-3.3, Action E-4.4, Action E-4.5 Actions E-1.1, Action cluster E-2 and Action cluster E-5</p> <p>Target group(s)/ Beneficiaries: Management Structure, study and research institutions, cultural operators</p> <p>Activities:</p> <ul style="list-style-type: none"> a. Analysis of current documentation and interpretation of Property's heritage assets b. Analysis of Cultural Promotion programs of similar sites and/or those of specific relevance c. Consultation with cultural operators and institutes, involving these in promoting the Property's protection, interpretation and presentation d. Search for scientific and institutional partners e. Development of a cultural promotion program for the Property, including orientations for documentation, research, interpretation and presentation of Site's heritage. 	<p>Beginning from 08/2018 - 12/2020 preparation and implementation, monitoring and modification of the program</p>

	<p>f. Implementation, monitoring, evaluation and alignment of the program</p> <p>Results: Provide the Property's Management Structure with a program for the research, documentation and interpretation of the Property's cultural and historical heritage assets, able to direct both the actions of Action Plan C for interpretation, and the actions of Action Plans D and E for the presentation of the Property.</p> <p>Expected outputs: Cultural promotion program Partner network for cultural promotion activities</p> <p>Indicators: Development and adoption of the program by the Management Structure (Yes/No) No. of external partners involved in the preparation and implementation of the program Number of Capacity Building and Property presentation actions directly attributable to the cultural promotion program</p>	
Project Partners (or Delivery Partners)		
<i>Leading Partner</i>	<ul style="list-style-type: none"> • Management Structure 	
<i>Other Partners</i>	<ul style="list-style-type: none"> • I.C.O.M Italia • Adriano Olivetti Foundation • Olivetti Historical Archive Association • Capellaro Foundation – Tecnologic@mente museum • National Corporate Cinema Archive • UNESCO – International Centre for the Study of the Preservation and Restoration of Cultural Property (ICCROM) • DOCOMOMO International – DOCOMOMO Italia • Politecnico di Torino – Higher Institute on Territorial Systems for Innovation (S.i.T.I.); Post-Graduate course in "Architectural and 	

	<p>Landscape Heritage”</p> <ul style="list-style-type: none"> • Università di Torino – “International Training and Research Centre on the Economics of Culture and World Heritage (ITRECH)” • Politecnico di Milano – UNESCO Chair “Architectural Preservation and Planning in Heritage Cities” • (Turin UNESCO Centre) International Category 2 UNESCO Centre on the Economics of Culture and World Heritage (ITREC) and CSS – EBLA Silvia Santagata Center for Studies 	
Resources		<i>Estimated Costs</i>
	<ul style="list-style-type: none"> • Management Structure, development expenditure, grant • All other indicated partners, operating expenditure 	Medium to long-term action to be scheduled

C – Capacity Building Action Plan

Overview

Action Cluster	Actions	03/2008 – 12/2015	01/2016 – 07/2018	08/2018 – 12/2020	01/2021 – ...:
C – 1 Capacity building for presentation	C-1.1 – Training courses for Site interpreters' skills development			X	X
	C-1.2 – Training courses for local Archives Personnel and local Cultural Operators		X		
C – 2 Professional capacity building, building and facilities management SMEs innovation for Conservation	C-2.1 – Training courses for technical and administrative capacity building for Property Conservation		X	X	X
C – 3 University degree, research doctorate (Ph.D.), postgraduate programmes and Research projects	C-3.1 – Workshop courses in Bachelor of Science or Master of Science Programmes with themes on modern heritage conservation and management in the Nominated Property and the Industrial City of the 20th Century	X			
	C-3.2 – Degree courses, research doctorate (Ph.D.) programmes and research theses, Research projects on modern heritage conservation and management	X	X	X	X
	C-3.3 – Degree programme courses, research doctorate (Ph.D.) programmes and research theses, Research projects on the Industrial City of the 20th Century and modern heritage management			X	X
	C-3.4 – Seminar cycle organised by the National Committee for Olivetti's First Italian Factory Centenary Celebrations	X			
	C-3.5 – Specialist International Conferences	X	X	X	X
	C-3.6 – Factory Futures: research-by-design programme exploring innovative architectural responses for the European productive landscape of the future – Visiting School Ivrea	X			
	C-3.7 – Training courses and development of multidisciplinary projects at the Alta Scuola Politecnica	X			
	C-3.8 – Training courses and workshops at the International Summer School Of Ivrea	X			
	C-3.9 – Regular high-level and post-graduate short training courses on selected themes of restoration, reuse and management of industrial and modern		X	X	X

Action Cluster	Actions	03/2008 – 12/2015	01/2016 – 07/2018	08/2018 – 12/2020	01/2021 – ...:
	architectural heritage				
	C–3.10 – High–level and Post–graduate training courses on the restoration, reuse and management of industrial and modern architectural heritage		X	X	

Project Sheets

C	Capacity Building
C–1	Capacity building for presentation
Aims / Objectives	Support and develop capacity building to interpret the Nominated Property's listed buildings and present them to a diversified public

C	Capacity Building	
C–1	Capacity building for presentation	
Action C–1.1	Training courses for Site interpreter skill development	
<i>Logframe</i>		<i>Timeframe</i>
	<p>The skills that need to be transmitted as part of this action must draw upon UNESCO world heritage values and the “Ivrea, Industrial City of the 20th Century” values. Using relatively simple forms of communication and the interpretative infrastructure (see Action Cluster E–2 and E–3), students must be able to explain the themes of the UNESCO world heritage convention, themes specific to the Nominated Property and the reasons for its inscription on the World Heritage List. As it is expected that the presentation component will be somewhat complex in terms of its technical and cultural content, and that visitor itineraries may be linked to specialist cultural events, the format must reflect an elevated training standard and some of the training courses must be of a post-grad level.</p> <p>The courses will seek to develop Site interpreters, staff or volunteers at the cultural heritage Site, either permanently or temporarily responsible for the public dissemination of information relating to the values and significance of “Ivrea, Industrial City of the 20th Century”.</p>	<p>Beginning from 08/2018 - 12/2020 with multi-year scheduling, consistent with the Presentation Action Plan and any specific training policies.</p> <p>Action C-1.1 has been brought forward to a “short term period” to then continue in a “mid term period”, in the start of the selection and training Program for tourist guides, as promoted by the Council of Ivrea, also for the Nominated Property.</p>

	<p>Student orientation activities at Ivrea’s secondary schools have also been considered.</p> <p>In particular, in accordance with Action Plan D, Action Cluster D-3, it has been thought to develop a multiyear training course with the “Giovanni Cena” Secondary School, with a specialisation in Tourism to train tour guides for the Nominated Property.</p> <p>Activities for the widespread transmission of Site interpreter skills among residents and businesses will be developed within specific Actions aimed towards businesses [Action B-2.6 with current owners, managers and lessees], residents and small owners [Action B-2.7], retail and personal services [Action E-4.6], the local community in general [Action D-2.7]</p> <p>Target group(s)/ Beneficiaries: Secondary school students, young graduates</p> <p>Activities:</p> <ul style="list-style-type: none"> a) Analysis of framework of Site interpretation activities, as well as the interpretative infrastructure of the Nominated Property b) Analysis of similar training courses in other UNESCO Properties, which are either similar to, and/or influential on the activities specifically implemented. c) Definition of necessary skill profiles d) Quantification of the demand for trained persons for the different profiles, and the organizational structure of Site interpretation and presentation activities in the Nominated Property e) Organisation of training courses f) Definition of agreements with partners g) Implementation of training activities h) Monitoring, evaluation and alignment of training courses <p>Results: Provide the Management Structure with a set of diversified professional figures for Site interpretation and presentation activities</p> <p>Expected outputs: Regular diversified training courses</p> <p>Indicators: No. of training courses completed for each training profile</p>	
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	<p>No. of trained persons (core indicator)</p> <p>(1)</p> <p>Within the selection process for a group of tourist guides to carry out guided tours both in Italian and foreign languages in the three year course 2018/2019/2020, the Town Council of Ivrea, together with the Management Structure of the Candidate Site has organized a program of 4 training lessons in September 2017.</p> <p>05 September 2017:</p> <p>The candidature of Ivrea, industrial city of the XX century and the properties of the Core Zone.</p> <p>The City, the candidature and the museums, as put forward to the town and given value as a whole.</p> <p>The necessity to communicate the candidature and museums. Body identity</p> <p>The “main” object.</p> <p>How to communicate the candidature and museums, the techniques of communication of cultural heritage.</p> <p>Speakers: Renato Lavarini –Candidature Coordinator –and Pier Paride Vidari – Architect who was a professor at the Politecnico di Milano.</p>	
Project Partners (or Delivery Partners)		
<i>Leading Partner</i>	<ul style="list-style-type: none"> • Management Structure <p>(1)</p> <ul style="list-style-type: none"> • The Council of Ivrea 	
<i>Partner</i>	<ul style="list-style-type: none"> • Politecnico di Torino – Higher Institute on Territorial Systems for Innovation (S.i.T.I) ; Post-Graduate course • in “Architectural and Landscape Heritage” • • Università di Torino – “International Training and Research Centre on the Economics of Culture and World • Heritage (ITRECH) ” • Politecnico di Milano – UNESCO Chair “Architectural Preservation and Planning in Heritage Cities” 	

	<ul style="list-style-type: none"> • (Turin UNESCO Centre) International Category 2 UNESCO Centre on the Economics of Culture and World Heritage (ITRECH) and CSS – EBLA Centro Studi Silvia Santagata (International Center for Research on Economics of Culture, Institutions and Creativity) • Order of Architects of Turin • National Urban Planning Institute • Authorities in the region that provide tour guide training: for example, Piedmont Region- Promotion of Culture, Tourism and Sport - Tourism Organisations - Tourism Professions. Piedmont Region – Promotion of Culture, Tourism and Sport, development expenditure, own resources (for Type B initiatives) Approval of Collaboration Agreement with Ivrea City Council for the short term implementation of the Management Plan (Regional Government Deliberation 23-3382 of 30.05.2016). • “Giovanni Cena” Secondary School • (CIAC) Canavese Inter-Company Consortium – Ivrea • Authorities in charge of active orientation activities in Ivrea high schools. • Secondary schools in Ivrea • Landscape Observatory of the Morainic Amphitheatre of Ivrea 	
Resources		<i>Estimated costs</i>
	<ul style="list-style-type: none"> • Management Structure, investment expenditure • All other indicated partners, operating expenditure 	<p>Medium to long-term action to be scheduled</p> <p>Piedmont Region: assignment of contribution of a total of 100,000.00 Euros allocated to actions C-1, D -1.2, D - 2.6, E-2.1, and E- 4.2), to be used by 09/2017.</p> <p>(1) 1,302.00 euros as part of the above mentioned Regional contribution.</p>

C	Capacity Building	
C-1	Capacity building for presentation	
Action C-1.2	Training courses for local Archive Personnel and local Cultural Operators	
<i>Logframe</i>		<i>Timeframe</i>
	<p>The action involves specific training activities for capacity building among local Archives personnel and Cultural Operators, to improve skills for the reception and engagement of users, non-technical visitors and possible publics to whom the Nominated Property is aimed</p> <p>To be integrated with Action B-3.2</p> <p>To be integrated with Action Cluster C-3</p> <p>Target group(s)/ Beneficiaries: Local cultural operators of Archives pertinent to the Property's themes</p> <p>Activities:</p> <ul style="list-style-type: none"> a. Consultative analysis and evaluation of Site interpretation and presentation activities performed by cultural operators as part of their current institutional tasks b. Consultative definition of objectives during the action's implementation c. Analysis of similar training courses in other UNESCO Properties, which are either similar to, and/or influential on the activities specifically implemented. d. Definition of necessary skill profiles e. Organization of training course f. Definition of operating agreements with partners g. Implementation of training activities h. Monitoring, evaluation and alignment of training courses <p>Results: Training of cultural operators, with the aim of diversifying and/or developing Site interpretation and presentation skills tied to the Nominated Property's themes</p> <p>Expected outputs: Training program</p> <p>Indicators: No. of Site interpretation and presentation services developed by cultural</p>	<p>Training activities have been planned for the period 01/2016 - 07/2018, consistent with the Presentation Action Plan and training courses proposed by authorities or cultural institutes not directly linked to the Property</p> <p>The action may be repeated in subsequent periods.</p>

	operators after completing the training course No. of trained operators (core indicator)	
Project Partners (or Delivery Partners)		
<i>Leading Partner</i>	<ul style="list-style-type: none"> Management Structure 	
<i>Partner</i>	<ul style="list-style-type: none"> Politecnico di Torino – Higher Institute on Territorial Systems for Innovation (S.i.T.I.); Post-Graduate course in “Architectural and Landscape Heritage” Università di Torino – “International Training and Research Centre on the Economics of Culture and World Heritage (ITRECH) ” Politecnico di Milano – UNESCO Chair “Architectural Preservation and Planning in Heritage Cities” (Turin UNESCO Centre) International Category 2 UNESCO Centre on the Economics of Culture and World Heritage (ITRECH) and CSS – EBLA Centro Studi Silvia Santagata (International Center for Research on Economics of Culture, Institutions and Creativity) Università degli Studi di Torino - Department of Historical Studies - Degree Course in Cultural Heritage Archival Superintendency of Piedmont and Aosta Valley School of Archival, Palaeographic and Diplomatic Studies - State Archives of Turin Olivetti Historical Archive Association Capellaro Foundation – tecnologic@mente museum National Corporate Cinema Archive Edizioni di Comunità (publishing house) Adriano Olivetti Foundation 	
Resources		<i>Estimated Costs</i>
	<ul style="list-style-type: none"> Management Structure, development expenditure, grant All other indicated partners, operating expenditure 	Between 01/2016 – 07/2018 € 5,000.00 Resources to be procured

C	Capacity Building
C-2	Professional capacity building and SMEs innovation for Conservation
Aims / Objectives	Develop technical and managerial capacity building for conservation

C	Capacity Building	
C-2	Professional capacity building, building and facilities management SMEs innovation for Conservation	
Action C-2.1	Training courses for technical and administrative capacity building for Property Conservation	
<i>Logframe</i>		<i>Timeframe</i>
	<p>This action will see the development of training courses that aim to develop important skills for the management, maintenance and transformation of listed buildings in the Nominated Property, with the collaboration of professional associations and trade organisations, aimed towards professionals, as well as building and facilities management companies. To be integrated with [Action B-2.5]</p> <p>Target group(s)/ Beneficiaries: Professionals that work in the management, maintenance and conservation of listed buildings, SMEs in the building and facilities management sectors</p> <p>Activities:</p> <ul style="list-style-type: none"> a) Analysis of management, maintenance, statutory compliance and restoration skills needed for the conservation of the listed buildings; b) Analysis of similar training courses in other UNESCO Properties, which are either similar to, and/or influential on the activities specifically implemented. c) Definition of necessary training courses d) Quantification of the demand for trained persons for the different profiles, and the organizational structure of Site interpretation and presentation activities in the Nominated Property e) Organisation of training courses f) Definition of agreements with partners g) Implementation of training activities 	<p>01/2016 – 07/2018 for planning and consultative agreements, activities a-e</p> <p>Beginning from 08/2018 - 12/2020 for planning and consultative agreements, implementation through multi-year scheduling consistent with the Conservation Plan and any specific training policies</p>

	<p>h) Monitoring, evaluation and alignment of training courses</p> <p>Results: Capacity building programmes available to the Management Structure to promote the Nominated Property's conservation</p> <p>Expected outputs: Training courses</p> <p>Indicators: No. of sector-specific SMEs involved in the training course No. of trained professionals and technicians (core indicator)</p> <p>(1) Description of activities carried out as part of the action CYCLE OF WORKSHOPS ON "CONSERVING AND RESTORING THE MEMORY OF COMPANY CULTURE - KNOWING, PRESERVING AND PROMOTING ARCHITECTURAL AND OLIVETTI COMPANY TESTIMONIES AT IVREA" The training programme formulated by the CCR – "La Venaria Reale" Conservation and Restoration Centre – had two aims: first of all, to conserve, promote and perpetuate decorative hallmarks which, as part of a distinctive architectural heritage, contributed to making the Olivetti company a cultural and social exemplar. Secondly, to offer valuable tools for the specialisation of the various professional roles involved in the complex, articulated multi-year management plan conceived for Ivrea's UNESCO nomination. In this frame, the Conservation and Restoration Centre makes available its competencies in the fields of restoration, research, documentation and scientific analysis to provide all the professionals involved with the assessment tools needed for a critical approach to the restoration of the various decorative elements. The CCR proposes a series of workshops on these topics, as part of the wider-ranging project for conserving, promoting and enhancing the Olivetti heritage, under the "Ivrea industrial city of the 20th century" nomination.</p>	2017
Project Partners (or Delivery Partners)		
<i>Leading Partner</i>	<ul style="list-style-type: none"> Struttura di Gestione <p>(1)</p>	

	<ul style="list-style-type: none"> • Venaria Reale Conservation and Restoration Centre / MiBACT (Ministry of Cultural Heritage and Activities and Tourism) - Superintendency of Archaeology and Fine Arts and Landscape for the Metropolitan City of Turin 	
<i>Other Partners</i>	(1) <ul style="list-style-type: none"> • Management structure • Asset owners • City of Ivrea • Turin Order of Architects • Politecnico di Torino 	
Resources		<i>Estimated costs</i>
	(1) <ul style="list-style-type: none"> 1) Venaria Reale Conservation and Restoration Centre - Superintendency of Archaeology and Fine Arts and Landscape for the Metropolitan City of Turin - Politecnico di Torino - Companies in the sector 2) professionals 	(1) <ul style="list-style-type: none"> 1) Human resources 2) Financial resources covering payment of course enrolment costs – 150 Euros per module per person

C	Capacity Building
C-3	University degree, research doctorate (Ph.D.), postgraduate programmes and Research projects
Aims / Objectives	Support and develop training and education of qualified professionals aware of Site values and able to address complex and dynamic issues such as understanding, interpreting, presenting and conserving listed buildings in the Nominated Property through both basic academic programmes and specialised courses in heritage interpretation and presentation, including content creation, management, technology, guiding, education.
Notes	Two areas of action have been defined: <i>Modern heritage conservation and Industrial City of the 20th Century conservation</i> (for the latter, an approach must be adopted consistent with the theme of the Historic Urban Landscape - HUL and broken down into Industrial urban landscapes). Within the fields of research and capacity building defined by these two areas, the following actions are proposed that must be developed on an international scale through the construction and development of specific networks dedicated to these areas of action

C	Capacity Building	
C-3	University degrees, research doctorates (Ph.D.), postgraduate programmes and Research projects	
Action C-3.1	University workshop training: The multidisciplinary workshop “Heritage Restoration and Promotion”	
<i>Logframe</i>		<i>Timeframe</i>
	<p>The multidisciplinary workshop “Heritage Restoration and Promotion” is held in the first semester of the second (and last) year of the Master’s Degree in Architecture Heritage Preservation And Enhancement at the Politecnico di Torino - Department of Architecture and Industrial Design. The workshop therefore completes the course of study for the architectural profession, covering architectural and landscape heritage themes and addressing the complexity of planning for urban restoration and cultural promotion projects.</p> <p>The workshop primarily focuses on issues relating to the understanding, conservation, feasibility, cultural promotion and management of widespread or local listed buildings, which represent genuine “cultural systems” and core elements of the landscape.</p> <p>The workshop consists of a series of lecture-style lessons and multidisciplinary planning exercises on a specific project theme: the learning aim is to develop a project that enhances the economic and intangible value of the listed building, even “putting it online” as part of a system so as to reinforce its specific characteristics and appeal.</p> <p>The focus of the workshop is the restoration and promotion of 20th century architecture, a heritage</p>	<p>Action ongoing The workshop started in academic year A.A. 2011/2012 and is still active in academic year 2016/2017</p>

	<p>that presents critical issues in terms of its protection and conservation and unique characteristics. During the workshop, the Management Plan of the Nominated Property is used as a case study and as a multidisciplinary workshop exercise topic.</p> <p>Target group(s)/ Beneficiaries: Second-year students of the Master’s Degree in Architecture for Heritage Restoration and Promotion - Politecnico di Torino (50-60 enrolments per year)</p> <p>Activities:</p> <ul style="list-style-type: none"> a) Planning exercises b) Lessons and seminars c) Presentation of case studies <p>Results: Workshop students acquire critical skills for the precise and methodological development of a conservation and protection project on an urban and territorial scale. Through the application of knowledge and tools acquired during the learning process, students are able to prepare conservation and protection projects for local and other heritage, focusing on compatibility and without losing sight of the overall project vision, which must satisfy the need to prolong the cultural values of heritage assets over time.</p> <p>Expected outputs: Planning proposal on the case study analysed during the year</p> <p>(1) As outlined above and as developed and applied in Action B-3.1 (DATA COLLECTION OF THE OLIVETTI RELATED PROPERTY IN THE CORE ZONE IN AN INFORMATION SYSTEM) Politecnico di Torino</p> <p>Professors Curto Rocco Antonio Accurti Lisa</p> <p>Students will be given a “platform” supported by a Gis to experiment the PBL (Problembasedlearning) approach and allow them to work on each property considering it as an element of the system made up of the Olivetti styled architecture in the Core Zone. The Politecnico di Torino participated at European Erasmus + "Citylab – Engaging Students with Sustainable Cities in Latin-America" (uantwerpen.be/en/projects/citilab). On the 16 of June 2017 there was a convention in the “Salone dei 2000” at the Officine I.C.O. in Ivrea</p>	
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	<p>(a property included in the Nominated Property of the Candidature. Its title was; BEYOND OLIVETTI. THE SETTING FOR THE FUTURE OF IVREA. THE HERITAGE AS AN OCCASION FOR URBAN REGENERATION AND DEVELOPMENT.</p> <p>The Olivettian heritage in the Core Zone of “Ivrea, industrial city of the XX century” is an emblematic legacy to enhance, in which the “private dimension” must be integrated with the public one and must create a single system of architecture which is able to start processes for the regeneration inside the urban area and create innovative uses both for the population of Ivrea and for different other visitors. The Politecnico di Torino has created a Territorial Information System (Sistema Informativo Territoriale – SIT) to support the policies of the administration and the UNESCO candidature in the process of promotion of the Core Zone, also economically, with an innovative vision and in an experimental way, It has been conceived as a dynamic and interoperational model which is able to relate more than 100 buildings (residential, industrial, offices and buildings for services) with their contextual territory. The work group took into consideration the infrastructures and the public open spaces with a role equivalent to the one of the buildings during the process of territorial promotion, in such a way as to integrate public policies with those operations carried out privately. SIT, thanks to the implementation of numerous layers of information, has supported the didactical experience carried out with the students of l’“Atelier di Restauro e Valorizzazione del Patrimonio” in the Politecnico master course in Architecture Heritage Preservation and Enhancement , academic year 2016/2017,in which the students have studied the system of properties in the above mentioned Core Zone and elaborated coherent restoration and enhancement projects, starting from the data collected and inserted in SIT.</p> <p>Some of the future situations for Ivrea have in this way been defined and pointed out, suggesting possible mixes of functional alternatives for the buildings mentioned in the area, also with the idea of supplying new places of social integration and innovation as well as cultural and economic regeneration, aimed at diverse segments of request. The enhancement of the Olivettian heritage included in the Candidature for WHL UNESCO of “Ivrea industrial city of the XX century” has therefore been tackled on one hand by identifying restoration and reuse interventions compatible to the architecture created by the architects of the modern movement, and, on the other hand, taking into consideration the economic-financial feasibility of interventions of reuse and retrofit, considering the buildings of the Core Zone as a single integrated system of the territory. This is to favour the convergence of private and public convenience in a from economic and social point of view “fragile” context in respect of the size of the offer and with the limited public resources. If the fact that the Olivettian architecture is recognized as a cultural heritage is a crucial impulse for its saving and sustainable utilisation, the students understanding of the importance of the value of its</p>	
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	<p>cultural contents, both material and immaterial, has similarly been fundamental in the outlined suggested projects, well in line with the characteristics that identify the works as well as the vocational functions, both past and future.</p> <p>The publicly presented projects concerning the very actual issue of recovering and revitalising the architectural heritage of the candidate site in the WHL is therefore an occasion to reflect on the possible outlines for the safeguard and above all enhancement, carried out through sustainable reuse, of properties which are organic testimony to successful settlement processes and systematic organisation of the territory; properties which are at present partly used or in an abandoned state, with sometimes risk of becoming ruins, and which have difficulties in finding use which is sufficiently attractive, both under the economic and managerial sustainability and interest by the users.</p>	
Project Partners (or Delivery Partners)		
<i>Leading Partner</i>	<ul style="list-style-type: none"> Politecnico di Torino - Department of Architectural Planning and Industrial Design 	
<i>Other Partners</i>	<ul style="list-style-type: none"> City of Ivrea 	
Resources		<i>Costs borne</i> --
	<p>Politecnico di Torino - Department of Architectural Planning and Industrial Design, operating expenditure</p> <p>(1) Council of Ivrea</p>	6,490.31 euros as part of the mentioned Regional Contribution

C	Capacity Building	
C-3	University degree, Research Doctorate (Ph.D.), Postgraduate Program and Research Projects	
Action C-3.2	Degree courses, Research Doctorate (Ph.D.) Programs and Research theses, Research projects on Modern Heritage Conservation and Management	
<i>Logframe</i>		<i>Timeframe</i>
	<p>The action involves the organization and management of degree courses, research doctorate (Ph.D.) programs and research theses, and research projects to implement innovative methods and processes for movable and immovable modern heritage conservation and management in the Nominated Property.</p> <p>To be integrated with Action B-3.1-3 To be integrated with Action C-3.3 To be integrated with Action C-3.5, in relation to research projects To be integrated with Action C-3.9, in relation to courses and PhDs</p> <p>Target group(s)/ Beneficiaries: University students, PhD students, researchers and university professors</p> <p>Activities: Organization and implementation of university courses Promotion and development of doctoral theses Definition, organization and implementation of research projects</p> <p>Results: Develop academic programs for the training and education of qualified professionals able to address the conservation and management of the Nominated Property, focusing on technical aspects of restoration, facility renovation and statutory compliance of modern heritage</p> <p>Expected outputs: University courses, doctoral dissertations, research projects</p> <p>Indicators: No. of university students involved No. of doctoral theses (core indicator) No. of research projects implemented (core indicator)</p>	<p>Beginning from 01/2016 - 07/2018, periodically according to training and research program cycles (normally three-yearly)</p>

Project Partners (or Delivery Partners)		
<i>Leading Partner</i>	<ul style="list-style-type: none"> • Management Structure 	
<i>Other Partners</i>	<ul style="list-style-type: none"> • Politecnico di Torino – Higher Institute on Territorial Systems for Innovation (S.i.T.I); Post-Graduate course in “Architectural and Landscape Heritage” • Università di Torino – “International Training and Research Centre on the Economics of Culture and World Heritage (ITRECH)” • Politecnico di Milano – UNESCO Chair “Architectural Preservation and Planning in Heritage Cities” • (Turin UNESCO Centre) International Category 2 UNESCO Centre on the Economics of Culture and World Heritage (ITRECH) and CSS – EBLA Centro Studi Silvia Santagata (International Center for Research on Economics of Culture, Institutions and Creativity) • Politecnico di Torino - Department of Architectural Planning and Industrial Design • Politecnico di Milano - Department of Architecture and Urban Studies; Faculty of Architecture and Society; School of Design • Università degli Studi di Torino - Department of Historical Studies • The Association for University Premises and Higher Education in the Canavese 	
Resources		<i>Estimated Costs</i>
	All indicated partners, operating expenditure and development expenditure, grants	Resources to be procured for research projects

C	Capacity Building	
C–3	University degree, Research Doctorate (Ph.D.), Postgraduate Program and Research Projects	
Action C–3.3	Degree courses, Research Doctorate (Ph.D.) Programs and Research theses, Research projects on the Industrial City of the 20th Century and modern heritage management	
<i>Logframe</i>		<i>Timeframe</i>
	<p>The action concerns the organization and management of Degree program courses, research doctorate (Ph.D.) programs and research theses, research projects on the Industrial City of the 20th Century and modern heritage management.</p> <p>To be integrated with Action B-3.1-3</p> <p>To be integrated with Action C–3.2</p> <p>To be integrated with Action C-3.5, in relation to research projects</p> <p>To be integrated with Action C-3.9, in relation to courses and PhDs</p> <p>Target group(s)/ Beneficiaries: University students, PhD students, researchers and university professors</p> <p>Activities: Organization and implementation of university courses Promotion and development of doctoral dissertations Definition, organization and implementation of research projects</p> <p>Results: Develop professional and academic profiles for the conservation and management of the Property, focusing on the interpretation and presentation of cultural heritage assets and the Property’s management.</p> <p>Expected outputs: University courses, doctoral dissertations, research projects</p> <p>Indicators: No. of university students involved No. of doctoral dissertations (core indicator) No. of research projects implemented (core indicator)</p>	<p>Beginning from 08/2018 - 12/2020, periodically according to training and research program cycles (normally three-yearly)</p>

Project Partners (or Delivery Partners)		
<i>Leading Partner</i>	<ul style="list-style-type: none"> • Management Structure 	
<i>Other Partners</i>	<ul style="list-style-type: none"> • Politecnico di Torino – Higher Institute on Territorial Systems for Innovation (S.i.T.I); Post-Graduate course in “Architectural and Landscape Heritage” • Università di Torino – “International Training and Research Centre on the Economics of Culture and World Heritage (ITRECH)” • Politecnico di Milano – UNESCO Chair “Architectural Preservation and Planning in Heritage Cities” • (Turin UNESCO Centre) International Category 2 UNESCO Centre on the Economics of Culture and World Heritage (ITRECH) and CSS – EBLA Centro Studi Silvia Santagata (International Center for Research on Economics of Culture, Institutions and Creativity) • Politecnico di Torino - Department of Architectural Planning and Industrial Design • Politecnico di Milano - Department of Architecture and Urban Studies; Faculty of Architecture and Society; School of Design • Università degli Studi di Torino - Department of Historical Studies • Association for University Premises and Higher Education in the Canavese 	
Resources		<i>Estimated Costs</i>
	All indicated partners, operating expenditure, development expenditure for research projects	Resources to be procured for research projects

C	Capacity Building	
C-3	University degree, Research doctorate (Ph.D.), Post graduate programs and Research projects	
Action C-3.4	Ciclo di seminari organizzato dal Comitato Nazionale per le celebrazioni del centenario della Società Olivetti	
<i>Logframe</i>		<i>Timeframe</i>
	<p>The National Committee for the Olivetti Centenary celebrations, founded in 2008, was supported by the Adriano Olivetti Foundation in collaboration with the Municipality of Ivrea and the Politecnico di Milano. Established with a Ministerial Order dated 20th March 2008, the Committee was financed by the Ministry of Cultural Heritage and Activities and Tourism, the Piedmont Region and the Adriano Olivetti Foundation. During its four years of activity, the Committee sought to promote the value of Ivrea's modern architectural heritage, and thanks to the contribution of national and international experts was also able to support the Property's UNESCO nomination. In 2009, The Adriano Olivetti Foundation was appointed by the Municipality of Ivrea to look after the first phase of the nomination project, and with the collaboration of the Ministry of Cultural Heritage and Activities and Tourism, worked towards inscribing Ivrea, Industrial City of the 20th Century on the tentative list of Italian properties nominated to become UNESCO heritage sites.</p> <p>The Action concerned the organisation and management of seminar cycles and meetings designed to explore the possibility of starting the UNESCO nomination process.</p> <p>Target group(s)/ Beneficiaries: expert audience, residents of Ivrea</p> <p>Activities: organisation and management of meetings and conferences with prominent scholars, archive and museum directors and management at the Ministry of Cultural Heritage, in order to explore the possibility of starting the UNESCO nomination process for Ivrea</p> <p>Results:</p>	03/2008 – 05/2012

	<p>Increased awareness among residents and local and national institutions on the UNESCO nomination process, seen as an opportunity to re-propose the City of Ivrea's cultural heritage and as a basis for its regeneration.</p> <p>Outputs:</p> <p>publication: "Le ragioni del Museo. Temi, pratiche e attori" (The reasoning behind Museums. Themes, practices and actors), various authors, Collana Intangibili, Adriano Olivetti Foundation, Rome 2009; "Strategie di valorizzazione e gestione per il patrimonio architettonico: sguardi e proposte" (Architectural heritage management and value enhancement strategies: views and proposals), various authors, Collana Intangibili, Adriano Olivetti Foundation, Rome 2009; "Politiche di sviluppo locale" (Local development policies), various authors, Collana Intangibili, Adriano Olivetti Foundation, Rome 2009. "Incontri per le azioni sul patrimonio architettonico di Ivrea" (Talks on actions for the architectural heritage of Ivrea), various authors, Collana Intangibili, Adriano Olivetti Foundation, Rome 2009.</p> <p>drafting of document for the inscription of the Nominated Property on the Italian tentative list for UNESCO world heritage sites.</p>	
Project Partners (or Delivery Partners)		
<i>Leading Partner</i>	<ul style="list-style-type: none"> • City of Ivrea • Adriano Olivetti Foundation 	
<i>Other Partners</i>	<ul style="list-style-type: none"> • Ministry of Cultural Heritage and Activities and Tourism • Piedmont Region • Politecnico di Milano 	
Resources		<i>Estimated Costs</i>
	The activities were performed using resources allocated to the celebrations	—

C	Capacity Building	
C-3	University degree, research doctorate (Ph.D.), postgraduate programmes and Research projects	
Action C-3.5	Eventi seminariali di taglio specialisti.C.O. e di livello internazionale	
<i>Logframe</i>		<i>Timeframe</i>
	<p>The Conferences will cover themes and issues relative to industrial cultural heritage, the historic urban landscape (in particular in industrial cities), their identification, conservation and management.</p> <p>To be integrated with Action B-3.1-3</p> <p>To be integrated with Action C-3.2, above all in relation to research projects</p> <p>To be integrated with Action C-3.3, above all in relation to research projects</p> <p>To be integrated with Action C-3.9</p> <p>To be integrated with Action D-2.6, for specific communication activities</p> <p>To be integrated with Action E-4.1, for property visit activities during conferences</p> <p>To be integrated with Action E-4.2, for event organisation and management activities, type (B)</p> <p>Target group(s)/ Beneficiaries:</p> <p>University and post-grad students, researchers and university professors, journalists, experts on the theme of modern heritage conservation and interpretation, cultural and creative operators, local administrations and communities</p> <p>Activities:</p> <ol style="list-style-type: none"> Definition of the project, linked to existing research projects on the Property's listed buildings and themes by both study and research institutions and public or private cultural institutes. Organisation of Conferences in coordination with activities for the communication and presentation of the Nominated Property Conference management Post-event evaluation and publication of results <p>Results:</p> <p>A link created between research, informative and interpretation projects,</p>	<p>Beginning from 01/2016 - 07/2018, two Conferences per year</p>

	<p>and cultural events that seek to disseminate outcomes and create broader partner networks for future activities</p> <p>Expected outputs: International Conferences developed around the themes of conservation, interpretation, presentation and management of the Nominated Property and/or modern heritage</p> <p>Indicators: No. of Conferences No. of participants No. of participants in each type of public No. of contacts for the distribution of the events' published contents (online publication)</p> <p>(1) Description of activities carried out as part of the action On 12th and 13th December 2016, the Department of Architecture and Design of the Politecnico di Torino organised a congress and exhibition on Italian architecture in the second half of the 20th century which, especially over recent years, has increasingly undergone complex refurbishing due to changes in intended use, more often than not with decidedly contradictory measures jeopardising the integrity of the work by altering its original form of expression, language and perception. The attempt was to set up a sort of coordination between the institutions involved (Universities/Schools of Architecture, Ministry/Superintendency and Public bodies) in a constantly monitored relationship with public and private operators, in new functional design programmes, in tender management, in building site phases, in testing new materials also by applying current legislation on protection (copyright, building listing, recognition of artistic value, etc.). In this framework, the Turin Superintendency presented two reports concerning protection of modern architecture in Piedmont, and, specifically, the Olivetti architecture at Ivrea</p> <p>ON –LINE PUBLICATION</p>	12/13 December 2016
Project Partners (or Delivery Partners)		
<i>Leading Partner</i>	<ul style="list-style-type: none"> Struttura di Gestione 	

	(1) <ul style="list-style-type: none"> Politecnico. di Torino - Department of Architectural Planning and Industrial Design Gentyucca Cenella – Prof. Mellano	
<i>Other Partners</i>	(1) OAT (Order of Architects of Turin)	
Resources		<i>Estimated costs</i>
	(1) <ul style="list-style-type: none"> Politecnico. di Torino – Department of Architectural Planning and Industrial Design (OAT) 	

C	Capacity Building	
C-3	University degree, Research Doctorate (Ph.D.), Postgraduate programs and Research projects	
Action C-3.6	Factory Futures: research-by-design program exploring innovative architectural responses for the European productive landscape of the future Visiting School Ivrea	
<i>Logframe</i>		<i>Timeframe</i>
	<p>The aims of the research-by-design program of the School of Architecture in partnership with the Adriano Olivetti Foundation and Gehry Technologies Europe is to explore innovative architectural responses for the European productive landscape of the future and to draw the attention of the international community of architects and young professionals to Ivrea's architectural heritage, which is currently nominated for the UNESCO World Heritage List.</p> <p>Target group(s)/ Beneficiaries: University and post-grad students, researchers and university professors, journalists</p> <p>Activities: Definition of a program between the different partners and the development of a time schedule; Development of a research and capacity building program concept</p> <p>Fundraising: Scheduling and planning of the 2-week course; Presentation and evaluation of student works Evaluation and monitoring activities at the end of the two visiting school editions:</p> <p>Results: To guarantee the project's sustainability, in 2013 and 2014 the Adriano Olivetti Foundation and School of Architecture partnership was strengthened, together with the Politecnico di Milano and other European partners, through the proposal of two projects for the Culture (March 2013) and Creative Europe tender (Sub-program: Culture; Call for proposals: Culture Cooperation Projects, March 2014).</p>	05/12 – 12/2013

	Expected outputs: Two projects for the Culture (March 2013) and Creative Europe tender (Sub-program: Culture; Call for proposals: Culture Cooperation Projects, March 2014)	
Project Partners (or Delivery Partners)		
<i>Leading Partner</i>	<ul style="list-style-type: none"> • Adriano Olivetti Foundation • Architectural Association, School of Architecture (AA) 	
<i>Other Partners</i>	<ul style="list-style-type: none"> • City of Ivrea • The Association for University Premises and Higher Education in the Canavese • Gehry Technologies 	
Resources		<i>Borne costs</i>
	<ul style="list-style-type: none"> • Adriano Olivetti Foundation, development expenditure, grants • School of Architecture, development expenditure 	<p>€ 16,357.47 Adriano Olivetti Foundation grant, to private research entities (TABLE 2011-2013), Ministerial Decree No.44 of 8th February 2008</p> <p>€ 38,936.384 Architectural Association Grant</p> <p>€ 55.293,854 Total Cost (for two years)</p>

C	Capacity Building	
C-3	University degree, Research Doctorate (Ph.D.), Postgraduate programs and Research projects	
Action C-3.7	Training courses and development of multidisciplinary projects at the Alta Scuola Politecnica.	
<i>Logframe</i>		<i>Timeframe</i>
	<p>There are three Alta Scuola Politecnica projects that relate to “Ivrea, Industrial City of the 20th Century”:</p> <ul style="list-style-type: none"> • Rethinking Ivrea as a Unesco Site (IANUS); Cycle VI (2010-2012) • Virtual Museums of the 21st Century; Cycle IX (2013-2015) • New digital and interactive spaces for new museum clusters (underway); Cycle XI (2015-2016) <p>To be integrated with Action E-5.2</p> <p>Target group(s)/ Beneficiaries: Students from the Politecnico di Milano and the Politecnico di Torino enrolled in master’s degrees at both institutions with an average score higher than 27/30 and excellent knowledge of the English language, chosen by means of a selection procedure.</p> <p>Activities:</p> <ol style="list-style-type: none"> Preparation of a relevant project, developed together with academic tutors from the two Universities and from external institutions interested in the project’s development; Seminars, workshops with high-profile experts and local stakeholders for the development of said projects. <p>Results: Improve the capacity of students to approach themes, models and innovation with a strong interdisciplinary perspective.</p> <p>Expected outputs:</p> <ul style="list-style-type: none"> • Development of a book that describes all stages of the project, to be submitted to the School Board; • Development of a concept and prototypes to kick off the project. <p>In particular, projects in the 9th and 11th cycle - based on a comparative</p>	2007 – ongoing

	study of European cases - have inspired international networking, acting as a prelude to the organisation of themed European programmes.	
Project Partners (or Delivery Partners)		
<i>Leading Partner</i>	Politecnico di Milano - Department of Architecture and Urban Studies; Faculty of Architecture and Society; School of Design	
<i>Other Partners</i>	Politecnico di Torino - Department of Architectural Planning and Industrial Design	
Resources		<i>Costs borne</i>
	Politecnico di Milano - Department of Architecture and Urban Studies; Faculty of Architecture and Society; School of Design, development expenditure, own resources	Since 2010, € 54,000.00

C	Capacity Building	
C-3	University degree, Research Doctorate (Ph.D.), Postgraduate programs and Research projects	
Action C-3.8	Training courses and workshops at the International Summer School Of Ivrea	
<i>Logframe</i>		<i>Timeframe</i>
	<p>This action involved 7 cycles of intensive workshops from 2007 to 2013, organised during the summer period and lasting from 1 week to 10 days. These were dedicated to the reuse of Ivrea's modern architectural heritage forming part of the Olivetti legacy. The ISSI was supported by the Department of Architecture and Planning of the Politecnico di Milano and the City of Ivrea, together with the Adriano Olivetti Foundation and with the support of the Canavese Business Parks Consortium.</p> <p>Target group(s)/ Beneficiaries: Students from Italian and foreign architecture universities completing a master's degree in architecture and urban planning, accepted into the summer workshop on the basis of their curriculum and personal statement</p> <p>Activities: Visits, lessons and informal speeches on project topics with the school's tutors, with guests invited to participate in the exploration/discussion of proposed project topics; evening events open to the public to discuss architectural themes and urgent issues regarding the reuse of the city's architectural heritage.</p> <p>Results: Increased awareness regarding the reuse of Ivrea's architectural heritage; construction of an international consultative network with European universities (students and tutors) and increased awareness regarding the knowledgeable planning of a new urban, natural and cultural landscape, expanding the horizons of knowledge beyond local and national borders.</p> <p>Expected outputs:</p> <ul style="list-style-type: none"> • Projects developed within the workshops; • Exhibition of project drawings at the end of the workshop, open to the public; 	Action completed

	<ul style="list-style-type: none"> • Photographic campaign on Ivrea's architectural heritage. 	
Project Partners (or Delivery Partners)		
<i>Leading Partners</i>	<ul style="list-style-type: none"> • Politecnico di Milano - Department of Architecture and Urban Studies; • Adriano Olivetti Foundation 	
<i>Other Partners</i>	<ul style="list-style-type: none"> • Province of Turin (currently Metropolitan City of Turin) • Canavese Business Parks Consortium 	
Resources		<i>Costs borne</i>
	<ul style="list-style-type: none"> • Politecnico di Milano - Department of Architecture and Urban Studies, development expenditure • Province of Turin (currently Metropolitan City of Turin), development expenditure • Canavese Business Parks, development expenditure 	Costs borne for 3 editions € 60,000.00

C	Capacity Building	
C-3	University degree, Research Doctorate (Ph.D.), Postgraduate programs and Research projects	
Action C-3.9	Regular high-level and post-graduate short training courses on selected themes of restoration, reuse and management of industrial and modern architectural heritage,	
<i>Logframe</i>		<i>Timeframe</i>
	<p>The action concerns the organization and management of regular international high-level and post-graduate short training courses (University master's degrees, Summer Scholl, etc.) linked to the national and international need for qualified professionals able to employ innovative techniques, methods and procedures for the maintenance, conservation and management of the Nominated Property's listed buildings.</p> <p>To be integrated with Action B-3.1-3</p> <p>To be integrated with Action C-3.2, above all in relation to research projects</p> <p>To be integrated with Action C-3.3, above all in relation to research projects</p> <p>To be integrated with Action C-3.5, coordination on contents and type of organization</p> <p>To be integrated with Action D-2.6, for specific communication activities</p> <p>To be integrated with Action E-4.1, for property visit activities during events</p> <p>To be integrated with Action E-4.2, for event organization and management activities</p> <p>Target group(s)/ Beneficiaries:</p> <p>University and post-grad students, researchers and university professors, journalists, experts on the theme of modern heritage conservation and interpretation.</p> <p>Activities:</p> <p>Analysis of strong points and critical issues in the specific training offer</p> <p>Analysis of potential demand</p> <p>Analysis of cases relative to the promotion of UNESCO Property themes</p> <p>Research and creation of a partner network for the Action</p> <p>Definition of the training offer and format</p> <p>Definition of agreements with partners</p> <p>Organization of the training event</p>	<p>Beginning from 08/2018 – 12/2020</p> <p>periodic action on a yearly basis</p>

	<p>Publicity and collection of enrolments for the training event</p> <p>Management of the training event</p> <p>Monitoring, evaluation and compliance of the training events</p> <p>Results:</p> <p>Organization and management of a training event able to insert the Nominated Property and its themes into an educational circle of excellence linked to the UNESCO educational system.</p> <p>Expected outputs:</p> <p>Regular training event on an international scale</p> <p>Indicators:</p> <p>No. of training cycles organized and managed</p> <p>No. of international study and research institutions involved as partners</p> <p>No. of participants involved</p> <p>No. of participant nationalities</p>	
Project Partners (or Delivery Partners)		
<i>Leading Partners</i>	<ul style="list-style-type: none"> • Management Structure 	
<i>Other Partners</i>	<ul style="list-style-type: none"> • Politecnico di Torino – Higher Institute on Territorial Systems for Innovation (S.I.T.I.); Post-Graduate course in “Architectural and Landscape Heritage” • Università di Torino – “International Training and Research Center on the Economics of Culture and World Heritage (ITRECH)” • Politecnico di Milano – UNESCO Chair “Architectural Preservation and Planning in Heritage Cities” • (Turin UNESCO Center) International Category 2 UNESCO Center on the Economics of Culture and World Heritage (ITRECH) and CSS-EBLA Centro Studi Silvia Santagata (International Center for Research on Economics of Culture, Institutions and Creativity) • Politecnico di Torino – Department of Architectural Planning and Industrial Heritage • Politecnico di Milano – Departments of Architecture and Urban Studies; Faculty of Architecture and Society; School of Design • Università degli Studi di Torino – Departments of Historical Studies 	

	<ul style="list-style-type: none"> • The Association for University Premises and Higher Education in the Canavese 	
Resources		<i>Estimated costs</i>
	<ul style="list-style-type: none"> • Management Structure, development expenditure, grant • The Association for University Premises and Higher Education in the Canavese, development expenditure, gran • All other indicated partners, operating expenditure 	Medium and long-term action to be scheduled

C	Capacity Building	
C-3	University degree, Research Doctorate (Ph.D.), Postgraduate programs and Research projects	
Action C-3.10	High-level and Post-graduate training courses on the restoration, reuse and management of industrial and modern architectural heritage	
<i>Logframe</i>		<i>Timeframe</i>
	<p>The first phase of the action concerns the preparation of a Feasibility Study on the organization and management of stable and periodic high-level and post-graduate training courses, linked to the theme of the restoration and reuse of modern and industrial cultural heritage assets. The second phase involves managing one or more pilot training events to kick-off the program. The study will also involve the identification of stakeholders (national and international), and the identification and stipulation of cultural promotion agreements.</p> <p>The program may involve a number of different study and research locations and institutions, as well as cultural institutes.</p> <p>The feasibility study must consider effective integration with the Actions of Action Cluster B-3 and in particular:</p> <p>To be integrated with Action B-3.3</p> <p>To be integrated with Action C-3.9, with which planning must be coordinated</p> <p>To be integrated with Action E-5.1</p> <p>The following description is proposed for the feasibility study, which must be developed in the short-term</p> <p>Target group(s)/ Beneficiaries:</p> <p>Management Structure and partners involved in the Actions within Action Cluster B-3; other study and research institutions and cultural institutes, which may be potential partners</p> <p>Activities:</p> <p>a. Mapping of all initiatives linked to the restoration, reuse and management of industrial and modern cultural heritage assets</p> <p>b. Analysis of strong points and critical issues in the specific training offer</p> <p>c. Analysis of potential demand</p> <p>d. Analysis of similar cases relative to the promotion of UNESCO Property</p>	<p>The feasibility study, i.e. activities (a) – (f), is scheduled for the period 01/2016 - 07/2018</p> <p>The pilot training event/s within the program are scheduled for the period 08/2018 - 12/2020</p>

	<p>themes</p> <p>e. Research and construction of a partner network for the Action</p> <p>f. Definition of the training offer and format</p> <p>g. Definition of agreements with partners to develop the overall training program</p> <p>h. Organization of pilot training events</p> <p>i. Publicity and collection of enrolments for the training event</p> <p>j. Management of pilot training events</p> <p>k. Monitoring, evaluation and alignment of offer and overall training program</p> <p>Results: Support for the Property's conservation, interpretation, presentation and management activities, with high-level capacity building Introduction of the Nominated Property into a cultural promotion network on an international scale</p> <p>Expected outputs: Feasibility study (as per activities a-f) Network of partners for the training program</p> <p>Indicators: No. of study and research institutions and cultural institutes involved in defining the program No. of locations involved in organizing and managing the pilot training events</p>	
Project Partners (or Delivery Partners)		
<i>Leading Partners</i>	<ul style="list-style-type: none"> • Management Structure 	
<i>Other Partners</i>	<ul style="list-style-type: none"> • Ministry of Cultural Heritage and Activities and Tourism • Piedmont Region • UNESCO – International Centre for the Study of the Preservation and Restoration of Cultural Property (OMICRON) • Politecnico di Torino – Higher Institute on Territorial Systems for Innovation (S.i.T.I); Post-Graduate course in “Architectural and 	

	<p>Landscape Heritage”</p> <ul style="list-style-type: none"> • Università di Torino – “International Training and Research Centre on the Economics of Culture and World Heritage (ITRECH)” • Politecnico di Milano – UNESCO Chair “Architectural Preservation and Planning in Heritage Cities” • (Turin UNESCO Centre) International Category 2 UNESCO Centre on the Economics of Culture and World Heritage (ITRECH) and CSS – EBLA Centro Studi Silvia Santagata (International Center for Research on Economics of Culture, Institutions and Creativity) • Politecnico di Torino - Department of Architectural Planning and Industrial Design • Politecnico di Milano - Department of Architecture and Urban Studies; Faculty of Architecture and Society; School of Design • Università degli Studi di Torino - Department of Historical Studies • DOCOMOMO International – DOCOMOMO Italy • ERIH - European Route of Industrial Heritage • TICCIH • Association for University Premises and Higher Education in the Canavese 	
Resources		<i>Estimated Costs</i>
	<ul style="list-style-type: none"> • Management Structure, development expenditure, grant • Politecnico di Torino, development expenditure, grant • Politecnico di Milano, development expenditure, grant • All other indicated partners, operating expenditure 	<p>Between 01/2016–07/2018 € 15,000.00 for activities a-f</p> <p>Resources to be procured</p> <p>Management Structure, € 5,000.00</p> <p>Politecnico di Torino, € 5,000.00</p> <p>Politecnico di Milano, € 5,000.00</p>

D – Communication and Education Action Plan

Overview

Action Cluster	Actions	05/2012 – 12/2015	01/2016 – 07/2018	08/2018 – 12/2020	01/2021 – ...:
D – 1 Integrated institutional communication plan	D–1.1 – Creation of a graphic identity for the Nomination and the development of base applications	X			
	D–1.2 – Design, on–line placement, optimisation and updating of the Nomination Web Site	X			
	D–1.3 – Creation of Nomination promotional video	X			
	D–1.4 – Creation and management of Nomination social media profile	X			
	D–1.5 – Alignment of the integrated communication plan		X		
	D–1.6 – Review and development of the integrated communication plan			X	X
D - 2 Priority Communication action	D–2.1 – Creation of a travelling exhibition dedicated to the Nomination	X			
	D–2.2 – Organisation and management of events dedicated to the promotion of the Nomination	X			
	D–2.3 – Research, Promotion, Communication and Dissemination programme for the UNESCO World Heritage Nomination of "Ivrea, Industrial City of the 20th Century"	X			
	D–2.4 – Public relations campaigns to promote the Nomination	X	X		
	D–2.5 – Analysis of the local community: Drafting, delivery, analysis of questionnaire directed to the local community	X	X	X	X
	D–2.6 – Communication campaign targeting strategic audiences for Property presentation and enjoyment Sub–action (A) – Promotion of listed buildings for the establishment of accelerator programmes and “startup studios” for innovative startups and new economy initiatives Sub–action (B) – Communication campaign targeting cultural institutes and creative industries Sub–action (C) – Communication campaign targeting stakeholders to encourage the design and development of PPPs (Public–Private Partnerships) for the management and value enhancement, alongside cultural philanthropy including Fundraising activities Sub–action (D) – Events to promote an innovative economy – technology, management, business services, tourism–related services – linked to the intangible contents of the Nomination of “Ivrea, Industrial City of the 20th Century” and tied in with its entrepreneurial and economic facets Sub–action (E) – Activities to promote the participation of the Nominated Property in		X	X	

Action Cluster	Actions	05/2012 – 12/2015	01/2016 – 07/2018	08/2018 – 12/2020	01/2021 – ...:
	cultural networks and events promoting public awareness and appreciation of cultural heritage assets, and more generally creative and cultural industries. Sub-action (F) – Shared initiatives in connection with other properties inscribed in the Italian UNESCO heritage list to promote UNESCO values and those of the Properties, designed to integrate ancient and modern heritage				
	D-2.7 – "UNESCO Days – Ivrea and District of Ivrea"		X	X	X
D - 3 Communication and education action	D-3.1 – "School UNESCO Days in Ivrea and in the District of Ivrea"		X	X	X
	D-3.2 – Participation by schools of Ivrea in World Heritage Education Programme initiatives			X	X

D	COMMUNICATION AND EDUCATION ACTION PLAN
D-1	Integrated Institutional Communication Plan
Aims/Objectives	<ul style="list-style-type: none"> • Develop a nomination support network; engage the local community and create awareness; involve local stakeholders; • Communicate the interpretive resources available for the nomination to the broader public, expert audiences and external stakeholders; • Ensure Presentation of Nomination • Communicate the values of the UNESCO - WHL “brand” and the Property’s most significant values and contents (relevance and uniqueness) to identified targets and engage audiences

D	COMMUNICATION AND EDUCATION ACTION PLAN	
D-1	Integrated Institutional Communication Plan	
Action D-1.1/2/3/4	Drafting the main elements of the integrated institutional communication plan for the Property Nomination	
<i>Logframe</i>		<i>Timeframe</i>
	<p>The main elements of the integrated institutional communication plan were defined during the development and promotion of the Property Nomination. Target group(s)/ Beneficiaries: General public, information operators, government authorities and institutions, local community of Ivrea, stakeholders and partners</p> <p>Activities:</p> <p>a. Creation of a graphic identity for the Nomination and the development of base applications</p> <p>b. Design, development and management of the Nominated Property website</p> <p>(1)Website Update In the light of the completion of the Candidature Dossier and, more specifically, of the validation of the contents in Paragraph 2 of the same, the website for the presentation of the Candidature must be updated also for</p>	<p>05/2012 – underway Between 01/2016 - 07/2018 in addition to the activities within Action D-1.2, the website will also be regularly updated and reviewed</p>

	<p>activities carried out in the period following the consignment of the Dossier.</p> <p>c. Creation of a promotional video dedicated to the Nomination (concept, pre-production, storyboard, footage (filming the cameraman), editing, selection and creation of a soundtrack)</p> <p>d. Creation and management of a social media profile for the Nomination</p> <p>Results: Create an identity and basic tools used to communicate and promote the Nomination</p> <p>Expected outputs:</p> <ul style="list-style-type: none"> • Graphic identity and base applications • Nomination website • Promotional video • Social media profile 	
Project Partners (or Delivery Partners)		
<i>Leading Partners</i>	<ul style="list-style-type: none"> • Guelpa Foundation <p>(1)</p> <ul style="list-style-type: none"> • City of Ivrea • Management Structure 	
<i>Other Partners</i>	<ul style="list-style-type: none"> • Ministry of Cultural Heritage and Activities and Tourism • Piedmont Region • Metropolitan City • Adriano Olivetti Foundation • City of Ivrea 	
Resources		<i>Costs borne</i>
	<ul style="list-style-type: none"> • Between 05/2012-12/2015 Guelpa Foundation, development expenditure, own resources 	Between 05/2012–12/2015 € 63,440.00

	<ul style="list-style-type: none"> Between 01/2016 - 07/2018, Management Structure, development expenditure, grant <p>(1) City of Ivrea</p>	<p>Between 01/2016 - 07/2018 € 5,000.00 for activity (b) - website updates, resources to be procured</p> <p>(1) 3,660.00 euros as part of the mentioned Regional Contribution</p>
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D	COMMUNICATION AND EDUCATION ACTION PLAN	
D-1	Integrated Institutional Communication Plan	
Action D-1.5	Update of the integrated communication plan for the Nomination	
<i>Logframe</i>		<i>Timeframe</i>
	<p>The action is intended to update the integrated institutional communication plan for the promotion of the Nomination with the short-term actions of the Management Plan - in particular those in action clusters D-2 and D-3 - based on the tools developed and an analysis of the contents and communication targets.</p> <p>New communication tools and materials may be developed in the individual actions.</p> <p>To be integrated with Actions in Action Clusters D-2 and D-3, which will be developed between 01/2016 - 07/2017</p> <p>Target group(s)/ Beneficiaries: General public, information operators, government authorities and institutions, local community of Ivrea, stakeholders and partners</p> <p>Activities:</p> <ul style="list-style-type: none"> a. Analysis of objectives and contents of short-term communication campaigns b. Analysis of existing communication tools and campaigns. c. Analysis of target audiences d. Alignment of communication plan with the integration and scheduling of the communication campaigns that need to be implemented <p>Results: Provide the Management Structure with a tool for the scheduling and management of communications, while also improving the efficiency and effectiveness of actions for the Property Nomination.</p> <p>Expected outputs: A communication plan that is aligned and integrated with the programme of specific initiatives</p> <p>Indicators: Aligned communication plan (Yes / No) No. of months for the aligned communication plan to be adopted by the</p>	01/2016 – 07/2018

	<p>Management Structure</p> <p>(1) Creation of an information leaflet about the Candidature for stakeholders and target specialists.</p> <p>(2) Entrusting of the Brand Identity project of the Candidate Site and of the related communication plan “Off-the-record tender notice to directly assign the project for the <i>brand identity</i> and for communication plan for the candidature of Ivrea industrial city of the XX century”. Extract taken from the documentation: “ ... It is therefore necessary to elaborate and develop a <i>brand strategy</i> which conveys the deep sense of the candidature, which develops tourist recognizability and which stresses the identity already outlined during the process of candidature (...) A system of identity for the candidature must be developed, which has a dialogue with the territory, which involves in communal heritage terms, which strengthens visibility and appeal, which produces a strong characterization of the Candidate Site inside the territorial system and the system of the Italian UNESCO sites and not only, to be considered in terms of Nation and also theme (the industrial sites already inserted in the World Heritage List)”</p>	
Project Partners (or Delivery Partners)		
<i>Leading Partners</i>	<p>Management Structure</p> <p>(1) and (2) City of Ivrea</p>	
<i>Other Partners</i>		<i>Costs borne</i>
Resources	<p>City of Ivrea</p>	<p>(1) 402.60 euros as part of the mentioned Regional Contribution</p>

		(2) 20,000.00 euros as part of the mentioned Regional Contribution
	Management Structure, development expenditure, grant	<i>Estimated Costs</i> Between 01/2016–07/2018 € 10,000.00 Resources to be procured

D	COMMUNICATION AND EDUCATION ACTION PLAN	
D-1	Integrated Institutional Communication Plan	
Action D-1.3	Review and development of the integrated communication plan	
<i>Logframe</i>		<i>Timeframe</i>
	<p>The action involves a review of the integrated institutional communication plan in light of the Property's inscription on the world heritage list, so as to identify and support medium and long-term communication actions in the Management Plan using the newly developed tools and analysing the previously identified contents and target audiences, alongside specific short-term priority communication actions.</p> <p>The communication plan will not only identify the contents and communication tools most suited to the Property's new status, but also in particular the Actions in Action Cluster D-2 and D-3, which will be developed between 08/2018 - 12/2020</p> <p>To be integrated with Actions in Action Clusters D-2 and D-3, which will be developed between 08/2018 - 12/2020</p> <p>Target group(s)/ Beneficiaries: General public, information operators, government authorities and institutions, local community of Ivrea, stakeholders and partners</p> <p>Activities:</p> <ul style="list-style-type: none"> a. Analysis of objectives and contents of medium-term communication campaigns in light of the Property's new status b. Analysis of existing communication tools and campaigns c. Analysis and evaluation of defined short-term target audiences d. Review of communication plan, indicating and scheduling the communication actions that need to be performed within Action Clusters D-2 and D-3 <p>Results: Support the Management Structure with a tool for the scheduling and management of communications, while also improving the efficiency and effectiveness of actions for the Property inscribed on the world heritage list</p> <p>Expected outputs: Communication plan reviewed and integrated with the program of actions in</p>	<p>Starting from 08/2018 - 12/2020, a planning cycle will begin involving the periodic review and monitoring of the communication Plan</p>

	Action Clusters D-2 and D-3 Indicators: To be defined during the plan review	
Project Partners (or Delivery Partners)		
<i>Leading Partners</i>	Management Structure	
<i>Other Partners</i>		
Resources		<i>Estimated Costs</i>
	Management Structure, development expenditure, grant	Medium to long-term action to be scheduled

D	COMMUNICATION AND EDUCATION ACTION PLAN
D-2	Priority communication actions
Aims/Objectives	<ul style="list-style-type: none"> • Develop a nomination support network; engage the local community and create awareness; involve local stakeholders; • Communicate the interpretive resources available for the nomination to the broader public, expert audiences and external stakeholders; • Maintain and improve Presentation of Nomination • Create a support network for Property management activities; • Ensure external stakeholders involvement in Property management activities; Ensure local community engagement and awareness; Ensure local stakeholder involvement; • Communicate the values of the UNESCO - WHL “brand” and the Property’s most significant values and contents (relevance and uniqueness) to identified targets and engage audiences

D	COMMUNICATION AND EDUCATION ACTION PLAN	
D-2	Priority communication actions	
Action D-2.1	Creation of a travelling exhibition dedicated to the Nomination	
<i>Logframe</i>		<i>Timeframe</i>
	<p>The planning and development of a travelling exhibition has allowed the organization of, or participation in, cultural events (seminars, workshops, etc.) supported by a tool to enhance the Property’s presentation and to channel the nomination’s complex themes, offering high visibility and a guaranteed impact.</p> <p>This is an action that depends on Action D-2.2</p> <p>To be integrated with [Action D-1.2]</p> <p>Target group(s)/ Beneficiaries:</p> <p>Expert audience: University and Post-grad students, researchers and university professors, journalists, experts on modern heritage conservation and interpretation, cultural and creative operators, local administrators and community; Cultural sector (Institutional and economic operators; Cultural institutes - archives, museums, libraries, private cultural institutes -; Creative and cultural industries); Stakeholders; Government authorities</p> <p>Activities:</p>	Action implemented

	<ul style="list-style-type: none"> • Planning and development of a travelling exhibition • Transport and set-up in locations where cultural events are held <p>Results: Provide the Nomination's promoters with a tool for the Property's presentation and the channeling of the nomination's complex themes, while offering high visibility and a guaranteed impact.</p> <p>Expected outputs: Road Show exhibition</p>	
Project Partners (or Delivery Partners)		
<i>Leading Partners</i>	<ul style="list-style-type: none"> • City of Ivrea 	
<i>Other Partners</i>	<ul style="list-style-type: none"> • Ministry of Cultural Heritage and Activities and Tourism • Piedmont Region • Metropolitan City • Adriano Olivetti Foundation • Guelpa Foundation 	
Resources		<i>Costs borne</i>
	Guelpa Foundation, investment expenditure, own resources	Cost borne € 12,688.00

D	COMMUNICATION AND EDUCATION ACTION PLAN	
D-2	Priority communication actions	
Action D-2.2	Organization, management of, and participation in public events	
<i>Logframe</i>		<i>Timeframe</i>
	<p>This action groups together activities concerning the organization and management of cultural events, such as participation in meetings and seminars to promote the Property Nomination To be integrated with [Action D-1.2]</p> <p>Target group(s)/ Beneficiaries: Expert audience: University and Post-grad students, researchers and university professors, journalists, experts on modern heritage conservation and interpretation, cultural and creative operators, local administrators and community; Cultural sector (Institutional and economic operators; Cultural institutes - archives, museums, libraries, private cultural institutes -; Creative and cultural industries); Stakeholders; Government authorities</p> <p>Activities:</p> <ul style="list-style-type: none"> • International Conference 23/24 March 2014 • Archives and UNESCO World Heritage seminar • Meeting as part of the Architecture in the City Festival, Order of Architects of the Province of Turin, • Architecture Festival 2014 Gathering • Museums and UNESCO World Heritage seminar, September 2015 <p>Results: Develop a focus and support network for the Property Nomination and identify potential partners for the dissemination of the Property's themes and/or for the development of interpretation and presentation actions</p> <p>Expected outputs: Organization of an international conference Meetings, seminars</p>	05/2012 – ongoing
Project Partners (or Delivery Partners)		

<i>Leading Partners</i>	<ul style="list-style-type: none"> • City of Ivrea 	
<i>Other Partners</i>	<ul style="list-style-type: none"> • Ministry of Cultural Heritage and Activities and Tourism • Piedmont Region • Metropolitan City • Adriano Olivetti Foundation • Guelpa Foundation 	
Resources		<i>Costs borne</i>
	Guelpa Foundation, investment expenditure, own resources	<p>Costs borne for the organization and management of the international conference, € 22,493.06</p> <p>Resources for participation in initiatives organized by other key players are included among those designated to the Project Coordinator of the Nomination.</p>

D	COMMUNICATION AND EDUCATION ACTION PLAN	
D-2	Priority communication actions	
Action D-2.3	Research, Promotion, Communication and Dissemination program for the UNESCO world heritage Nomination of "Ivrea, Industrial City of the 20th Century"	
<i>Logframe</i>		<i>Timeframe</i>
	<p>The research, promotion, communication and dissemination program for the nomination has been progressively implemented since 2012 until today, building important partnerships and collaborations of an institutional, academic, entrepreneurial and scholastic nature, at all levels. Initiatives and activities have been promoted in Ivrea, in Italy and abroad, communicating and creating awareness about the nomination, its characteristics and the universal values of the industrial city.</p> <p>To be integrated with Action Cluster D-1 as part of the alignment and review of the integrated institutional communication plan</p> <p>Target group(s)/ Beneficiaries: General public, information operators, government authorities and institutions, journalists, cultural operators</p> <p>Activities: Focus on the Italian Hall of the 13th Biennial of Architecture, “Adriano Olivetti, nostalgia for the future” section, and the “Adriano Olivetti and the future of a legacy. Ivrea nominated as UNESCO World Heritage” seminar; Organization of meetings, seminars, workshops and presentations in collaboration with institutions, universities, schools at all levels and companies; Promotion of UNESCO nomination at an international level and a feasibility study for the establishment of a post-industrial city Observatory; Organization of specialist visits and guided tours of the industrial city of Ivrea for university students, professionals, and business owners.</p> <p>Results: The activities sought to support the Nomination planning process through effective dissemination activities and by fostering interest in the nomination by government authorities, cultural institutes, study and research</p>	05/12 – ongoing

	institutions, journalists and cultural operators Expected outputs: Focus on the Italian Hall of the 13th Biennial of Architecture, “Adriano Olivetti, nostalgia for the future” section, seminars, meetings, workshops and presentations	
Project Partners (or Delivery Partners)		
<i>Leading Partners</i>	Adriano Olivetti Foundation	
<i>Other Partners</i>		
Resources		<i>Borne Costs</i>
	Adriano Olivetti Foundation, development expenditure with grants	Total 2012 - 2015 (4 years): € 51,187.76 Private funding: Adriano Olivetti Foundation through national grants to cultural institutes, Art. 1 law 534/1996 (table 2012-2014).

D	COMMUNICATION AND EDUCATION ACTION PLAN	
D-2	Priority communication actions	
Action D-2.4	Public Relations	
<i>Logframe</i>		<i>Timeframe</i>
	<p>Among the activities performed in this Action, in addition to the constant monitoring of strategic relations for the Nomination, a number of specific actions can be cited</p> <ul style="list-style-type: none"> • Organization and management of a press conference on 17th December 2013 • “Ivrea, 20th Century Industrial City” at Expo Milan 2015 <p>In the short-term, continue efforts to generate consensus for the Property Nomination and support main initiatives for the presentation, promotion and dissemination of “Ivrea, Industrial City of the 20th Century” themes and UNESCO values.</p> <p>This includes regular liaison with the media and activities to encourage Fundraising and cultural philanthropy, as well as forms of PPP (Public-Private Partnerships) for the Property’s management and value enhancement</p> <p>External target: Expert audience; cultural sector (institutional and economic operators; Cultural institutes - archives, museums, libraries, private cultural institutes -; Creative and cultural industries); Stakeholders; Government authorities</p> <p>To be integrated with Action D-1.2</p> <p>Target group(s)/ Beneficiaries: Expert audience; cultural sector (institutional and economic operators; Cultural institutes - archives, museums, libraries, private cultural institutes -; Creative and cultural industries); Stakeholders; Government authorities</p> <p>Activities:</p> <ol style="list-style-type: none"> Analysis and evaluation of support network for the Property Nomination Definition of a program for participation in presentations, seminars, workshops and the most important cultural events Organization of an awareness campaign promoting the values and contents of the Nomination, backed by the support of mainstream or specialist media 	<p>05/2012 – underway</p> <p>Between 01/2016 - 07/2018 public relations campaigns will be continued mainly in support of the Nomination</p>

	<p>d. Implementation of program</p> <p>e. Monitoring and evaluation of activities performed</p> <p>Results: Provide the Management Structure with access to a focus and support network for the Property Nomination, as well as identify potential partners for the dissemination of the Property's themes and/or for the development of interpretation and presentation actions</p> <p>Expected outputs: Participation in presentations, seminars, workshops and cultural events in general Targeted in-depth meetings at the offices of government authorities and strategic institutions in support of the Nomination and to further develop the Property's themes Dedicated investigative journalistic services by mainstream and/or specialist media</p> <p>Indicators: No. of appearances in presentations, seminars, workshops and cultural events in general No. of targeted in-depth meetings No. of investigative journalistic services</p>	
Project Partners (or Delivery Partners)		
<i>Leading Partners</i>	<p>For activities performed or ongoing:</p> <ul style="list-style-type: none"> • City of Ivrea <p>For short-term activities:</p> <ul style="list-style-type: none"> • Management Structure 	
<i>Other Partners</i>	<p>For activities performed or ongoing:</p> <ul style="list-style-type: none"> • Ministry of Cultural Heritage and Activities and Tourism • Piedmont Region • Metropolitan City • Adriano Olivetti Foundation 	

	<ul style="list-style-type: none"> • Guelpa Foundation For short-term activities: <ul style="list-style-type: none"> • Local and national media 	
Resources		<i>Costs borne</i>
	For activities performed or ongoing: <ul style="list-style-type: none"> • Guelpa Foundation, development expenditure, own resources 	Resources for the actions already performed were procured from those allocated to the Nomination Project Coordinator's activities

D	COMMUNICATION AND EDUCATION ACTION PLAN	
D-2	Priority communication actions	
Action D-2.5	Analysis of the local community (Heritage Community)	
<i>Logframe</i>		<i>Timeframe</i>
	<p>The questionnaire is designed to ascertain the level of awareness and understanding surrounding the themes of the Nominated Property and the values of the world heritage list in the local community (Heritage Community).</p> <p>The action is also designed to process information that can then be directed towards the public, government authorities, institutions and the media, as well as develop focused actions for local community engagement.</p> <p>The questionnaire will be periodically reissued to assist the monitoring process and will be integrated with additional questions to elaborate on themes concerning communication and enjoyment.</p> <p>Internal target: residents of the Property and citizens of Ivrea (and the entire district).</p> <p>To be integrated with Action D-1.2</p> <p>To be integrated with Action B-2.7; Action D-2.7 and Action D-3.1 designed to encourage local community engagement</p> <p>Target group(s)/ Beneficiaries: Residents of the Property and citizens of Ivrea (and the entire district)</p> <p>Activities:</p> <ol style="list-style-type: none"> Definition of method/methods of analysis Preparation of questionnaire Delivery of questionnaire Analysis of questionnaire Publication and dissemination of results <p>Results: Provide the Management Structure with: a tool to ascertain the level of awareness and understanding surrounding the themes of the Nominated Property and the values of the world heritage list in the local community</p>	2015 - permanently on a yearly basis

	<p>information that can be directed towards the public, government authorities, institutions and the media</p> <p>information used to develop focused actions engaging the local community</p> <p>Expected outputs:</p> <p>Questionnaire delivered</p> <p>Delivery and analysis of a certain number of questionnaires</p> <p>Questionnaire to be delivered in the short-term</p> <p>Delivery and analysis of a certain number of questionnaires</p> <p>Indicators:</p> <p>No. of questionnaires delivered</p> <p>No. of questionnaires completed</p>	
Project Partners (or Delivery Partners)		
<i>Leading Partners</i>	<p>For activities performed or ongoing:</p> <ul style="list-style-type: none"> • City of Ivrea <p>For short-term activities:</p> <p>Management Structure</p>	
<i>Other Partners</i>	<p>For activities performed or ongoing:</p> <ul style="list-style-type: none"> • Ministry of Cultural Heritage and Activities and Tourism • Piedmont Region • Metropolitan City • Adriano Olivetti Foundation • Guelpa Foundation 	
Resources		<i>Costs borne</i>
	<p>For activities performed or underway:</p> <ul style="list-style-type: none"> • Guelpa Foundation, development expenditure, own resources <p>For short-term activities:</p> <ul style="list-style-type: none"> • Management Structure, development expenditure, grant 	<p>Resources for the actions already performed were procured from those allocated to the activities of the Project Coordinator of the Nomination.</p> <p>In the short-term, resources will be procured from those allocated to</p>

		the activities of the Property's Leading Partner. Resources for development expenditure (production of communication materials for the nomination's promotion), forecast cost is € 5,000.00. Resources to be procured
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D	COMMUNICATION AND EDUCATION ACTION PLAN	
D-2	Priority communication actions	
Action D-2.6	Communication campaign targeting strategic audiences for Property presentation and enjoyment	
<i>Logframe</i>		<i>Timeframe</i>
	<p>The action includes by way of example, and not exhaustively, institutional marketing activities to promote the Property, such as the following:</p> <ul style="list-style-type: none"> (A) Promotion of listed buildings for the establishment of accelerator programmes and “startup studios” for innovative startups and new economy initiatives (B) Communication campaign targeting cultural institutes and creative industries (C) Communication campaign targeting stakeholders to encourage the design and development of PPPs (Public-Private Partnerships) for the Property’s management and value enhancement, alongside cultural philanthropy including Fundraising activities. (D) Events to promote an innovative economy - technology, management, business services, tourism-related services - linked to the intangible contents of the Nomination of “Ivrea, Industrial City of the 20th Century” and tied in with its entrepreneurial and economic facets (E) Activities to promote the participation of the Nominated Property in cultural networks and events promoting public awareness and appreciation of cultural heritage assets, and more generally creative and cultural industries. (F) Shared initiatives in connection with other properties inscribed on the Italian UNESCO heritage list to promote UNESCO values and those of the Properties, designed to integrate ancient and modern heritage. <p>The following sheets describe the types of initiatives from (A) to (E). All the initiatives are integrated with Action Cluster D-1 and are inserted in the integrated institutional communication plan</p>	<p>Beginning from 01/2016 - 07/2018 according to the schedule in the Property’s integrated institutional communication Plan</p>

D	COMMUNICATION AND EDUCATION ACTION PLAN	
D–2	Priority communication actions	
Action D–2.6	Communication campaign targeting strategic audiences for Property presentation and enjoyment	
Sub-action (A)	(A) Promotion of listed buildings for the establishment of accelerator programs and "startup studios" for innovative start-ups and new economy initiatives	
<i>Logframe</i>		<i>Timeframe</i>
	<p>Type (A) initiative targeting economic operators identified as priority targets for the Property's innovative reuse.</p> <p>Local Stakeholders should be involved given their ability to contribute to the construction of broader information networks</p> <p>Action included in the integrated institutional communication plan</p> <p>To be integrated with [Action B–2.6]</p> <p>Target group(s)/ Beneficiaries:</p> <p>Operators in service sectors: accelerator program operators; business incubators; innovative startups (ICT, creative industries)</p> <p>Operators in service sectors; new economy operators;</p> <p>Local Stakeholders</p> <p>Activities:</p> <p>a. Planning and insertion of specific communication campaigns in the integrated institutional communication plan</p> <p>b. Active engagement of private partners and local stakeholders</p> <p>c. Implementation of activities</p> <p>d. Monitoring of implementation and development of recommendations to eventually improve the integrated institutional communication plan, alongside specific instructions for the Action's repetition</p> <p>Results:</p> <p>Support for the Property's value enhancement activities by major owners, as well as buildings and facilities management companies in the context of the Property's innovative reuse program, including communication campaigns that create awareness about the Property's cultural aspects and urban qualities.</p>	See the Action's main project sheet

	<p>Expected outputs: Outputs of communication campaigns to be defined based on the contents of the integrated communication plan</p> <p>Indicators: No. of operators that turn to major owners, buildings and facilities management companies, using support services provided for by the Conservation Action Plan and materialized by the Property's institutional marketing Action</p>	
Project Partners (or Delivery Partners)		
<i>Leading Partners</i>	Management Structure	
<i>Other Partners</i>	<ul style="list-style-type: none"> • Major owners • Asset Management Companies • Established accelerator programme operators 	

D	COMMUNICATION AND EDUCATION ACTION PLAN	
D-2	Priority communication actions	
Action D-2.6	Communication campaign targeting strategic audiences for Property presentation and enjoyment	
Sub-Action (B)	(B) Communication campaign targeting cultural institutes and creative industries	
<i>Logframe</i>		<i>Timeframe</i>
	<p>(B) type initiatives are designed to promote the Property Nomination at an external location linked to the cultural sector (Institutional and economic operators; Cultural institutes - archives, museums, libraries, private cultural institutes -; Creative and cultural industries).</p> <p>The aim is to foster interest in the Property Nomination, the themes of the Nomination and the values of the world heritage list in general</p> <p>To be integrated with [Action C-3.5; Action E-4.2]</p> <p>To be integrated with [Action D-2.6, Sub-Action (C)]</p> <p>Target group(s)/ Beneficiaries: Institutional and economic operators; Cultural institutes - archives, museums, libraries, private cultural institutes; Creative and cultural industries</p> <p>Activities:</p> <ul style="list-style-type: none"> a) Research and analysis of best practices for communication campaigns with similar targets and themes b) Analysis of target c) Organisation and management of communication campaigns d) Monitoring and analysis of results <p>Results: Foster interest in the Property Nomination, the themes of the Nomination and the values of the world heritage list in general, on which reciprocal relations and specific partnerships can be developed</p> <p>Expected outputs: Specific communication campaigns for pre-selected targets</p> <p>Indicators:</p>	See the Action's main project sheet

	No. of cultural targets reached through communication campaigns No. of reciprocal relations established	
Project Partners (or Delivery Partners)		
<i>Leading Partner</i>	Management Structure	
<i>Other Partners</i>	<ul style="list-style-type: none"> • Piedmont Region, development expenditure, own resources • I.C.O.M Italia - International Council of Museums • The network of national museums of contemporary art and architecture (CSAC, Study Centre and Communication Archive of Parma; MART Contemporary and Art Museum of Trento and Rovereto; MAXXI, Museum of 21st century art and architecture of Rome) • TICCIH • DOCOMOMO INTERNATIONAL • Adriano Olivetti Foundation • Olivetti Historical Archive Association (AASO) • Capellaro Foundation – tecnologic@mente museum • National Corporate Cinema Archive • Edizioni di Comunità (publishing house) 	

D	COMMUNICATION AND EDUCATION ACTION PLAN	
D–2	Priority communication actions	
Action D–2.6	Communication campaign targeting strategic audiences for Property presentation and enjoyment	
Sub-action (C)	(C) Communication campaign targeting stakeholders to encourage the design and development of Public- Private Partnerships (PPP) for the Property’s management and value enhancement, alongside cultural philanthropy.	
<i>Logframe</i>		<i>Timeframe</i>
	<p>Type (C) initiatives include institutional communication campaigns to find resources and grants for cultural promotion actions.</p> <p>The action includes different types of targets and diversified activities: National and international foundations, large firms and economic groups (dedicated events and PR campaigns); Individuals (Art Bonus, Crowdfunding, etc.)</p> <p>Action included in the integrated institutional communication plan</p> <p>To be integrated with Action Cluster C–3</p> <p>Target group(s)/ Beneficiaries:</p> <p>National and international foundations</p> <p>Large firms and economic groups</p> <p>Public and private cultural institutes</p> <p>Individuals</p> <p>Activities:</p> <p>a. Planning and insertion of specific communication campaigns in the integrated institutional communication plan</p> <p>b. Active engagement of private partners and local stakeholders</p> <p>c. Implementation of activities</p> <p>d. Monitoring of implementation and development of recommendations to eventually improve the integrated institutional communication plan, alongside specific instructions for the Action’s repetition</p> <p>Results:</p> <p>Procure grants and resources (not only financial) to manage cultural promotion activities</p>	See the Action’s main project sheet

	<p>Expected outputs: Outputs of communication campaigns to be defined based on the contents of the integrated communication plan</p> <p>Indicators: No. of national and international foundations, large firms and economic groups, public and private cultural institutes reached through PR campaigns and/or involved in the events No. of individuals that participate in Crowdfunding, Art bonus activities, etc.</p>	
Project Partners (or Delivery Partners)		
<i>Leading Partner</i>	<ul style="list-style-type: none"> • Management Structure 	
<i>Other Partners</i>	<p>For the availability of communication networks:</p> <ul style="list-style-type: none"> • Major owners • Asset Management Companies • Established cultural operators • Any cultural institutes that have adhered to the Property Nomination • Study and research institutions that have adhered to the Property Nomination 	

D	COMMUNICATION AND EDUCATION ACTION PLAN	
D-2	Priority communication actions	
Action D-2.6	Communication campaign targeting strategic audiences for Property presentation and enjoyment	
Sub-action (D)	(D) Events to promote economic innovation - technological and managerial, business and tourism- related services - linked to the intangible contents of the Nomination of "Ivrea, Industrial City of the 20th Century" and tied in with its entrepreneurial and economic facets	
<i>Logframe</i>		<i>Timeframe</i>
	<p>(D) type initiatives concern the organization and management of events to promote economic innovation - technological and managerial, business and tourism-related services - linked to the intangible contents of the Nomination of "Ivrea, Industrial City of the 20th Century" and tied in with its entrepreneurial and economic facets.</p> <p>Internal target: local businesses.</p> <p>To be integrated with Action D-2.6, Sub-Action (A)</p> <p>To be integrated with Action D-2.7</p> <p>To be integrated with Action E-4.3</p> <p>Target group(s)/ Beneficiaries: Trade organizations, local economic operators</p> <p>Activities:</p> <ul style="list-style-type: none"> a. Analysis and identification of themes most closely linked to economic innovation and consistent with the Property's management b. Organization and management of events to stimulate public awareness, the promotion of the various aspects of economic innovation c. Monitoring and analysis of activities performed <p>Results: Interest fostered in local economic operators regarding the Property's themes and opportunities Creation of a support network for training initiatives and experimentation with tangible forms of innovation</p> <p>Expected outputs:</p>	See the Action's main project sheet

	<p>Informative public meetings</p> <p>Network of key players and economic operators</p> <p>Indicators:</p> <p>No. of informative meetings held</p> <p>No. of key players and economic operators with whom contact was made</p>	
Project Partners (or Delivery Partners)		
<i>Leading Partner</i>	<ul style="list-style-type: none"> • Management Structure 	
<i>Other Partners</i>	<ul style="list-style-type: none"> • Confindustria Canavese • ASCOM (Traders & Dealers Association) • CONFESERCENTI (Italian Confederation of Traders and Hotel Owners) • Advisory Board for the Canavese district, strategic plan for the Metropolitan City of Turin, extension of “Strategic Turin” initiative • Important business owners identified in the Board above; • Partners of the Canavese Inside, Fertile Ground for Innovation, initiative (www.canaveseinside.com) (if not included in previous point) • Retail and catering businesses in the Property’s core zone • Retail and catering businesses outside the core zone (in particular hotels, restaurants, the involvement of retail stores to promote the Property - namely bookshops) • The main partner for this action is Confindustria Canavese and the local organisation of the “Business Culture Week” 	

D	COMMUNICATION AND EDUCATION ACTION PLAN	
D-2	Priority communication actions	
Action D-2.6	Communication campaign targeting strategic audiences for Property presentation and enjoyment	
Subaction (E)	(E) Activities to promote the participation of the Nominated Property in cultural networks and events promoting public awareness and appreciation of cultural heritage assets, and more generally creative and cultural industries.	
<i>Logframe</i>		<i>Timeframe</i>
	<p>(E) type initiatives promote the participation of the Nominated Property in cultural networks and events promoting public awareness and appreciation of cultural heritage assets, and more generally creative and cultural industries. In this case, it is important that events take place on-site in order that the property is the focus of the event or at least the setting (with a particular focus on value enhancement and enjoyment aspects).</p> <p>External target: cultural sector</p> <p>To be integrated with Action E-4.2</p> <p>Target group(s)/ Beneficiaries:</p> <p>Cultural operators, companies and organizations in the creative and cultural sector, government authorities responsible for the coordination of cultural networks (specialist cultural events, exhibitions aimed at non-expert audiences, live shows, audiovisual installations, etc.)</p> <p>Activities:</p> <ol style="list-style-type: none"> Identification and analysis of broad cultural networks that can be contacted Individual meetings to define areas of interest and collaboration Monitoring and analysis of outcomes <p>Results:</p> <p>Provide the Management Structure with access to a reliable network allowing the inclusion of the Nominated Property in cultural promotion networks that go beyond the specific themes and contexts of the Property itself</p> <p>Expected outputs:</p>	See the Action's main project sheet

	Meetings with cultural operators Indicators: No. of cultural operators contacted	
Project Partners (or Delivery Partners)		
<i>Leading Partner</i>	<ul style="list-style-type: none"> • Management Structure 	
<i>Other Partners</i>	<ul style="list-style-type: none"> • Adriano Olivetti Foundation 	

D	COMMUNICATION AND EDUCATION ACTION PLAN	
D-2	Priority communication actions	
Action D-2.6	Communication campaign targeting strategic audiences for Property presentation and enjoyment	
Resources	For set of Action Types (A) - (D)	<i>Estimated costs</i>
	<ul style="list-style-type: none"> • Management Structure, development expenditure, grant • Piedmont Region - Promotion of Culture, Tourism and Sport, development expenditure. Piedmont Region – Promotion of Culture, Tourism and Sport, development expenditure, own resources (for Type B initiatives). Approval of the Collaboration Agreement with Ivrea City Council for short-term implementation of the Management Plan (Regional Government Deliberation 23-3382 of 30.05.2016). • Major owners and Asset Management Companies, development expenditure, own resources for type (A) initiatives • All other indicated partners, operating expenditure 	<p>The overall estimated cost for the entire action is € 25,000.00, of which:</p> <ul style="list-style-type: none"> - at the expense of the Management Structure € 5,000.00 - at the expense of the Piedmont Region € 10,000.00 - at the expense of major owners and Asset Management Companies € 10,000.00 <p>Piedmont Region: assignment of contribution of a total of 100,000.00 Euros allocated to actions C-1, D - 1.2, D - 2.6, E-2.1 and E- 4.2), to be used by 09/2017.</p>

D	COMMUNICATION AND EDUCATION ACTION PLAN	
D-2	Priority communication actions	
Action D-2.7	"UNESCO Days - District of Ivrea".	
<i>Logframe</i>		<i>Timeframe</i>
	<p>Organization and management of periodic communication events that engage the local community - e.g. "UNESCO Days - District of Ivrea (or Morainic Amphitheatre of Ivrea)". The periodic event will be planned, organized and managed on an annual basis, can be integrated with simpler engagement and communication activities and can be linked to major local events (Historical Carnival, San Savino Festival, etc.) or to well-established local cultural exhibitions.</p> <p>Internal target: Residents and citizens of the District of Ivrea</p> <p>To be integrated with Action D-3.1</p> <p>The first edition will predominantly seek to engage and encourage the participation of the local community and stakeholders in the District of Ivrea, with the objective of creating consensus for the nomination, and to present, promote and disseminate the values of the UNESCO world heritage list and the contents and themes of the "Ivrea, Industrial City of the 20th Century" nomination. In this case, there must be a strong link with initiatives aimed at secondary schools involved in Action D-3.1</p> <p>Target group(s)/ Beneficiaries:</p> <p>Residents and small businesses in the Property</p> <p>Residents of the District of Ivrea</p> <p>Public administrations and government authorities of the District of Ivrea</p> <p>Stakeholders in the local community: Private local cultural operators, local tourism operators, local economic operators and key players, other local stakeholders</p> <p>Activities (for each edition):</p> <p>a. Definition of the main organization criteria, prevalent contents and creation of an open planning structure for the Action</p> <p>b. Meeting to present the initiative together with Action partners</p> <p>c. Discussion on proposals submitted by Action partners to be integrated with</p>	<p>Beginning from 01/2016 - 07/2018</p> <p>on an annual basis</p>

	<p>the open planning structure</p> <p>d. Scheduling and sharing of the organization of the lead-up and the “UNESCO Day”</p> <p>e. Definition of agreements among partners</p> <p>f. Implementation of event lead-up initiatives</p> <p>g. Implementation of communication campaigns to promote the event and coordination initiatives</p> <p>h. Event management</p> <p>i. Monitoring and evaluation of completed program of activities</p> <p>The objectives of the first edition of the UNESCO Day will be: significant participation by the local community and the District of Ivrea with a view to creating awareness about the themes of the Nomination and the values of the world heritage list; to highlight the opportunities offered by the Property and its successful management</p> <p>Results:</p> <p>Create a regular public event published online alongside other consolidated local and traditional events, which orientates stakeholder activities towards local community awareness and engagement</p> <p>Create and consolidate a network of local stakeholders involved in the organization of the day</p> <p>Expected outputs:</p> <p>Meetings and preliminary activities</p> <p>A public event consisting of meetings, debates, exhibits and shows</p> <p>Indicators:</p> <p>No. of local stakeholders actively involved in the organization and management of the Day</p> <p>No. of preliminary events in the organization cycle</p> <p>No. of public participants.</p>	
Project Partners (or Delivery Partners)		
<i>Leading Partners</i>	<ul style="list-style-type: none"> • Management Structure 	
<i>Other Partners</i>	<ul style="list-style-type: none"> • Piedmont Region - Promotion of Culture, Tourism and Sport 	

	<ul style="list-style-type: none"> • Spille d'Oro Association • Club UNESCO • Rotary • Inner Wheels • Lions Club • Soroptimist • Italian Environment Fund for Ivrea and the Canavese • Turin UNESCO Centre • Other associations to be defined... 	
Resources		<i>Estimated Costs</i>
	<ul style="list-style-type: none"> • Management Structure, development expenditure, grant • Piedmont Region - Promotion of Culture, Tourism and Sport, development expenditure, own resources • Funding partners (local grantmaking foundations, banking foundations, Ministry of Education, Universities and Research, etc.), own resources • All other indicated partners, operating expenditure 	<p>The overall estimated cost for the entire action is € 25,000.00, of which:</p> <p>at the expense of the Management Structure € 5,000.00</p> <p>at the expense of the Piedmont Region € 10,000.00</p> <p>at the expense of funding partners € 10,000.00</p> <p>Resources to be procured</p>

D	COMMUNICATION AND EDUCATION ACTION PLAN
D-3	Communication and education actions
Aims/Objectives	<ul style="list-style-type: none"> • Create a support network for the Property's management activities with involvement by local educational institutions; • Develop Local community engagement and awareness; • Ensure Local stakeholder involvement; Communicate the Property's interpretive resources to future generations; • Communicate the values of the UNESCO - WHL "brand" and the Property's most significant values and contents (relevance and uniqueness) to identified targets and engage audiences

D	COMMUNICATION AND EDUCATION ACTION PLAN	
D-3	Communication and education actions	
Action D-3.1	"School UNESCO Days in Ivrea and in the District of Ivrea".	
<i>Logframe</i>		<i>Timeframe</i>
	<p>Periodic events to create awareness and engage the local community, aimed specifically at school institutions - e.g. "School UNESCO Days in Ivrea and in the District of Ivrea". These institutions may contact other stakeholders depending on the complexity of the initiatives, the contents of which may be separate and non-episodic. Other local stakeholders may also be contacted to promote the initiatives. Some may be co-opted in the planning, organisation and management of the events. In particular, Capacity Building and Enjoyment actions in the Management Plan may also be developed together with secondary schools, for the purpose of orientating or merely transmitting the tangible and intangible contents of the Property to future generations.</p> <p>The action includes the organisation and management of educational or awareness-creating actions with secondary schools within the network of UNESCO schools, and with primary schools.</p> <p>Target: school-age youths and families</p> <p>The aim is that through an academic programme, schools: 1) assimilate the strategic framework of WHC values, the strategic objectives of the WHC, the</p>	Beginning from 01/2016 - 07/2018 on an annual basis

	<p>integration of the four dimensions of sustainability in the conservation and management of WHC properties (from a Post 2015 Agenda perspective); based on this framework, they can build and/or rebuild their own interpretation of the Property's values; these contents can be presented to the local community and other properties through UNESCO Education Programme networks</p> <p>To be integrated with Action C-1.1, above all in secondary schools</p> <p>The first edition must be strongly linked to Action D-2.7</p> <p>Target group(s)/ Beneficiaries:</p> <p>Students and families of Ivrea and Banchette</p> <p>Activities:</p> <ul style="list-style-type: none"> a. Definition of the main organisation criteria, prevalent contents and create an open planning structure for the Action b. Meeting to present the initiative with school heads c. Meetings to present the open planning structure and collect first proposals with teachers/colleagues from the various institutions d. Development of a programme of courses and academic modules for schools e. Evaluation of proposals with institutions involved in the Action, which will then be integrated with the open planning structure f. Scheduling and sharing of the organisation of the lead-up and the "School UNESCO Day" g. Definition of agreements with any other partners involved in the initiative h. Implementation of lead-up events in schools i. Implementation of communication campaigns to promote the event and coordination initiatives j. Event management k. Monitoring and evaluation of completed programme of activities <p>The first edition of the UNESCO Day will be strongly connected with Action D-3.1</p> <p>Results:</p> <p>Through the establishment of the "School UNESCO Day", the Management Structure will have access to a tool used to channel the themes of the</p>	
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	<p>Nominated Property and UNESCO values, to promote educational programmes on the Property and the world heritage list with a view towards developing conservation, interpretation and presentation skills, creating awareness in the local community about the opportunities offered by the Property's inscription.</p> <p>Expected outputs: Meetings and educational actions A public event consisting of seminars, debates, exhibits and shows</p> <p>Indicators: No. of classes involved per institution in the preliminary activities programme No. of public participants in the "School UNESCO Day" No. of institutions participating in the "School UNESCO Day in the District of Ivrea"</p>	
Project Partners (or Delivery Partners)		
<i>Leading Partners</i>	<ul style="list-style-type: none"> • Management Structure 	
<i>Other Partners</i>	<ul style="list-style-type: none"> • School District Ivrea 1 • School District Ivrea 2 • School District Pavone - Banchette • Carlo Botta Humanities and International Secondary School • Antonio Gramsci State Sciences Secondary School - Institution has been part of the network of UNESCO schools since the academic year 2014-2015 • Camillo Olivetti Secondary School • Giovanni Cena Secondary School - The secondary school has been part of the network of UNESCO schools since the academic year 2013–2014 • (CIAC) Canavese Inter-Company Consortium - Ivrea • Turin UNESCO Centre • Capellaro Foundation – tecnologic@mente museum 	
Resources		<i>Estimated Costs</i>
	<ul style="list-style-type: none"> • Management Structure, development expenditure, grant 	The overall estimated cost for the

	<ul style="list-style-type: none"> • Piedmont Region - Promotion of Culture, Tourism and Sport, development expenditure, own resources • All other indicated partners, operating expenditure 	entire action is € 10,000.00, of which: at the expense of the Piedmont Region € 10,000.00 Resources to be procured
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D	COMMUNICATION AND EDUCATION ACTION PLAN	
D-3	Communication and education actions	
Action D-3.2	Participation by schools of Ivrea in World Heritage Education Program initiatives	
<i>Logframe</i>		<i>Timeframe</i>
	<p>This Action seeks to encourage participation by secondary schools of Ivrea in World Heritage Education Program projects (for example the “Patrimonto Storyboard Competition”) with their own students and teachers. Internal target: school-age youths (secondary school adolescents) and their families, teachers of Ivrea school institutions To be integrated with Action D-3.1 To be integrated with Action C-1.1 Target group(s)/ Beneficiaries: School-age youths (secondary school adolescents) Activities: a. Analysis of World Heritage Education Program projects b. Evaluation of the feasibility of participation by schools in projects c. Implementation of admission procedure for selected projects d. Participation in selective projects e. Monitoring and evaluation of results Results: Promote international exchanges with UNESCO program and with schools that can be linked to other Properties Improve educational aspects linked to the dissemination of UNESCO values Expected outputs: Participation in World Heritage Education Program projects Indicators: No. of participants in World Heritage Education Program projects No. of classes participating in projects No. of students involved in exchange activities and study holidays No. of teachers involved in exchange activities and study holidays</p>	<p>Beginning from 08/2018 - 12/2020 according to the World Heritage Education Program action deadlines to which they refer</p>

Project Partners (or Delivery Partners)		
<i>Leading Partners</i>	<ul style="list-style-type: none"> • Management Structure 	
<i>Other Partners</i>	<ul style="list-style-type: none"> • School District Ivrea 1 • School District Ivrea 2 • School District Pavone - Banchette • Carlo Botta Humanities and International Secondary School • Antonio Gramsci State Sciences Secondary School - Institution has been part of the network of UNESCO schools since the academic year 2014-2015 • Camillo Olivetti Secondary School • Giovanni Cena Secondary School - The secondary school has been part of the network of UNESCO schools since the academic year 2013–2014 • (CIAC) Canavese Inter-Company Consortium - Ivrea • Turin UNESCO Centre • Capellaro Foundation – tecnologic@mente museum 	
Resources		<i>Estimated Costs</i>
	<ul style="list-style-type: none"> • Management Structure, development expenditure, grant • Piedmont Region - Promotion of Culture, Tourism and Sport, development expenditure, own resources • All other indicated partners, operating expenditure 	<p>The overall estimated cost for the entire action is € 10,000.00, of which:</p> <p>at the expense of the Piedmont Region € 10,000.00</p> <p>Resources to be procured</p>

E – Audience Development Action Plan

Overview

Action Cluster	Actions	05/2012 – 12/2015	01/2016 – 07/2018	08/2018 – 12/2020	01/2021 – ...:
E - 1 Audience Development Action Plan	E-1.1 – Drawing-up an Audience Development Action Plan		X	X	
E - 2 World Heritage Site Visitor Center	E-2.1 – Establishment of a Visitor Center		X		
	E-2.2 – Setting-up of temporary exhibition spaces			X	
	E-2.3 – Permanent exhibition “Ivrea, Industrial City of the 20 th Century” set-up			X	
E - 3 Cultural itineraries “Open Air Modern Architecture Museum” (MaAM), Ivrea	E-3.1 – Development of a project for renovation and management of the Open-Air Modern Architecture Museum in Ivrea, including the review and alignment of the exhibition programme		X		
	E-3.2 – Maintenance works at the stopovers, lookouts and information points along the cultural itineraries		X		
	E-3.3 – Re-design, re-writing and re-printing of informative materials		X		
	E-3.4 – Re-design and development of the institutional website		X		
	E-3.5 – Design and development of a Virtual Reality App			X	
E - 4 Focused Presentation	E-4.1 – Visits along the cultural itineraries of the Industrial City of the 20th Century	X	X	X	X
	E-4.2 – Events and cultural networks in the Industrial City of the 20th Century Sub-Action (A) – Events within cultural networks that aim to create public awareness and improve public appreciation and understanding of cultural heritage assets, and to engage creative and cultural industries and operators. Sub-Action (B) – Conferences on the Industrial City of the 20 th Century Sub-Action (C) – Temporary and/or permanent exhibitions		X	X	X
	E-4.3 – Modernisation of tourism-related services to enhance public enjoyment and appreciation of the Industrial City of the 20 th Century		X	X	
	E-4.4 – Reusing the Industrial City of the 20th Century		X	X	

Action Cluster	Actions	05/2012 – 12/2015	01/2016 – 07/ 2018	08/ 2018 – 12/2020	01/2021 – ...:
E – 5 Integrated interpretation Center of the Industrial City of the 20th Century	E–5.1 – Feasibility study on the development of an Integrated Interpretation Center that integrates cultural heritage assets within or outside the Property, linked to the theme of Ivrea, Industrial City of the 20th Century		X		
	E–5.2 – Virtual (or online) Property Museum		X	X	

Project Sheets

E	PRESENTATION ACTION PLAN
E-1	Audience Development Action Plan
Aims/Objectives	<ul style="list-style-type: none"> • Present Nomination and Property
	<ul style="list-style-type: none"> • Promote public enjoyment and appreciation of the Property
	<ul style="list-style-type: none"> • Improve access to, and mobility within the Property, through the implementation of actions aimed to target audiences

E	PRESENTATION ACTION PLAN	
E-1	Audience Development Action Plan	
Action E-1.1	Drawing-up an Audience Development Action Plan	
<i>Logframe</i>		<i>Timeframe</i>
	<p>Definition of operational plan to improve public enjoyment and appreciation of the Property. Through the identification of targets, the definition of the Property's positioning, and an analysis of demand and supply, the plan must identify and evaluate existing services dedicated to public access and enjoyment, and those still necessary in terms of reception equipment and services, infrastructure, visitor and public services and signage.</p> <p>The plan must define and organize the necessary tasks and works.</p> <p>A large number of works will involve the improvement and integration of accessibility (pedestrian, bicycle, automotive, with the local public transport railway service) and mobility to and within the Property. Measures that relate to accessibility will nonetheless be integrated with the provisions of the Land Use Plan Modification.</p> <p>One of the key beneficiaries of the action's innovative aspects are the Property's "City users".</p> <p>In fact, the Action must also include reception activities and involvement in the Property experience in particular by participants of startup accelerator programs (in particular startup founders) and creative professionals and workers in established businesses and users of public and private services in</p>	<p>01/2016 – 07/2018 for the identification and scheduling of tasks (Activities (a) – (d))</p> <p>08/2018 – 12/2020 for planning and implementation</p>

	<p>general (city users). These must be considered priority beneficiaries even when defining the contents of the action, albeit not exclusive beneficiaries of the activities, which will also be enjoyed by the public and local community. To be integrated with Action B–2.4</p> <p>Target group(s)/ Beneficiaries: Public and Property visitors Local community and residents “City Users” of the Property (workers and users of services in the Property)</p> <p>Activities: a. Analysis of services (public or private), of existing accessibility infrastructure that needs to be redeveloped / modernized or developed from scratch, signage that needs to be displayed to ensure the Property’s appreciation and understanding b. Analysis of creative professional and City user needs c. Drawing up of a Development Action Plan of tasks and actions to improve public appreciation and understanding of the Property, identifying priorities, responsible figures, resources and implementation timeframes d. Drawing-up a Concept Plan that identifies integrated accessibility, place-making, retail, catering, leisure and cultural activities, measures and policies e. Implementation of feasible short-term priority actions</p> <p>Results: Creation of a support system allowing the local administration, the Management Structure and actively involved partners to organise and implement short to medium-term actions.</p> <p>Expected outputs: Development Action Plan of tasks and works for public access, enjoyment and appreciation of the Nominated Property Flexible program (Concept Plan) of policies and measures to attract and welcome creative professionals and city users</p> <p>Indicators: Adoption of operational plan of tasks and works for public access to, and enjoyment of, the Property (Yes / no) Concept Plan to attract and welcome creative professionals and city users</p>	
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	(Yes / no) No. of priority tasks and actions performed in the short-term	
Project Partners (or Delivery Partners)		
<i>Leading Partners</i>	<ul style="list-style-type: none"> • Management Structure • City of Ivrea 	
<i>Other Partners</i>	<ul style="list-style-type: none"> • IDeA FIMIT sgr • Prelios sgr • OMS SpA – Telecom Italia Group • Other major owners in the Property, not owners of cultural heritage • Business Innovation Centers, Start-up accelerator programme operators, investment expenditure budget • Piedmont Region • Metropolitan City • Public transport Authorities and Agencies • Stakeholders in the local community 	
Resources		<i>Estimated Costs</i>
	<ul style="list-style-type: none"> • Management Structure, development expenditure, grant, short-term • City of Ivrea, short-term operating and development expenditure, own resources, • All other indicated partners, operating and investment expenditure in the medium to long-term 	Between 01/2016 – 07/2018 for the identification and scheduling of tasks (Activities a–d), € 15,000.00. Resources to be procured Medium to long-term action to be scheduled

E	PRESENTATION ACTION PLAN
E-2	Visitor Center
Aims / Objectives	<ul style="list-style-type: none"> • Presentation of Nomination and Property • Encourage a direct exchange of information through the Property experience, aimed at communicating the values of the UNESCO – WHL “brand” and the most significant values and contents (relevance and uniqueness) of the Property to identified targets; • Ensure coordination and integration with the Property’s interpretive activities

E	PRESENTATION ACTION PLAN	
E-2	Visitor Center	
Action E-2.1	Establishment of a visitor information centre	
<i>Logframe</i>		<i>Timeframe</i>
	<p>The information centre will be the site’s main access for the public, offering information on the possible cultural itineraries within the Property.</p> <p>In terms of the possible location, the nomination’s promoters and the building’s management company are evaluating the possibility of setting up temporary doorkeeping areas next to the “Pine” main entry at the former I.C.O. facilities in Corso Jervis.</p> <p>Writing of the free use loan agreement by City of Ivrea and IDeA FIMIT SGR for the premises next to the gatehouse in Corso Jervis nr. 11 and the “Salone dei 2000”.</p> <p>Adaption and preparation of the Visitor Center.</p> <p>To be integrated with Actions E-2.2 and E-2.3 To be integrated with Action C-1.1 To be integrated with Action E-3.1 To be coordinated with the outcomes of Actions B-3.3 and E-5.1</p> <p>Target group(s)/ Beneficiaries: General public and visitors</p>	01/2016 – 07/2018

	<p>Activities:</p> <ul style="list-style-type: none"> a) Definition of agreements between partners for temporary use of venues b) Drafting of a project for the rehabilitation, statutory compliance and development of new building systems and venue layouts c) Definition of a management project for the information centre d) Execution of works and set-up of spaces e) Organisation, management and start-up of welcome and informative activities (including training for reception staff) f) Monitoring and evaluation <p>Results:</p> <p>Implementation of the first World Heritage Information Centre activity concerning public engagement, considered the first stage of the visitor experience.</p> <p>Expected outputs:</p> <p>Visitor Information Centre for the general public and visitors</p> <p>Indicators:</p> <p>No. of m2 dedicated to the information point (short-term)</p> <p>No. of trained persons available to manage the information point (short-term)</p> <p>No. of visitors welcomed and directed towards predefined visitor paths (medium to long-term)</p> <p>It is thought that visitor attendance figures will not be a significant indicator in the short-term.</p>	
Project Partners (or Delivery Partners)		
<i>Leading Partner</i>	<ul style="list-style-type: none"> • Management Structure 	
<i>Other Partners</i>	<ul style="list-style-type: none"> • Piedmont Region – Promotion of Culture, Tourism and Sport, development expenditure, own resources • Guelpa Foundation • IDeA FIMIT Sgr 	

Resources		<i>Estimated costs</i>
	<ul style="list-style-type: none"> • Management Structure, development expenditure, grant • Piedmont Region – Promotion of Culture, Tourism and Sport, development expenditure, own resources. Approval of the Collaboration Agreement with the City of Ivrea for short-term implementation of the Management Plan (Regional Government Deliberation 23-3382 of 30.05.2016). • Guelpa Foundation, investment expenditure • IDeA FIMIT Sgr, lease agreement for venues 	<p>Between 01/2016–07/2017 € 179,000.00:</p> <p>of which at the expense of the Management Structure, € 5,000.00 of communication materials; € 15,000.00 for management set up by the Piedmont Region: assignment of contributions of € 1000,000.00 destined for Actions C-1, D-1.2, D-2.6, E-2.1, E-4.2, to be used by the end of September 2017;</p> <p>of which at the expense of the Piedmont Region, € 20,000.00 to kick-start management; of which at the expense of the Guelpa Foundation, € 154,000.00 for reuse and set-up works Resources to be procured</p> <ul style="list-style-type: none"> • Piedmont Region: assignment of contribution of a total of 100,000.00 euros allocated to actions C-1, D -1.2, D - 2.6, E-2.1 and E- 4.2), to be used by 09/2017.

E	PRESENTATION ACTION PLAN	
E-2	Visitor Center	
Action E-2.2	Setting-up of temporary exhibition spaces	
<i>Logframe</i>		<i>Timeframe</i>
	<p>Creation of a space for temporary exhibitions with the aim of enhancing the value of Archives and cultural Operators in the local community, of hosting temporary exhibitions linked to themed study, research and scientific initiatives connected to, and representative of the Industrial City of the 20th Century, or cultural events linked to particular aspects of heritage assets or rehabilitation, restoration or acquisition works. This is also the space where groups are prepped for guided tours along the various cultural itineraries.</p> <p>To be integrated with Actions E-2.1 and E-2.3 To be integrated with Action E-3.1 To be integrated with Actions C-3.5 and E-4.2 To be coordinated with the outcomes of Actions B-3.3 and E-5.</p> <p>Target group(s)/ Beneficiaries: General public and visitors</p> <p>Activities:</p> <ul style="list-style-type: none"> a. Definition of an integrated project for the creation of a World Heritage Information Centre b. Feasibility study to identify the most suitable location for the Centre c. Definition of agreements between partners regarding the availability of selected venues d. Drafting of a project for the rehabilitation, regulatory compliance and development of new building systems and venue layouts for temporary exhibitions e. Definition of a management project to be integrated with that of the information Point f. Execution of works and set-up of spaces for temporary exhibitions g. Organization, management and commencement of exhibition activities (including training for reception and technical staff) h. Monitoring and evaluation 	08/2018 – 12/2020

	<p>Results: Implementation of the second World Heritage Information Centre activity concerning public engagement, considered the first stage of the visitor experience. Expected outputs: Space set up for temporary exhibitions and space where groups can be prepped for guided tours along the various cultural paths.</p> <p>Indicators: No. of m2 allocated to temporary exhibitions No. of people trained to manage exhibition spaces and provide technical assistance No. of exhibitions held (medium to long-term) No. of visitors to exhibitions</p>	
Project Partners (or Delivery Partners)		
<i>Leading Partner</i>	<ul style="list-style-type: none"> • Management Structure 	
<i>Other Partners</i>	<ul style="list-style-type: none"> • Guelpa Foundation • Olivetti Historical Archive Association • Capellaro Foundation – tecnologic@mente museum • National Corporate Cinema Archive • Edizioni di Comunità (publishing house) • Adriano Olivetti Foundation • Funding partners (local grantmaking foundations, banking foundations, etc.), own resources 	
Resources		<i>Estimated Costs</i>
	<ul style="list-style-type: none"> • Management Structure, development expenditure • Guelpa Foundation, investment expenditure • All other indicated partners, operating expenditure • Funding partners, investment expenditure, own resources 	Medium to long-term action to be scheduled

E	PRESENTATION ACTION PLAN	
E-2	Visitor Center	
Action E-2.3	Permanent exhibition "Ivrea, Industrial City of the 20th Century" set-up	
<i>Logframe</i>		<i>Timeframe</i>
	<p>The planning and set-up of a permanent exhibition entitled "Ivrea, Industrial City of the 20th Century" must be of an educational nature and propose an engaging visitor experience. The contents that visitors will be asked to reflect upon and perceive are the fruit of the Property's interpretive activities and communication actions</p> <p>In the event of inscription, the space allocated to the Visitor Center will also include: information on WH Sites in Italy; Information on the WHL and other UNESCO activities</p> <p>To be integrated with [Actions E-2.1 and E-2.2]</p> <p>To be integrated with [Action E-3.1]</p> <p>To be coordinated with the outcomes of Actions B-3.3 and E-5.1</p> <p>Target group(s)/ Beneficiaries: General public and visitors</p> <p>Activities:</p> <ul style="list-style-type: none"> a. Definition of an integrated project for the creation of a Visitor Center b. Feasibility study to identify the most suitable location for the Visitor Center c. Definition of agreements between partners regarding the availability of selected venues d. Drafting of a project for the rehabilitation, regulatory compliance and development of new building systems and venue layouts for the permanent exhibition: "Ivrea, Industrial City of the 20th Century" e. Definition of a management project to be integrated with that of the Visitor Center and the temporary exhibition space f. Execution of works and set-up of the permanent exhibition space g. Organization, management and commencement of exhibition activities (including training for reception and technical staff) h. Monitoring and evaluation <p>Results: Implementation of the third Visitor Center activity related to public</p>	08/2018 – 12/2020

	<p>engagement, considered the first stage of the visitor experience.</p> <p>Expected outputs: Space set up for temporary exhibitions and space where groups can be prepped for guided tours along the various cultural paths.</p> <p>Indicators: No. of m2 allocated to the permanent exhibition No. of people trained to manage exhibition spaces and provide technical assistance No. of visitors No. of visitors participating in guided tours intended to engage the visitor and enhance their experience (medium to long-term)</p>	
Project Partners (or Delivery Partners)		
<i>Leading Partner</i>	<ul style="list-style-type: none"> • Management Structure 	
<i>Other Partners</i>	<ul style="list-style-type: none"> • Piedmont Region – Promotion of Culture, Tourism and Sport • Politecnico di Torino – Higher Institute on Territorial Systems for Innovation (S.i.T.I.); Post-Graduate course in “Architectural and Landscape Heritage” • Università di Torino – “International Training and Research Center on the Economics of Culture and World Heritage (ITRECH)” • Politecnico di Milano – UNESCO Chair “Architectural Preservation and Planning in Heritage Cities” • (Turin UNESCO Centre) International Category 2 UNESCO Center on the Economics of Culture and World Heritage (ITRECH) and CSS – EBLA Silvia Santagata Centre for Studies • Politecnico di Torino – Department of Architectural Planning and Industrial Design • Politecnico di Milano – Department of Architecture and Urban Studies; Faculty of Architecture and Society; School of Design • Università degli Studi di Torino – Department of Historical Studies • I.C.O.M Italia – International Council of Museums 	

	<ul style="list-style-type: none"> • The network of national museums of contemporary art and architecture (CSAC, Study Center and Communication Archive of Parma; MART_Contemporary and Art Museum of Trento and Rovereto; MAXXI, Museum of 21st Century Art and Architecture of Rome) [To be moved to corresponding AP (Knowledge –) Conservation] • ERIH – European Route of Industrial Heritage • TICCIH • DOCOMOMO INTERNATIONAL • Italian Association of UNESCO World Heritage Sites • Funding partners (local grantmaking foundations, banking foundations, etc.) 	
Resources		<i>Estimated Costs</i>
	<ul style="list-style-type: none"> • Management Structure, development expenditure • Guelpa Foundation, development expenditure • Funding partners (local grantmaking foundations, banking foundations, etc.), investment expenditure, own resources 	Medium to long-term action to be scheduled

E	PRESENTATION ACTION PLAN
E-3	Cultural itineraries "Open-Air Modern Architecture Museum" (MaAM), Ivrea
Aims/Objectives	<ul style="list-style-type: none"> Encourage a direct exchange of information through the Property experience, aimed at communicating the values of the UNESCO – WHL “brand” and the most significant values and contents (relevance and uniqueness) of the Property to identified targets Ensure coordination and integration with the Property’s interpretive activities

E	PRESENTATION ACTION PLAN	
E-3	Cultural itineraries "Open-Air Modern Architecture Museum" (MaAM), Ivrea	
Action E-3.1	Development of a project for renovation and management of the Open-Air Modern Architecture Museum in Ivrea, including the review and alignment of the exhibition programme	
<i>Logframe</i>		<i>Timeframe</i>
	<p>The aim of the action is to draw up a project for the renovation and the management of the “Open-Air Modern Architecture Museum” (MaAM), IVREA</p> <p>The project must be drawn up further to the review and alignment of the exhibition program and according to methods for the virtual and physical enjoyment of the Nominated Property, and site interpretation and presentation.</p> <p>The project must therefore consider:</p> <ul style="list-style-type: none"> Renovation of the stopovers, lookouts and information points along the cultural itineraries, with the replacement of components and the re-publication of informative materials, if necessary Re-design, re-writing and re-printing of informative materials currently in circulation Re-design and development of the institutional website. Design and development of a Virtual Reality App to increase visitor appreciation and understanding of the cultural itineraries <p>To be integrated with Action Cluster E-2</p> <p>To be integrated with Action C-1.1</p>	01/2016 – 07/2018

	<p>To be integrated with Action E–4.1 To be coordinated with the outcomes of Actions B–3.3 and E–5.1</p> <p>Target group(s)/ Beneficiaries: Management Structure, City of Ivrea</p> <p>Activities: a. Constitution of a technical advisory board to support the project’s development b. Definition of a complete maintenance program based on which subsequent actions can be assigned</p> <p>Results: Alignment of the Open–Air Modern Architecture Museum exhibition programme and the visitor experience, with the themes, interpretation and presentation of the Nominated Property.</p> <p>Expected outputs: Complete maintenance program that covers all aspects described</p> <p>Indicators: Complete maintenance program (Yes / No) No. of months to prepare and adopt a complete maintenance program</p>	
Project Partners (or Delivery Partners)		
<i>Leading Partner</i>	<ul style="list-style-type: none"> • Management Structure 	
<i>Other Partners</i>	<ul style="list-style-type: none"> • City of Ivrea 	
Resources		<i>Estimated Costs</i>
	<ul style="list-style-type: none"> • Management Structure, development expenditure, grant • City of Ivrea, operating expenditure 	<p>Between 01/2016 – 07/2018 € 10,000.00</p> <p>Resources to be procured</p>

E	PRESENTATION ACTION PLAN	
E-3	Cultural itineraries "Open-Air Modern Architecture Museum" (MaAM), Ivrea	
Action E-3.2	Maintenance works at stopovers, lookouts and information points along the cultural itineraries	
<i>Logframe</i>		<i>Timeframe</i>
	<p>The action involves maintenance works at stopovers, lookouts and information points along the cultural itineraries, with the replacement of components and the re-publication of informative materials, if necessary. Visitors are welcomed at the information centre, where they are also prepped for guided tours of the Property.</p> <p>To be integrated with Action E-2.1</p> <p>Target group(s)/ Beneficiaries: General public and visitors</p> <p>Activities: Execution of maintenance works at stopovers, lookouts and information points along the cultural itineraries, with the replacement of components and the re-publication of informative materials, if necessary.</p> <p>Results: Creation of the necessary interpretative infrastructure to enhance the enjoyment and appreciation of the Nominated Property's themes, interpretation and presentation.</p> <p>Expected outputs: Infrastructure for the Property's presentation through physical itineraries along which the Property's cultural contents can be enjoyed.</p> <p>Indicators: No. of rehabilitated and re-fitted stopovers, lookouts and information points No. of people participating in guided tours along the Property's physical paths</p>	01/2016 – 07/2018
Project Partners (or Delivery Partners)		
<i>Leading Partner</i>	<ul style="list-style-type: none"> Management Structure 	

<i>Other Partners</i>	<ul style="list-style-type: none"> • City of Ivrea • Guelpa Foundation • Funding partners (local grantmaking foundations, banking foundations, etc.) 	
Resources		<i>Costs borne</i>
	<ul style="list-style-type: none"> • Management Structure, development expenditure, grant • Guelpa Foundation, investment expenditure, own resources • Funding partners (local grantmaking foundations, banking foundations, etc.), investment expenditure, own resources • City of Ivrea, operating expenditure 	<p>Between 01/2016 – 07/2018 € 95,000.00:</p> <p>of which at the expense of the Management Structure, € 10,000.00</p> <p>of which at the expense of funding partners, € 85,000.00</p> <p>Resources to be procured</p>

E	PRESENTATION ACTION PLAN	
E-3	Cultural itineraries "Open-Air Modern Architecture Museum" (MaAM), Ivrea	
Action E-3.3	Cultural itineraries "Open-Air Modern Architecture Museum" (MaAM), Ivrea	
<i>Logframe</i>		<i>Timeframe</i>
	<p>The action concerns the graphic design, re-writing of contents and printing of informative materials about the Property presentation cultural itineraries To be integrated with Action E-3.2 for text on information panels and graphic choices To be integrated with Action E-2.1</p> <p>Target group(s)/ Beneficiaries: General public and visitors</p> <p>Activities: Re-writing of texts Graphic design and publication of informative materials</p> <p>Results: Availability of informative materials about the Property presentation cultural itineraries</p> <p>Expected outputs: Informative materials about the Property presentation cultural itineraries</p> <p>Indicators: No. of printed materials</p>	01/2016 – 07/ 2018
Project Partners (or Delivery Partners)		
<i>Leading Partner</i>	<ul style="list-style-type: none"> Management Structure 	
<i>Other Partners</i>	<ul style="list-style-type: none"> City of Ivrea 	
Resources		<i>Estimated Costs</i>
	<ul style="list-style-type: none"> Management Structure, development expenditure City of Ivrea, operating expenditure 	Between 01/2016 – 07/ 2018 € 5,000.00 Resources to be procured

E	PRESENTATION ACTION PLAN	
E-3	Cultural itineraries "Open-Air Modern Architecture Museum" (MaAM), Ivrea	
Action E-3.4	Re-design and development of the institutional website	
<i>Logframe</i>		<i>Timeframe</i>
	<p>The action involves the re-writing of contents, the re-design, online placement and optimisation of the institutional website of the Property presentation cultural itineraries</p> <p>To be integrated with Actions E-3.2 and E-3.3 for information panels, informative materials and graphic choices</p> <p>To be coordinated with Action E-3.5 and Action E-5.2 as regards the Property's digitization and its virtual understanding and appreciation</p> <p>To be integrated with Action Cluster D-1 as regards the website dedicated to the Nominated Property</p> <p>Target group(s)/ Beneficiaries: General public and visitors, virtual visitors</p> <p>Activities:</p> <ul style="list-style-type: none"> a. Re-writing of institutional website contents on the Property presentation cultural itineraries b. Re-design and development of the website for the Property presentation cultural itineraries <p>Results: Development of an effective tool for the presentation and virtual understanding and appreciation of the Property's cultural itineraries, and web interaction</p> <p>Expected outputs: Institutional website on the Property presentation cultural itineraries</p> <p>Indicators:</p> <ul style="list-style-type: none"> No. of web pages and tools dedicated to the presentation and virtual visitation and appreciation of the Property's cultural itineraries No. of online contacts No. of quotes in webliographies dedicated to the Properties inscribed on the UNESCO world heritage list and to industrial and modern cultural heritage 	01/2016 – 07/2018

Project Partners (or Delivery Partners)		
<i>Leading Partner</i>	<ul style="list-style-type: none"> • Management Structure 	
<i>Other Partners</i>	<ul style="list-style-type: none"> • City of Ivrea 	
Resources		<i>Estimated Costs</i>
	<ul style="list-style-type: none"> • Management Structure, development expenditure City of Ivrea, operating expenditure	Between 01/2016 – 07/ 2018 € 5,000.00 Resources to be procured

E	PRESENTATION ACTION PLAN	
E-3	Cultural itineraries "Open-Air Modern Architecture Museum" (MaAM), Ivrea	
Action E-3.5	Design and development of a Virtual Reality Web-based App	
<i>Logframe</i>		<i>Timeframe</i>
	<p>The purpose of the action is the design, online placement and optimisation of a Virtual Reality Web-based App that can be downloaded on smartphones, tablets and PCs. The app must allow an improved visitor experience of the Property's cultural itineraries</p> <p>To be integrated with Actions E-3.2 and E-3.3 for information panels, informative materials and graphic choices</p> <p>To be coordinated with Action E-3.4 and Action E-5.2 as regards the Property's digitization and its virtual understanding and appreciation</p> <p>To be integrated with Action Cluster D-1 as regards the website dedicated to the Nominated Property</p> <p>Target group(s)/ Beneficiaries: General public and visitors, virtual visitors</p> <p>Activities: Design and development of an augmented reality app that can be downloaded on smartphones, tablets and PCs. The App will be integrated into the Property's institutional website and in the site dedicated to the Property's cultural itineraries and presentation</p> <p>Results: Development of a tool that supports both guided tours along the Property's cultural itineraries and the virtual understanding and appreciation of the same</p> <p>Expected outputs: Augmented reality app that can be downloaded on smartphones, tablets and PCs.</p> <p>Indicators: No. of App downloads</p>	08/ 2018 – 12/2020
Project Partners (or Delivery Partners)		

<i>Leading Partner</i>	<ul style="list-style-type: none"> • Management Structure 	
<i>Other Partners</i>	<ul style="list-style-type: none"> • City of Ivrea • Alta Scuola Politecnica • Politecnico di Torino – Department of Architectural Planning and Industrial Design 	
Resources		<i>Costs borne</i>
	<ul style="list-style-type: none"> • Management Structure, development expenditure • City of Ivrea, operating expenditure • Alta Scuola Politecnica, development expenditure • Politecnico di Torino – Department of Architectural Planning and Industrial Design, development expenditure 	Medium to long-term action to be scheduled

E	PRESENTATION ACTION PLAN
E-4	Focused presentation projects
Aims / Objectives	<ul style="list-style-type: none"> • Improve Presentation of Nomination and Property • Develop a nomination support network; • Promote local community engagement and awareness; • Encourage local stakeholder involvement; • Ensure communication of the interpretive resources available for the nomination to the broader public, expert audiences and external stakeholders; • Encourage a direct exchange of information through the Property experience, aimed at communicating the values of the UNESCO – WHL “brand” and the most significant values and contents (relevance and uniqueness) of the Property to identified targets; • Ensure coordination and integration with the Property’s interpretive activities

E	PRESENTATION ACTION PLAN	
E-4	Focused presentation projects	
Action E-4.1	Visits along the cultural itineraries of the Industrial City of the 20th Century	
<i>Logframe</i>		<i>Timeframe</i>
	<p>Visits along cultural paths can be divided into 4 groups:</p> <p>(A) Guided tours by the Steering Group, organised by Nomination Dossier project leaders Visits (underway since 2008) organised and managed each time an event is held for the Nomination’s presentation: International seminar 23/24 March 2014; Architecture in the City Festival 2015; Seminar on Archives and UNESCO world heritage (05/2015)</p> <p>(B) Guided tours organised and managed by the Capellaro Foundation as part of the Tecnologic@mente Museum activities</p> <p>(C) Guided tours along the Property’s cultural itineraries Guided tours along the Property’s cultural paths must be integrated into the visitor experience:</p> <ol style="list-style-type: none"> a. As a complementary activity with respect to permanent or temporary exhibitions 	<p>03/2008 – ongoing as regards sub-actions (A), (B) and (C). From 01/2016-07/2018 (D).</p>

	<p>b. As a complementary activity with respect to cultural, seminar and conference events</p> <p>c. As an on-site interpretation activities of the Presentation Actions where the main targets are Ivrea schools</p> <p>The visits are organised on the occasion of cultural events and exhibitions, seminars, conferences, training courses, and educational activities. The proposed itineraries must be compatible with the target public</p> <p>To be integrated with Action C–1.1</p> <p>To be integrated with Action Cluster E–2; in the short-term Action E–2.1</p> <p>To be integrated with Action Cluster E–3; in the short-term Actions E–3.1 and E–3.2</p> <p>To be integrated with Action C–3.5 and Action E–4.2</p> <p>To be integrated with Action D–3.1</p> <p>Below, reference is made to the activities that need to be developed in the short-term as per letter (D)</p> <p>Target group(s)/ Beneficiaries: General public and visitors</p> <p>Activities:</p> <p>a) General organisation and management (to be started in the short-term) of the service, in coordination with the information point and other Property presentation activities</p> <p>b) Organisation and management (to be started in the short-term) of personalised visits according to themes and the requested level of detail</p> <p>c) Coordination with information Point. Organisation and management will be handled by the information</p> <p>Point in collaboration with cultural event organisers</p> <p>Results: Management Structure provided with an integrated and flexible service for the organisation and management of visits to the Property and its presentation cultural itineraries</p> <p>Expected outputs: Integrated service for the organisation and management of visits to the Property and its cultural presentation itineraries</p> <p>Indicators:</p>	
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	<p>No. of visits organised in the form of guided tours to engage the public</p> <p>(1) Description of activities carried out as part of the Action Education project on sustainable mobility within the Nomination site</p> <p>The project involves taking part in a competition “Green education incubators 2016”, IL PAESAGGIO VIEN CAMMINANDO (LANDSCAPE IS CREATED BY WALKING) section, which is targeted at educating nursery, primary and lower secondary school children about sustainable mobility and favouring knowledge of the landscape and its features through exploration of man-environment relationships. Finally, the purpose of the project is to educate younger generations on becoming active citizens, making a direct contribution to implementation of the Agreement on Climate Change.</p> <p>The competition is financed by Piedmont Region and aims to:</p> <ul style="list-style-type: none"> - gather and promote teaching experiences, reward the efforts of the schools and the quality of their programmes - offer prizes to contribute to school activities. <p>Target group(s)/ Beneficiaries:</p> <p>Nursery, primary and lower secondary school children.</p> <p>Activities:</p> <p>Schools taking part may submit:</p> <p>CATEGORY A – “Conclusive products” of teaching programmes carried out in scholastic years 2015-2016 or 2016-2017, valid for school/work experience programmes.</p> <p>- CATEGORY B – Work “Process products”. This category of products will document at least one teaching module particularly relevant to the subject chosen and to school/work experience programmes.</p> <p>These products will be achieved with tutoring and support by a Piedmont</p>	
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	<p>Region team of technical experts;</p> <p>Results:</p> <ul style="list-style-type: none"> - to gather and promote teaching experiences, rewarding the efforts of schools and the quality of their programmes - to offer prizes contributing to school activities <p>Expected outputs:</p> <p>Prize visit – City of Ivrea – social architecture of the area (buffer area)</p> <p>On conclusion of the first edition of the competition, the entries will be published on Piedmont Region, Metropolitan City of Turin and MIBACT (Ministry of Cultural Heritage and Activities and Tourism) sites.</p> <p>An on-line good practice e-book will also be produced for dissemination at regional level, as well as a special Facebook page with information and opportunities, Internet sites and materials useful for school programmes and publication of experiences.</p> <p>Indicators:</p> <p>Number of students taking part and of products presented</p>	
Organisation (A) (B) (C)		
<i>Leading Partner</i>	<ul style="list-style-type: none"> • Città di Ivrea <p>(1)</p> <p>Piedmont Region</p> <p>www.regione.piemonte.it/ambiente/greeneducation</p>	
<i>Other Partners</i>	<ul style="list-style-type: none"> • MIBACT • Piedmont Region • The Metropolitan City of Turin • The Adriano Olivetti Foundation • Guelpa Foundation • Capellaro Foundation –Tecnologic@mente Museum <p>Other organizations in Nomination section 5.i</p>	

	(1) <ul style="list-style-type: none"> • MIBACT (Ministry of Cultural Heritage and Activities and Tourism) – Superintendency of Archaeology and Fine Arts and Landscape for the Metropolitan City of Turin SABAP - TO • MIUR – Piedmont Regional Education Office • Piedmont Region • Metropolitan City of Turin 	
Resources		<i>Costs borne</i>
	(1) Piedmont Region and Metropolitan City of Turin tutors Teachers from Ivrea City school taking part in the competition	Resources for the actions already performed were procured from those allocated to the activities of the Nomination's Project Coordinator and for the preparation of the Nomination File
Project Partners (or Delivery Partners) (D)		
<i>Leading Partner</i>	<ul style="list-style-type: none"> • Management Structure 	
Partner	<ul style="list-style-type: none"> • Capellaro Foundation – tecnologic@mente museum • Academic network Ivrea 2 • Academic network Pavone – Banchette • Carlo Botta Humanities and International Secondary School • Antonio Gramsci State Sciences Secondary School – Institution has been part of the network of UNESCO schools since the academic year 2014–2015 • Camillo Olivetti Secondary School • Giovanni Cena Secondary School – The secondary school has been part of the network of UNESCO schools since the academic year 2014 • Inter–Company Consortium of the Canavese Region – Ivrea • Turin UNESCO Centre 	

Resources		<i>Estimated costs</i>
	<ul style="list-style-type: none"> • Management Structure, development expenditure, grant • All other indicated partners, operating expenditure 	Between 01/2016–07/ 2018 for the organisation and start–up of service management, € 10,000.00 Resources to be procured

E	PRESENTATION ACTION PLAN	
E-4	Focused presentation projects	
Azione E-4.2	Events and cultural networks in the Industrial City of the 20th Century	
<i>Logframe</i>		<i>Timeframe</i>
	<p>The action proposes public access to, and enjoyment of the Nominated Property through:</p> <p>(A) events within cultural networks that aim to create public awareness and improve public appreciation and understanding of cultural heritage assets, and to engage creative and cultural industries and operators. In this case, it is important that events take place on-site in order that the heritage property is the focus of the event or at least the setting (with a particular focus on heritage enhancement and presentation aspects).</p> <p>(B) conferences on the Industrial City of the 20th Century. In the short-term, the focus will be on developing events linked to Industrial City themes (target is 2 international conferences); to be subsequently extended to other cultural events whose contents differ from the Property's main themes</p> <p>(C) temporary and/or permanent exhibitions of an educational and/or specialist nature linked to, and representative of the Industrial City of the 20th Century.</p> <p>The following sheets describe the types of initiatives from (A) to (C).</p>	<p>Permanent on an annual basis, beginning from 01/2016 – 07/2018</p> <p>(A) type events will be scheduled starting in the short-term</p> <p>(B) type events will be scheduled starting in the short-term with the aim of holding 2 conference-type events</p> <p>(C) type events will be scheduled in the medium to long-term</p> <p>Nell'italiano c'è (b)</p>

E	PRESENTATION ACTION PLAN	
E-4	Focused presentation projects	
Action E-4.2	Events and cultural networks in the Industrial City of the 20th Century	
Sub-Action (A)	(A) Events and Cultural Networks	
<i>Logframe</i>		<i>Timeframe</i>
	<p>To be integrated with Action D-2.6, type (E)</p> <p>Target group(s)/ Beneficiaries: General public and local community</p> <p>Activities: Organisation and management of events connected to cultural networks that aim to create public awareness and improve public appreciation and understanding of cultural heritage assets, and to engage creative and cultural industries and operators.</p> <p>Results: Improved visibility of the Nominated Property within broader cultural networks that enjoy a high level of dissemination; increased local community awareness and identification with the Property's themes and values of the world heritage list</p> <p>Expected outputs: Events connected to cultural networks that aim to create public awareness and improve public appreciation and understanding of cultural heritage assets, and to engage creative and cultural industries and operators.</p> <p>Indicators: No. of events organised or scheduled</p>	See above
Project Partners (or Delivery Partners)		
<i>Leading Partner</i>	<ul style="list-style-type: none"> • Management Structure 	
<i>Other Partners</i>	<ul style="list-style-type: none"> • Piedmont Region – Promotion of Culture, Tourism and Sport • Organisers of events and cultural networks 	

Resources		<i>Estimated costs</i>
	<ul style="list-style-type: none"> • Management Structure, development expenditure, grant • Piedmont Region – Promotion of Culture, Tourism and Sport, development expenditure, own resources. Approval of Collaboration Agreement with Ivrea City Council for short-term implementation of the Management Plan (Regional Government Deliberation 23-3382 of 30.05.2016). • Organisers of events and cultural networks, development expenditure, own resources 	<p>Between 01/2016 – 07/2018 € 10,000.00: of which at the expense of the Piedmont Region, € 10,000.00 Resources to be procured</p> <ul style="list-style-type: none"> • Piedmont Region: assignment of contribution of a total of 100.000,00 Euros allocated to actions C-1, D -1.2, D - 2.6, E-2.1 and E- 4.2), to be used by 09/2017.

E	PRESENTATION ACTION PLAN	
E-4	Focused presentation projects	
Action E-4.2	Events and cultural networks in the Industrial City of the 20th Century	
Sub-Action (B)	(B) Conferences on the Industrial City of the 20th Century	
<i>Logframe</i>		<i>Timeframe</i>
	<p>The aim of the sub-action is to encourage expert public and active learners' appreciation and understanding of the Property through the organisation of specialist international conferences and seminars inside the Property on various interpretations, problems and issues linked to industrial cultural heritage, the historic and contemporary urban landscape (in particular in industrial cities), and its definition, conservation and management. Ripetuto Exhibits will therefore be linked to heritage asset knowledge-building activities, research activities on the Nominated Property's themes, and activities for the interpretation and dissemination of results to an expert audience.</p> <p>To be integrated with Action C-3.5 To be integrated with Action B-3.1-3 To be integrated with Action C-3.2, above all in relation to research projects To be integrated with Action C-3.3, above all in relation to research projects To be integrated with Action C-3.9 To be integrated with Action D-2.6, for specific communication activities To be integrated with Action E-4.1, for property visit activities during events</p> <p>Target group(s)/ Beneficiaries: University and Post-grad students, researchers and university professors, journalists, experts on the theme of modern heritage conservation and interpretation, cultural and creative operators, local administrations and communities</p> <p>Activities:</p> <ul style="list-style-type: none"> a) Definition of the project, linked to existing research projects on the Property's listed buildings and themes by both study and research institutions and public or private cultural institutes. b) Organisation of events in coordination with activities for the 	See above

	<p>communication and presentation of the Nominated Property</p> <p>c) Conference management</p> <p>d) Post–event evaluation and publication of results</p> <p>Results:</p> <p>The creation of a link between research, informative and interpretation projects, and cultural events that seek to disseminate outcomes and create broader partner networks for future activities</p> <p>Expected outputs:</p> <p>International conferences developed around the themes of conservation, interpretation, presentation and management of the Property and/or modern heritage</p> <p>Indicators:</p> <p>No. of conferences</p> <p>No. of participants</p> <p>No. of participants from each type of public</p> <p>No. of contacts for the distribution of the event’s published contents (online publication)</p>	
Project Partners (or Delivery Partners)		
<i>Leading Partner</i>	Management Structure	
<i>Other Partners</i>	<ul style="list-style-type: none"> • Piedmont Region – Promotion of Culture, Tourism and Sport, development expenditure, own resources. Approval of Collaboration Agreement with Ivrea City Council for short-term implementation of the Management Plan (Regional Government Deliberation 23-3382 of 30.05.2016). • Politecnico di Torino – Higher Institute on Territorial Systems for Innovation (S.i.T.I); Post–Graduate course in “Architectural and Landscape Heritage” • Università di Torino – “International Training and Research Centre on the Economics of Culture and World Heritage (ITRECH)” • Politecnico di Milano – UNESCO Chair “Architectural Preservation and Planning in Heritage Cities” 	

	<ul style="list-style-type: none"> • (Turin UNESCO Centre) International Category 2 UNESCO Centre on the Economics of Culture and World Heritage (ITRECH) and CSS – EBLA Silvia Santagata Centre for Studies • Politecnico di Torino – Department of Architectural Planning and Industrial Design • Politecnico di Milano – Department of Architecture and Urban Studies; Faculty of Architecture and Society; School of Design • Università degli Studi di Torino – Department of Historical Studies 	
Resources		<i>Estimated costs</i>
	<ul style="list-style-type: none"> • Management Structure, development expenditure, grant • Piedmont Region – Promotion of Culture, Tourism and Sport, development expenditure, grant • All other indicated partners, operating expenditure 	<p>Between 01/2016 – 07/2018 € 50,000.00: of which at the expense of the Management Structure, € 30,000.00; of which at the expense of the Piedmont Region, € 20,000.00. Resources to be procured</p> <ul style="list-style-type: none"> • Piedmont Region: assignment of contribution of a total of 100,000.00 Euros to be allocated to actions C-1, D -1.2, D - 2.6, E- 2.1 and E- 4.2), to be used by 09/2017.

E	PRESENTATION ACTION PLAN	
E-4	Focused presentation projects	
Action E-4.2	Events and cultural networks in the Industrial City of the 20th Century	
Sub-action (C)	(C) Temporary Exhibitions on the Industrial City of the 20th Century	
<i>Logframe</i>		<i>Timeframe</i>
	<p>The aim of the action is to encourage public access to, and enjoyment of the Property through the set-up of temporary and/or permanent educational and/or specialist exhibition events, linked to, and representative of the 20th Century Industrial City theme.</p> <p>The exhibitions will cover themes and issues relative to industrial cultural heritage, the historic urban landscape (in particular in industrial cities), its identification, conservation and management. The exhibitions will therefore be linked to heritage asset knowledge-building activities, research activities on the Nominated Property's themes, activities for the interpretation and dissemination of results to both an expert audience and the general public.</p> <p>To be integrated with Action C-3.5</p> <p>To be integrated with Action E-4.2, type (B)</p> <p>To be integrated with Action B-3.1-3</p> <p>To be integrated with Action C-3.2, above all in relation to research projects</p> <p>To be integrated with Action C-3.3, above all in relation to research projects</p> <p>To be integrated with Action C-3.9</p> <p>To be integrated with Action D-2.6, for specific communication activities</p> <p>To be integrated with Action E-4.1, for visit activities during events</p> <p>Target group(s)/ Beneficiaries:</p> <p>General public and the local community; University and Post-grad students, researchers and university professors, journalists, experts on the theme of modern heritage conservation and interpretation, cultural and creative operators</p> <p>Activities:</p> <p>a. Long to medium-term scheduling of exhibitions</p> <p>b. Monitoring and analysis of results</p> <p>For each event:</p>	See above

	<p>c. Definition of the project, linked to existing research projects on the Property's listed buildings and themes by both study and research institutions and public or private cultural institutes, coordinated with seminars which can in turn be linked to these projects</p> <p>d. Organisation of exhibitions in coordination with the Property's communication and presentation activities</p> <p>e. Preparation of exhibition materials and set-up</p> <p>f. Editing, graphic design and printing of exhibition catalogues.</p> <p>g. Exhibition management</p> <p>Results: Creation of a link between research, informative and interpretation projects, and cultural events that seek to disseminate outcomes and create broader partner networks for future activities</p> <p>Expected outputs: International exhibitions developed around the themes of conservation, interpretation, presentation and management of the Property and/or modern heritage</p> <p>Indicators: No. of exhibitions No. of visitors No. of visitors per type of public No. of contacts on website / any web pages dedicated to the exhibition</p>	
Project Partners (or Delivery Partners)		
<i>Leading Partner</i>	<ul style="list-style-type: none"> • Management Structure 	
<i>Other Partners</i>	<ul style="list-style-type: none"> • Piedmont Region – Promotion of Culture, Tourism and Sport • Politecnico di Torino – Higher Institute on Territorial Systems for Innovation (S.i.T.I); Post-Graduate course in “Architectural and Landscape Heritage” • Università di Torino – “International Training and Research Centre on the Economics of Culture and World Heritage (ITRECH)” • Politecnico di Milano – UNESCO Chair “Architectural Preservation and 	

	<p>Planning in Heritage Cities”</p> <ul style="list-style-type: none"> • (Turin UNESCO Centre) International Category 2 UNESCO Centre on the Economics of Culture and World Heritage (ITRECH) and CSS – EBLA Silvia Santagata Centre for Studies • Politecnico di Torino – Department of Architectural Planning and Industrial Design • Politecnico di Milano – Department of Architecture and Urban Studies; Faculty of Architecture and Society; School of Design • Università degli Studi di Torino – Department of Historical Studies • I.C.O.M Italia – International Council of Museums • Adriano Olivetti Foundation • The network of national museums of contemporary art and architecture (CSAC, Study Centre and Communication Archive of Parma; MART_Contemporary and Art Museum of Trento and Rovereto; MAXXI, Museum of 21st Century Art and Architecture of Rome) [To be moved to corresponding AP (Knowledge –) Conservation] • ERIH – European Route of Industrial Heritage • TICCIH • DOCOMOMO INTERNATIONAL • Italian UNESCO World Heritage Association 	
Resources		<i>Estimated Costs</i>
	<ul style="list-style-type: none"> • Management Structure, development expenditure, grant • All other indicated partners, operating expenditure • Funding partners (local grantmaking foundations, banking foundations, etc.), own resources 	Medium to long-term action to be scheduled

E	PRESENTATION ACTION PLAN	
E-4	Focused presentation projects	
Action E-4.3	Modernisation of tourism-related services to enhance public enjoyment and appreciation of the Industrial City of the 20th Century	
<i>Logframe</i>		<i>Timeframe</i>
	<p>Development and implementation of innovation projects – on technology, management, business services, tourism and reception services – linked to the intangible contents of the nomination for “Ivrea, Industrial City of the 20th Century”. For example: Renewed tourism-related services to encourage the integrated promotion of the Property, Ivrea and the Morainic Amphitheatre of Ivrea; Renewed services offer through innovative hybrid entrepreneurial concepts combining tourism-related services, retail offers, catering, shared work spaces and extended opening times. The action concerns those participating in accelerator programmes (in particular startup founders and creative professionals in general) and City Users.</p> <p>To be integrated with Action D-2.6, Sub-Action (A)</p> <p>Target group(s)/ Beneficiaries: Economic operators in the local community, in sectors linked to the Property’s value enhancement activities</p> <p>Activities: Identification of informative, training and supportive opportunities to encourage innovation, aimed at businesses linked to the Property’s value enhancement Definition of a programme of informative and educational actions Creation of an informative channel consisting of dedicated web pages in the institutional website of “Ivrea, Industrial City of the 20th Century”, providing access to tenders and other forms of support for innovation Definition of agreements among partners and business innovation services for specific activities in support of innovation</p> <p>Results: Definition and implementation of a consultative policy for the modernisation of local businesses, linked to the Property’s value enhancement actions Raised awareness and local community engagement in opportunities for</p>	<p>Between 01/2016 – 07/2018 through coordinated scheduling with relevant European, national and regional policies</p>

	<p>sustainable development linked to the Property's inscription on the world heritage list</p> <p>Expected outputs: Informative events and training courses</p> <p>Indicators: No. of participants at informative events and training courses No. of contacts on web pages dedicated to the institutional website of "Ivrea, Industrial City of the 20th Century" No. of companies that contributed to supporting innovation</p>	
Project Partners (or Delivery Partners)		
<i>Leading Partner</i>	<ul style="list-style-type: none"> • Management Structure 	
<i>Other Partners</i>	<ul style="list-style-type: none"> • Piedmont Region – Promotion of Culture, Tourism and Sport • City of Ivrea • Confindustria Canavese • ASCOM (Traders & Dealers Association) • CONFESERCENTI (Italian Confederation of Traders and Hotel Owners) • Advisory Board for the Canavese area, strategic plan for the Metropolitan City of Turin, extension of "Strategic Turin" initiative • Important business owners identified in the Board above; • Partners of the "Canavese Inside" fertile ground for innovation initiatives (www.canaveseinside.com) (if not included in previous point) • Retail and catering businesses in the Property's core zone • Retail and catering businesses outside the core zone (in particular hotels, restaurants, and the involvement of retail stores to promote the Property – namely bookshops) 	
Resources		<i>Estimated Costs</i>
	<ul style="list-style-type: none"> • Piedmont Region – Promotion of Culture, Tourism and Sport, development expenditure, own resources • All other indicated partners, development expenditure 	<p>Between 01/2016–07/2017 € 15,000.00:</p> <p>of which at the expense of the Piedmont Region, € 10,000.00;</p> <p>of which at the expense of other partners, € 5,000.00</p>

E	PRESENTATION ACTION PLAN	
E–4	Focused presentation projects	
Action E–4.4	Reusing the Industrial City of the 20th Century	
<i>Logframe</i>		<i>Timeframe</i>
	<p>The action concerns the organization and management of the temporary reuse of spaces in listed properties (unused or under–used) to host temporary events such as informative and/or educational workshops aimed at cultural and social startups, open co–working spaces, a creative hub for the incubation of innovative startups in the field of culture, social innovation, etc.</p> <p>To be integrated with Action E–4.3</p> <p>Target group(s)/ Beneficiaries: Predominantly figures with artistic, creative, cultural, hand–crafting skills and vocations, from the local community and beyond</p> <p>Activities:</p> <ul style="list-style-type: none"> a. Identification of spaces in under–used and/or unused heritage assets b. Feasibility study on works necessary to guarantee the conformity of said heritage assets with safety standards c. Consultative agreements with owners and/or managers of the most suitable spaces and the scheduling of works to ensure their conformity (if necessary) d. Definition of a program of activities for reuse, consistent with the contents of the action and including the participation of public and private entities. e. Development of medium–term temporary events <p>Results: Creation of a support network allowing the Management Structure, public authorities and actively involved partners to program and implement activities and events in the short to medium–term.</p> <p>Expected outputs: Program of events for temporary reuse and reversible open spaces that can be used for work purposes and to create and develop new cultural and social companies</p> <p>Indicators:</p>	<p>Between 01/2016 – 07/2018 through coordinated scheduling with relevant European, national and regional policies</p>

	<p>Implementation of the program of activities and events (Yes / No)</p> <p>No. of temporary events developed in the short to medium-term (minimum objective 1 event)</p> <p>Surface area (m2) reused for temporary uses</p>	
Project Partners (or Delivery Partners)		
<i>Leading Partner</i>	<ul style="list-style-type: none"> • Management Structure 	
<i>Other Partners</i>	<ul style="list-style-type: none"> • Start-up accelerator program operators • Major owners (Asset Management Companies) • Stakeholders in the local community • “Temporioso” Cultural Association • HorrorVACUI Study Centre (Let’s reuse Italy) • Metropolitan City of Turin • Piedmont Region – Regional Competitiveness Directorate 	
Resources		<i>Estimated Costs</i>
	<ul style="list-style-type: none"> • Management Structure, development expenditure, grant • Start-up accelerator program operators, development expenditure • Major owners (Asset Management Companies), development expenditure • Stakeholders in the local community, operating expenditure • “Temporioso” Cultural Association, operating expenditure • HorrorVACUI Study Centre (Let’s reuse Italy), operating expenditure • Figures that support social innovation, operating expenditure or development expenditure, grants obtained from European programs • Metropolitan City, development expenditure, grants obtained from European programs • Piedmont Region – Regional Competitiveness Directorate, development expenditure, grants obtained from European programs 	<p>Between 01/2016–07/2018</p> <p>€ 25,000.00:</p> <p>of which at the expense of the Management Structure: € 10,000.00;</p> <p>of which at the expense of other partners: € 15,000.00</p> <p>Resources to be procured</p>

E	PRESENTATION ACTION PLAN
E-5	Integrated Interpretation Center of the Industrial City of the 20th Century
Aims/Objectives	<ul style="list-style-type: none"> • Improve the Presentation of Nomination and Property • Develop a nomination support network for the Nomination and the Property's evolving Interpretation; • Promote local community engagement and awareness; • Encourage local stakeholder's involvement; • Ensure communication of the interpretive resources available for the nomination to the broader public, expert audiences and external stakeholders; • Encourage a direct exchange of information through the Property experience, aimed at communicating the values of the UNESCO – WHL “brand” and the most significant values and contents (relevance and uniqueness) of the Property to identified targets; • Ensure coordination and integration with the Property's interpretive activities

E	PRESENTATION ACTION PLAN	
E-5	Integrated Interpretation Center of the Industrial City of the 20th Century	
Action E-5.1	Feasibility study on the development of an Integrated Interpretation Center	
<i>Logframe</i>		<i>Timeframe</i>
	<p>The action involves the development of a feasibility study which, based on actions commenced in the short-term, defines resources, opportunities, limitations and critical issues for the establishment of an Interpretation Centre that integrates cultural heritage assets within and outside the Property, but which can nonetheless be linked to the theme of Ivrea, Industrial City of the 20th Century.</p> <p>The study also includes the identification of stakeholders involved (national and international), and the identification and implementation of consultative tools (enhancement agreements). The feasibility study must include a program for the effective integration of actions and works in the previous project sheets.</p> <p>The Action will be planned and organized as part of Action B-3.3. To be integrated with Action Cluster C-3</p> <p>Target group(s)/ Beneficiaries: Management Structure, cultural institutes, study and research institutions,</p>	01/2016 – 07/ 2018

	<p>cultural operators</p> <p>Activities:</p> <p>a. Analysis of current knowledge, interpretation and presentation of the Property's heritage assets, also in light of the Actions in the Management Plan that have already been commenced, and heritage assets outside the Property</p> <p>b. Analysis of value enhancement programs of similar sites and/or those of specific relevance</p> <p>c. Analysis of other relevant Interpretation Centers</p> <p>d. Consultation with cultural operators and institutes engaged in promoting the Property's knowledge, interpretation and presentation</p> <p>e. Search for scientific and institutional partners</p> <p>f. Drawing up of a feasibility study on the integrated interpretation Centre</p> <p>Results:</p> <p>Provide a tool for the Management Structure consisting of a feasibility study which, based on actions commenced in the short-term, defines resources, opportunities, limitations and critical issues for the establishment of an interpretation Centre that integrates cultural heritage assets within and outside the Property, but which can nonetheless be linked to the theme of Ivrea, Industrial City of the 20th Century.</p> <p>Expected outputs:</p> <p>Feasibility study</p> <p>Partner network for the development of the Integrated Interpretation Centre</p> <p>Indicators:</p> <p>Drawing up of feasibility study (Yes/No)</p> <p>Number of external partners involved in drawing up the feasibility study</p>	
Project Partners (or Delivery Partners)		
<i>Leading Partner</i>	Management Structure	
<i>Other Partners</i>	<ul style="list-style-type: none"> • I.C.O.M Italia – International Council of Museums • I.C.O.MOS • Superintendency of Fine Arts and Landscape for the Municipality and the 	

	<p>Metropolitan City of Turin</p> <ul style="list-style-type: none"> • Ministry of Cultural Heritage and Activities and Tourism – Museum Directorate • ERIH – European Route of Industrial Heritage • TICCIH • DOCOMOMO INTERNATIONAL • Italian Association of UNESCO World Heritage Sites • Politecnico di Torino – Higher Institute on Territorial Systems for Innovation (S.i.T.I); Post-Graduate course in “Architectural and Landscape Heritage” • Università di Torino – “International Training and Research Centre on the Economics of Culture and World Heritage (ITRECH)” • Politecnico di Milano – UNESCO Chair “Architectural Preservation and Planning in Heritage Cities” • (Turin UNESCO Center) International Category 2 UNESCO Center on the Economics of Culture and World Heritage (ITRECH) and CSS – EBLA Silvia Santagata Center for Studies • Politecnico di Torino – Department of Architectural Planning and Industrial Design • Politecnico di Milano – Department of Architecture and Urban Studies; Faculty of Architecture and Society; School of Design • Università degli Studi di Torino – Department of Historical Studies • Olivetti Historical Archive Association • Capellaro Foundation – tecnologic@mente museum • National Corporate Cinema Archive • Landscape Observatory Association for the Morainic Amphitheatre of Ivrea • The network of national museums of contemporary art and architecture (CSAC, Study Center and Communication Archive of Parma; MART_Contemporary and Art Museum of Trento and Rovereto; MAXXI, Museum of 21st Century Art and Architecture of Rome) [To be moved to corresponding AP (Knowledge –) Conservation] • Other important national or international cultural operators 	
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Resources		<i>Estimated Costs</i>
	<ul style="list-style-type: none"> • Management Structure, development expenditure • All other indicated partners, operating expenditure 	Between 01/2016–07/ 2018 € 15,000.00 Resources to be procured

E	PRESENTATION ACTION PLAN	
E-5	Integrated Interpretation Center of the Industrial City of the 20th Century	
Action E-5.2	Virtual (or Online) Museum dedicated to the Property	
<i>Logframe</i>		<i>Timeframe</i>
	<p>The action concerns the organization and start-up of a virtual digital museum dedicated to the Property.</p> <p>This is connected to the projects “Digit Ivrea: Transmission, Presentation and Conservation of 20th Century Heritage” (Politecnico di Torino with the City of Ivrea) and “Virtual Museum” (Alta Scuola Politecnica).</p> <p>To be integrated with Action Cluster B-3, in particular Actions B-3.1 and B-3.2</p> <p>To be integrated with Action Cluster B-2, in particular Action B-2.5]. The expected outputs of these actions (a digital survey of the property and a 3D model) can be applied to a wide range of uses including education, virtual visitation, and asset management.</p> <p>To be integrated with Action Cluster E-2, in particular Action E-3.5</p> <p>To be integrated with Action Cluster E-5, in particular Action E-5.1]</p> <p>Target group(s)/ Beneficiaries:</p> <p>General public and the local community; University and Post-grad students, researchers and university professors, journalists, experts on the theme of modern heritage conservation and interpretation, cultural and creative operators.</p> <p>Activities:</p> <p>a. Development of the Virtual (or online) Museum design concept</p> <p>b. Operational program and final design of components</p> <p>c. Engineering and Development of the Virtual Museum Web Platform</p> <p>d. Creation of virtual visitor information stations within the Property</p> <p>e. Start-up and management of the Virtual (or Online) Museum.</p> <p>Results:</p> <p>Development of infrastructure for the Property’s presentation with the organization and launch of a virtual digital (or online) Museum dedicated to the Property.</p>	<p>01/2016 – 07/2018 for activities a and b</p> <p>08/2018 – 12/2020 for activities c to e</p>

	<p>Expected outputs: Virtual digital (or online) museum dedicated to the Property</p> <p>Indicators: Creation of the digital platform for the virtual (or online) museum dedicated to the Property (Yes/No) No. of physical virtual visitor information stations planned and developed within the Property No. of interactions with Museum's digital platform No. of visitors involved in a Museum and Property visit cycle (online preparation, visit, post-visit analysis, impact echo).</p>	
Project Partners (or Delivery Partners)		
<i>Leading Partner</i>	<ul style="list-style-type: none"> • Management Structure • Politecnico di Torino – Department of Architectural Planning and Industrial Design • Politecnico di Milano – Department of Architecture and Urban Studies; Faculty of Architecture and Society; School of Design • Alta Scuola Politecnica 	
<i>Other Partners</i>	<ul style="list-style-type: none"> • I.C.O.M Italia – International Council of Museums • I.C.O.MOS • Superintendency of Fine Arts and Landscape for the Municipality and the Metropolitan City of Turin • Ministry of Cultural Heritage and Activities and Tourism – Museum Directorate • ERIH – European Route of Industrial Heritage • TICCIH • DOCOMOMO INTERNATIONAL • Italian UNESCO World Heritage Association • Olivetti Historical Archive Association • Adriano Olivetti Foundation • Capellaro Foundation – tecnologic@mente museum • National Corporate Cinema Archive • Landscape Observatory Ass'n for the Morainic Amphitheatre of Ivrea 	

Resources		<i>Estimated Costs</i>
	<ul style="list-style-type: none"> • Management Structure, development expenditure, grant • Politecnico di Torino, development expenditure, grant (Potential Telecom Italia Foundation tender) • City of Ivrea, development expenditure, grant (Potential Telecom Italia Foundation tender) • All other indicated partners, operating expenditure 	Between 01/2016 – 07/2018 € 100,000.00 for activities a and b: of which at the expense of the Politecnico di Torino, € 50,000.00; of which at the expense of the Politecnico di Milano, € 50,000.00 Resources to be procured

Identification of key actions

In the short-term Management Plan key actions take priority for the use of those resources that will be progressively raised. These actions are reported in the following table. The Plan Fields refer to the Management Plan Action Clusters.

Reference	Essential Action Cluster/Key Action	Plan Fields
A-2.1	Management Structure establishment and start-up	Coordination
A-2.4	Coordination of the Actions	
B-1.2	Full assessment, reporting, consultation process and decision regarding the designation of the locally listed buildings included in the Nominated Property	Protection
B-1.3	Ivrea Land Use Plan review and regulatory compliance of town planning tools with Regional Landscape Plan	
B-2.2	Restoration of the Adriano Olivetti nursery school and regulatory compliance	Conservation
B-3.1	Research and Documentation Programme to enhance the knowledge and understanding of the listed buildings	Documentation
C-2.2	Training courses for technical and administrative capacity building for Property Conservation	Professional capacity building, building and facilities management SMEs innovation for Conservation
D-1.1	Creation of a graphic identity for the Nomination and the development of base applications (for the part concerning the Italian and English management of the Nominated Property website)	Integrated institutional communication plan

Reference	Essential Action Cluster/Key Action	Plan Fields
D-2.6 Sub-action (E)	Communication campaign targeting strategic audiences for Property presentation and enjoyment - Activities to promote the participation of the Nominated Property in cultural networks and events promoting public awareness and appreciation of cultural heritage assets, and more generally creative and cultural industries.	Priority communication actions
D-2.7	“UNESCO Days – Ivrea and District of Ivrea”	
D-3.1	“School UNESCO Days in Ivrea and in the District of Ivrea”	
E-2.1	Establishment of a Visitor Center on the Property’s cultural paths	Visitor Center
E-3.1	Development of a project for renovation and management of the Open–Air Modern Architecture Museum in Ivrea, including the review and alignment of the exhibition program	Cultural itineraries «Open-air Museum of Modern Architecture» (MaAM) Ivrea
E-3.2	Maintenance works at the stopovers, lookouts and information points along the cultural itineraries	
E-3.3	Re–design, re–writing and re–printing of informative materials	
E-3.4	Re–design and development of the institutional website	
E-4.2 Sub-action (B)	Events and cultural networks in the Industrial City of the 20th Century – Conferences on the Industrial City of the 20th Century	Focused presentation projects

Integrated Projects

Integrated projects bring together the project sheets concerning planning topics or groups of project partners belonging to different Action Plans. They have been organised based on the references listed in the Action Plan project sheets and will be delivered through Technical Advisory Boards established by the Steering Committee. Integrated projects are a strategic element of the Management Plan; they will be implemented in the short-term and can be developed over a medium-term period. Depending on the integrated projects they may be used to apply for grants destined to enhance the promotion of cultural assets or used for other European, national or regional programs consistent with the Management Plan. Below are some examples of possible Integrated projects that will be drawn up.

Integrated conservation and adaptive reuse of listed buildings belonging to large owners	
Reference	Action
B-1 Action 3	Review of Ivrea land-use plan and regulatory compliance of the town planning tools to the Regional Landscape Plan
B-2 Action 5	Monitoring of conservation and adaptive reuse of the heritage assets in the Nominated Property
B-3 Action 1	Research and Documentation Programme to enhance the knowledge and understanding of the listed buildings
C-2 Action 1	Training courses for technical and administrative capacity building for Property Conservation
B-2 Action 6	Toolbox for reception, settlement, reuse and conservation of heritage assets

Property digitization integrated project	
Reference	Action
B-3 Action 1 and 2	Research and Documentation Programme to enhance the knowledge and understanding of the listed buildings Research and Documentation Programme to enhance the knowledge and understanding of movable heritage assets in the Nominated Property

B-2 Action 5	Monitoring of the conservation and adaptive reuse of the heritage assets
E-3 Action 5	Design and development of a Virtual Reality Web based App
E-5 Action 1	Feasibility study on the development of an Integrated Interpretation Center

«Ivrea, Industrial City of the 20th century» Site promotion, presentation and contents dissemination integrated project	
Reference	Action
D-2 Action 6	Communication campaign targeting strategic audiences for Property presentation and enjoyment
D-2 Action 7	"UNESCO Days – Ivrea and District of Ivrea"
D-3 Action 1	"School UNESCO Days in Ivrea and in the District of Ivrea"
E-2 Action 1	Establishment of a Visitor Center
E-4	Focused presentation projects

Short-term Management Plan Delivery Budget

The following table reports the estimated budget for the delivery of the short-term Management Plan. For each action, allocated resources and funds to be raised are shown.

Ref	Action Plan		Action Cluster		Action	Allocated Resources	Fund to be raised	Total
A	Coordination					0,00	73,285.00	73,285.00
		A-2	Management Plan Coordination			0.00	73,285.00	73,285.00
				A-2.1	Management Structure establishment and start-up		1,660.00	1,660.00
				A-2.2	Property Management Structure - office set-up		10,150.00	10,150.00
				A-2.3	Management Structure plenary sessions (at intervals specified by procedures)		2,040.00	2,040.00
				A-2.4	Coordination of Actions		51,100.00	51,100.00
				A-2.5	Preparation of annual report and monitoring of Management Plan		1,700.00	1,700.00
				A-2.6	Analysis and evaluation of alternatives geared towards the establishment of a permanent Management Structure		5,275.00	5,275.00
				A-2.7	Plenary sessions to evaluate and update the Management Plan (2 meetings, including 1 to define the permanent Management Structure)		1,360.00	1,360.00
B	Documentation and Conservation					2,823,000.00	115,000.00	2,938,000.00
		B-1	Knowledge and Protection			0.00	35,000.00	35,000.00

Ref	Action Plan		Action Cluster		Action	Allocated Resources	Fund to be raised	Total
				B-1.1	Start of the designation process of the locally listed buildings included in the Nominated Property.	DONE		
				B-1.2	Full assessment, reporting, consultation process and decision regarding the designation of the locally listed buildings included in the Nominated Property.		0,00	0,00
				B-1.3	Ivrea Land Use Plan review and regulatory compliance of town planning tools with Regional Landscape Plan.		30,000.00	30.000.00
				B-1.4	Identification, designation, conservation and presentation of the Nominated Property's unprotected and/or uncatalogued archives		5,000.00	5,000.00
		B-2	CONSERVATION			2,823,000.00	15,000.00	2,838,000.00
				B-2.1	Feasibility Study on the preservation and restoration of the Adriano Olivetti nursery school	DONE		
				B-2.2	Preservation and Restoration of the Adriano Olivetti nursery school	1,695,000.00		1,695,000.00
				B-2.3	Maintenance, repairs and renovations to privately owned listed buildings	1,128,000.00		1,128,000.00
				B-2.4	Public and Green Areas Maintenance Programme		5,000.00	5,000.00
				B-2.5	Listed Building Conservation and Adaptive Reuse Monitoring Programme	MID-LONG TERM		
				B-2.6	Toolbox for reception, settlement, reuse and conservation of the listed buildings		5,000.00	5,000,00
				B-2.7	Support programme for the maintenance and renovation of the listed residential buildings by tenants and small owners		5.000.00	5,000.00

Ref	Action Plan		Action Cluster		Action	Allocated Resources	Fund to be raised	Total
		B-3	<i>Interpretative and cognitive resources integration</i>			0.00	65,000.00	65,000.00
				B-3.1	Research and Documentation Program to enhance the knowledge and understanding of the listed buildings		10,000.00	10,000.00
				B-3.2	Research and Documentation Programme to enhance the knowledge and understanding of movable heritage assets in the Nominated Property		55,000.00	55,000.00
				B-3.3	Development and implementation of a Cultural Promotion Program for the Nominated Property	MID-LONG TERM		
C	Capacity Building					0.00	75,000.00	75,000.00
		C-1	<i>Capacity building for presentation</i>			0.00	5,000.00	5,000.00
				C-1.1	Training courses for Site interpreters skills development			
				C-1.2	Training courses for local Archives Personnel and local Cultural Operators		5,000.00	5,000.00
		C-2	<i>Professional capacity building, building and facilities management SMEs innovation for Conservation</i>			0.00	15,000.00	15,000.00
				C-2.1	Training courses for technical and administrative capacity building for Property Conservation		15,000.00	15,000.00

Ref	Action Plan		Action Cluster		Action	Allocated Resources	Fund to be raised	Total
		C-3	University degree, Research Doctorate (Ph.D.), Postgraduate programs and Research projects			0.00	55,000.00	55,000.00
				C-3.1	Workshop courses in Bachelor of Science or Master of Science Programs with themes on modern heritage conservation and management in the Nominated Property and the Industrial City of the 20th Century	0.00	0.00	0.00
				C-3.2	Degree courses, Research Doctorate (Ph.D.) programs and research theses, Research projects on modern heritage conservation and management	0.00	0.00	0.00
				C-3.3	Degree program courses, Research Doctorate (Ph.D.) programs and research theses, Research projects on the Industrial City of the 20th Century and modern heritage management	0.00	0.00	0.00
				C-3.4	Seminar cycle organised by the National Committee for Olivetti's First Italian Factory Centenary Celebrations			
				C-3.5	Specialist International Conferences	See E-4,3	See E-4,3	See E-4,3
				C-3.6	Factory Futures: research-by-design program exploring innovative architectural responses for the European productive landscape of the future – Visiting School Ivrea	DONE		
				C-3.7	Training courses and development of multidisciplinary projects at the Alta Scuola Politecnica.	DONE		
				C-3.8	Training courses and workshops at the International Summer School of Ivrea.	DONE		

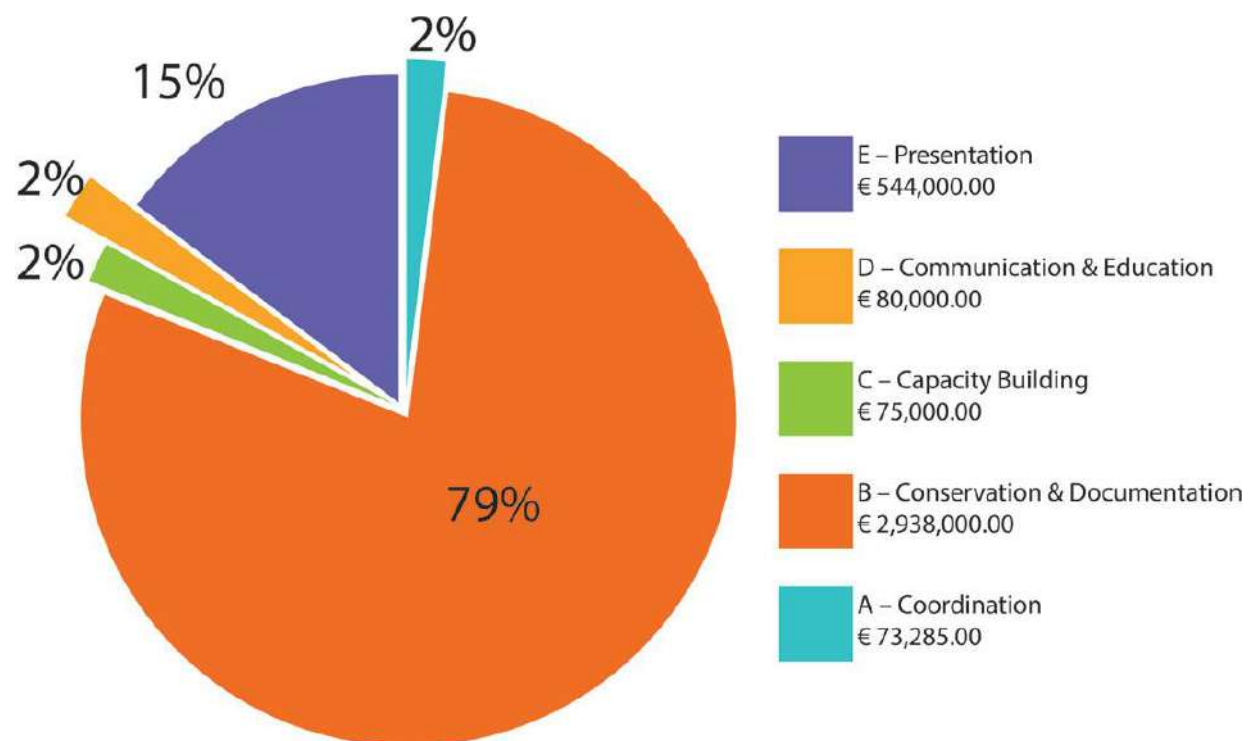
Ref	Action Plan		Action Cluster		Action	Allocated Resources	Fund to be raised	Total
				C-3.9	Regular high-level and post-graduate short training courses on selected themes of restoration, reuse and management of industrial and modern architectural heritage		40,000.00	40,000.00
				C-3.10	High-level and Post-graduate training courses on the restoration, reuse and management of industrial and modern architectural heritage		15,000.00	15,000.00
D	Communication and Education					0.00	80,000.00	80,000.00
		<i>D-1</i>	<i>Integrated institutional communication plan</i>			<i>0.00</i>	<i>15,000.00</i>	<i>15,000.00</i>
				D-1.1	Drafting the main elements of the integrated institutional communication plan for the Property Nomination		5,000.00	5,000.00
				D-1.2	Update of the integrated communication plan for the Property Nomination		10,000.00	10,000.00
				D-1.3	Review and development of the integrated communication plan	MID-LONG TERM		
		<i>D-2</i>	<i>Priority communication actions</i>			<i>0.00</i>	<i>55,000.00</i>	<i>55,000.00</i>
				D-2.1	Creation of a travelling exhibition dedicated to the Nomination	DONE		
				D-2.2	Creation of a travelling exhibition dedicated to the Nomination	DONE		
				D-2.3	Research, Promotion, Communication and Dissemination programme for the UNESCO World Heritage Nomination of "Ivrea, Industrial City of the 20th Century"	DONE		
				D-2.4	Public relations campaigns to promote the Nomination		5,000.00	5,000.00

Ref	Action Plan		Action Cluster		Action	Allocated Resources	Fund to be raised	Total
				D-2.5	Analysis of the local community: Drafting, delivery, analysis of questionnaire directed to the local community	See A-2,4	See A-2,5	See A-2,5
				D-2.6	Communication campaign targeting strategic audiences for Property presentation and enjoyment		25,000.00	25,000.00
				D-2.7	"UNESCO Days – Ivrea and District of Ivrea".		25,000.00	25,000.00
		D-3	Communication and education			0.00	10,000.00	10,000.00
				D-3.1	"School UNESCO Days in Ivrea and in the District of Ivrea"		10,000.00	10,000.00
				D-3.2	Participation by schools of Ivrea in World Heritage Education Program initiatives	MID-LONG TERM		
E	Presentation					0.00	544,000.00	544,000.00
		E-1	Audience Development			0.00	15,000.00	15,000.00
				E-1.1	Drawing-up an Audience Development Action Plan		15,000.00	15,000.00
		E-2	Visitor Center			0.00	179,000.00	179,000.00
				E-2.1	Establishment of a Visitor Center		179,000.00	179,000.00
				E-2.2	Setting-up of temporary exhibition spaces	MID-LONG TERM		
				E-2.3	Permanent exhibition "Ivrea, Industrial City of the 20th Century" set-up	MID-LONG TERM		
		E-3	Cultural itineraries «Open-air Museum of Modern Architecture » (MaAM) Ivrea			0.00	125,000.00	125,000.00

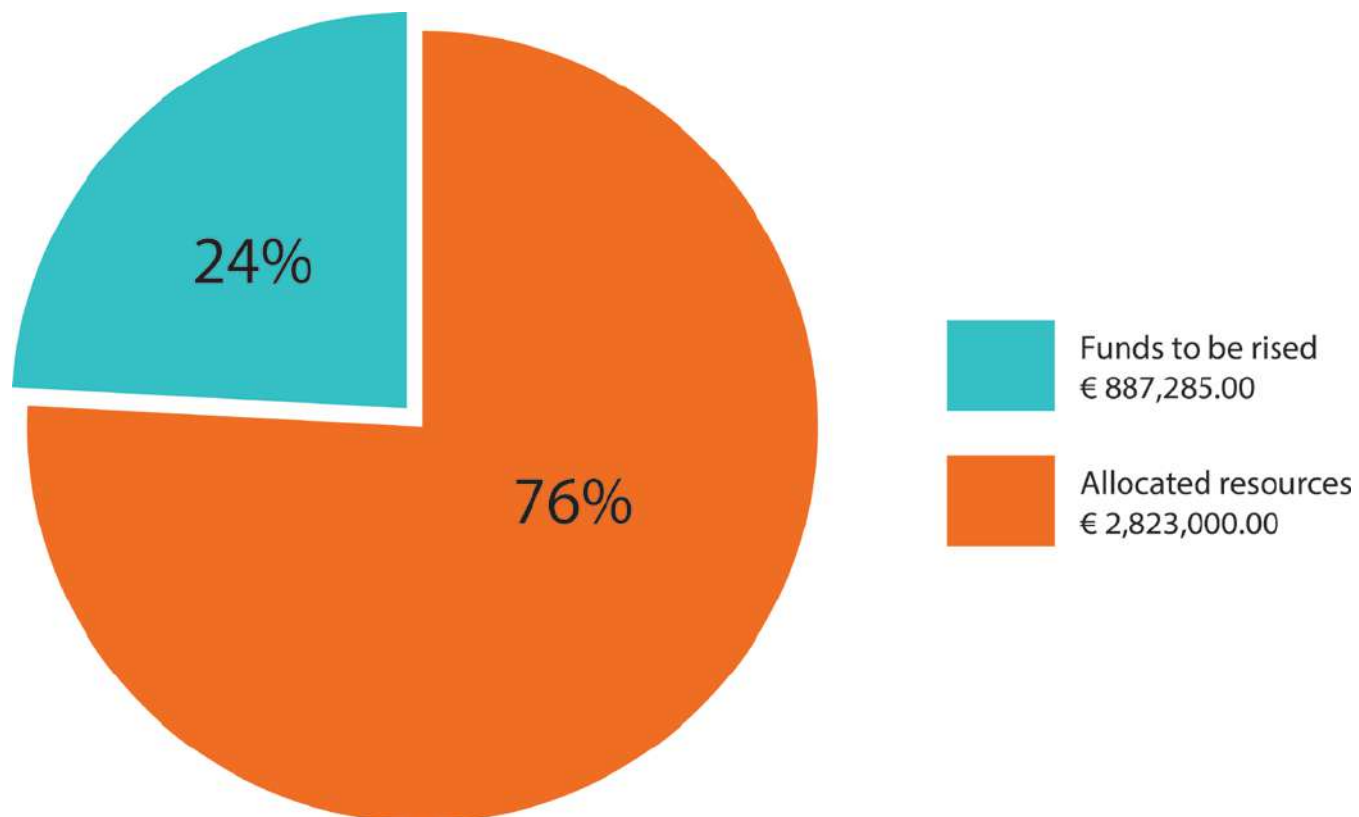
Ref	Action Plan		Action Cluster		Action	Allocated Resources	Fund to be raised	Total
				E-3.1	Development of a project for renovation and management of the Open-Air Modern Architecture Museum in Ivrea, including the review and alignment of the exhibition program.		10,000.00	10,000.00
				E-3.2	Maintenance works at the stopovers, lookouts and information points along the cultural itineraries		105,000.00	105,000.00
				E-3.3	Re-design, re-writing and re-printing of informative materials.		5,000.00	5,000.00
				E-3.4	Re-design and development of the institutional website.		5,000.00	5,000.00
				E-3.5	Design and development of a Virtual Reality Web Based App	MID-LONG TERM		
		E-4	Focused Presentation Projects			0.00	110,000.00	110,000.00
				E-4.1	Visits along the cultural itineraries of the Industrial City of the 20th Century		10,000.00	10,000.00
				E-4.2	Events and cultural networks in the Industrial City of the 20th Century		60,000.00	60,000.00
				E-4.3	Modernisation of tourism-related services to enhance public enjoyment and appreciation of the Industrial City of the 20th Century		15,000.00	15,000.00
				E-4.4	Reusing the Industrial City of the 20th Century		25,000.00	25,000.00
		E-5	Integrated interpretation center for the industrial city of the 20th century			0.00	115.000.00	115.000.00
				D-5.1	Feasibility study on the development of an Integrated Interpretation Center		15.000.00	15,000.00
				D-5.2	Virtual (or Online) Museum dedicated to the Property		100,000.00	100,000.00
	Total - Management Plan					2.823.000-00	887,285.00	3,710,285-00

As far as the short-term period, between 01/2016 and 07/2017, is concerned, the necessary resources for the delivery of the Management Plan amount to approx. € 3,710,285.00

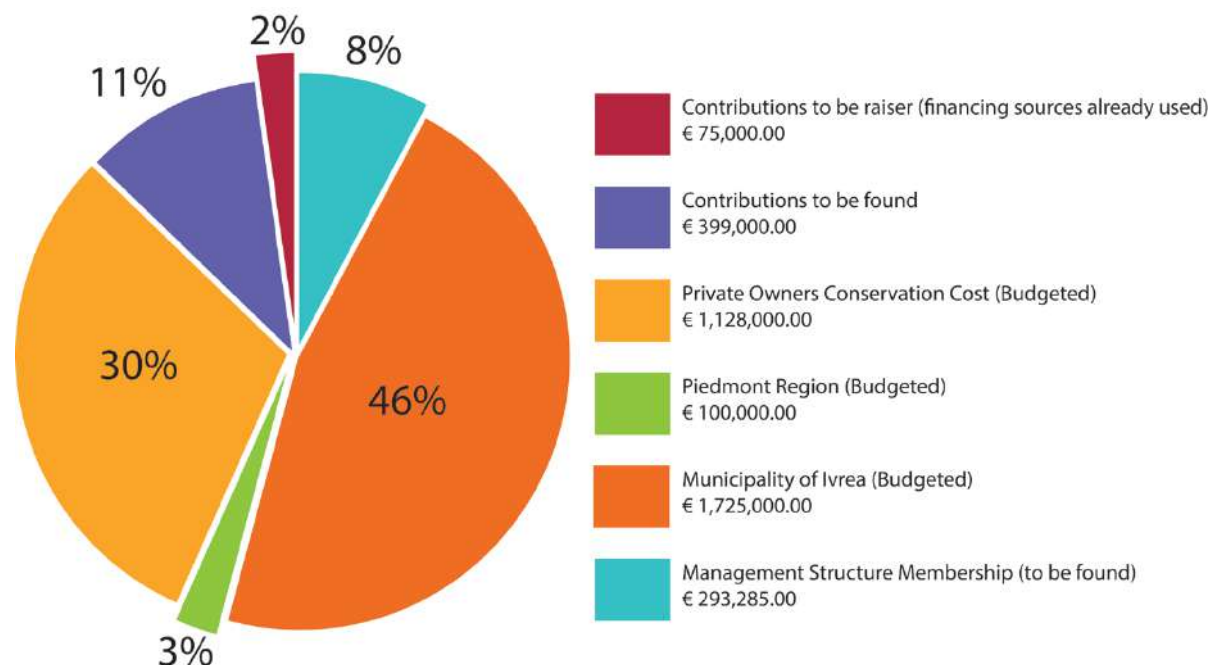
The estimated costs for each Action Plan are as follows:



The distribution between allocated resources and funds to be raised is as follows:



The sources of finances are distributed as follows:



The funds to be raised and which must be guaranteed by the Management Structure to ensure implementation of the Management Plan – namely, for the coordination and acquisition of assets and services to ensure the efficient delivery of actions – represent 14% of the total.

The funds to be raised, approx. Euro 400,000.00, essentially refer to investments in assets for the fitting out of the Information Point, the review and renovation of the Open-air Museum of Modern Architecture (MaAM), and the implementation of the operational project for the development of the virtual (or online) digital Museum of the Nominated Property. The first two cost entries equal to Euro 300,000.00 refer to the Key Actions of the short-term Management Plan.

In the short-term, the cost of the identified key actions is Euro 2,176,760.00 of which 79.25% is allocated and 20.6 % is to be raised.

Reporting and Monitoring

The Site Coordinator will be responsible for drawing up the Operational Short Term Action Plan¹ – which should be adopted by the Steering Committee — and for drawing up the short-term Monitoring Report. As proposed in the project sheets, the implementation of every action shall be monitored and assessed in compliance with the appropriate indicators, with a frequency based on the activities involved. The Coordinator will define the monitoring chart and a specific form for reporting on actions. The Coordinator will define these together with the project partners and staff in charge of data collection, as well as with the project staff of each action.

The results of Action B–2.5, called «Listed Building Conservation and Adaptive Reuse Monitoring Programme» shall include the setting up of a “Repository to monitor conservation works” and a “Photographic database on the state of conservation of residential assets and panoramic views from the Property” and the drawing up of a periodic report. This action must make an essential contribution to Management Plan monitoring and to the preparation of periodic State of Conservation Reports.

All the reporting documents and the monitoring data registers shall be stored and made available at the Property offices designated by the Ivrea Municipal Administration. In order to consult these, the contact people are the Mayor of the City of Ivrea and the Site Coordinator.

In coordination with the periodic reporting of the World Heritage Committee, the Management Structure will draw up a site monitoring report every 6 years in accordance with the indications contained in the Operational Guidelines for the Implementation of World Heritage Convention. The periodic monitoring report will take account of the objectives linked to the conservation and interpretation of the site and to the involvement of the local community.

The short-term monitoring actions will be merged into the 6 year periodic report. For this reason the short-term reporting will be prepared in coherence with the indications of the World Heritage Committee.

The main indicators of the site conservation, interpretation and presentation in the scope of implementing the Management Plan are described in the following table.

Ref	Action Plan	Ref	Action Cluster	Indicator		Survey Frequency
				Indicator Denomination	Measurement Unit	
A Coordination						
		A-2	Management Plan Coordination	Short-term Action Plan implementation	(Yes/No)	Annual (starting from 2018)
				Annual Monitoring Report	(Yes/No)	Annual (starting from 2018)
				Short-term implementation of adopted Plan	% costs of adopted short term Plan budget	Annual (starting from 2018)

Ref	Action Plan	Ref	Action Cluster	Indicator		Survey Frequency
				Indicator Denomination	Measurement Unit	
B Protection, Conservation and Documentation						
		B-1	Documentation	Provision of designation process (real estate assets)	No. of provisions (28 measures to be adopted)	2018
				Review and update of Ivrea Land-use plan	Land-use plan variation approval (Yes/No)	2018
				Provision of designation process (archive assets)	No of provisions (4 measures to be adopted)	2018
		B-2	Conservation	Restoration and conservative renovation interventions (real estate assets in use	Total surface areas in m2 undergoing intervention	Starting from 2019 every year
				Adaptive conservation and reuse interventions (decommissioned or under-utilized real estate assets)	Total surface areas in m2 undergoing intervention	Starting from 2019 every year
				Level of decommissioning or under-utilisation	% of total surface area decommissioned or under-utilised	Starting from 2020 every 3 years. Core value defined in 2016
				Perception of the conservation status of the site	Photographic Database	Starting from 2021 every 3 years. The reference photographic campaign with the definition of the reference visuals in 2017
		B-3	Documentation	Knowledge level of the real estate assets	No. of real estate assets of the total with documented inventory sources and catalogued by archive (The core value is 15 of the 28 assets)	Starting from 2021 every 3 years
				Level of integration of archive and intangible components	No of archives posted on the web for consultation purposes	Starting from 2021 every 3 years

Ref	Action Plan	Ref	Action Cluster	Indicator		Survey Frequency
				Indicator Denomination	Measurement Unit	
C Capacity Building						
		C-1	Capacity Building for presentation	Acquisition level of site interpreter skills	No. of people trained	Starting from 2021 every 3 years
		C-2	Professional capacity building, building and facilities management SMEs innovation for Conservation	Acquisition level of technical and administrative capacity building for property conservation	No. of professionals trained. No. of companies involved	Starting from 2021 every 3 years
		C-3	University degree, research doctorate (Ph.D.), postgraduate programmes and Research projects	Level of involvement by study and research institutes	No. of laboratories and ateliers dedicated to the themes of the Nominated Property	Starting from 2018 every 6 years
					No. of PhD theses dedicated to the themes of the Nominated Property	Starting from 2018 every 6 years
					No. of research projects dedicated to the themes of the Nominated Property	Starting from 2018 every 6 years
					No. of Degree Courses dedicated to the themes of the Nominated Property	Starting from 2021 every 6 years
					No. of specialist and International seminar events. No. of participants at the events	Starting from 2018 every 6 years
					No. of periodic short-term training events repeated every year No. of participants at the events on an annual basis	Starting from 2018 every 3 years

Ref	Action Plan	Ref	Action Cluster	Indicator		Survey Frequency
				Indicator Denomination	Measurement Unit	
D Communication and Education						
		D-1	Integrated institutional communication plan	Development and modification to the integrated institutional Communication Plan	Update of the integrated Communication Plan (Yes/ No)	2017
					Review and development of integrated Communication Plan (Yes/ No)	2018
	D-2	Priority communication actions	Broadcasting level of information on the site	No. of hits on institutional website	From 2017 every year	
			Level of involvement, awareness and knowledge by the players and public on the Property and on the UNESCO World Heritage List	No. of economic players and operators reached through the institutional marketing actions of the site with established contact	From 2017 every year	
				No. of key players and economic operators with whom contact was made	From 2017 every year	
				No. of national and international foundations, large firms and economic groups, public and private cultural institutes reached through PR campaigns and/or involved in the events. No. of individuals participating in the Crowdfunding activities	From 2020 every 3 years	
				No. of local stakeholders involved in active organisation and management of the “UNESCO days in Ivrea and District of Ivrea. No. of public participants	From 2018 every year	

Ref	Action Plan	Ref	Action Cluster	Indicator		Survey Frequency
				Indicator Denomination	Measurement Unit	
		D-3	Communication and Education	Level of involvement, awareness and knowledge of the students on the Nominated Property and on the UNESCO World Heritage List	No. of classes involved by institute in the “UNESCO days for Schools” activity programme	From 2018 every year
					No. of classes involved in participating in World Heritage Education Programme projects. No. of students in study exchanges and stays in the World Heritage Education Programme	From 2021 every 3 years
E Presentation						
		E-2	Visitor Center	Level of site enjoyment by visitors and public not versed on its themes	Creation and start-up of a Visitor Center (Yes/No)	2018
					No. of visitors	From 2018 every year
					Creation of a temporary exhibition area (Yes/ No)	2021
					Fitting out of a permanent exhibition area (Yes/ No)	2027
					No. of public involved in visit cycles (preparation, visits, visit experience assessment, echo impact)	From 2027 every year

Ref	Action Plan	Ref	Action Cluster	Indicator		Survey Frequency
				Indicator Denomination	Measurement Unit	
		E-3	<i>Cultural itineraries "Open–Air Modern Architecture Museum" (MaAM), Ivrea.</i>	Level of site enjoyment by visitors and the public not versed in its themes	Renovation works at stopovers, lookouts and information points along the cultural itineraries (Yes/ No, Investment expenditure)	2018
					Republishing and printing of the information materials (Yes/ No)	2018
					No. of copies distributed	From 2019 every year
					Development and management of the institutional website about itineraries (Yes/ No)	2018
					No. of contacts on the website itineraries	From 2019 every year
					Design and development of a Virtual Reality Web based App to increase visitor appreciation and understanding of the cultural itineraries	2021
					No. of apps downloaded	From 2021 every year
		E-4	<i>Focused presentation projects</i>	Level of property enjoyment	No. of visitors	From 2019 every year
					No. of cultural events in the Property	From 2018 every year
					No. of participants to conferences on “Ivrea, Industrial City of the 20th century”	From 2018 every year
					No. of contacts by divulging the published contents of the Conferences “Ivrea, Industrial City of the 20th century” (online publication)	From 2018 every year

Ref	Action Plan	Ref	Action Cluster	Indicator		Survey Frequency
				Indicator Denomination	Measurement Unit	
					No. of visitors to exhibitions on "Ivrea, Industrial City of the 20th century"	From 2021 every year
					No. of contacts on the website / web pages dedicated to exhibition events	Dal 2021 every year
		E-5	Integrated interpretation Centre of the Industrial City of the 20th Century	Integrated site level of fruition	Feasibility study for the Creation of an integrated Interpretation Centre (Yes/No)	2018
					Creation of the digital platform for the virtual (or online) museum dedicated to the Property (Yes/No)	2021
					No. of interactions on the Museum digital platform. No. of visitors to the site involved in a Museum and site visit cycle (online preparation, after visit processing and echo impact)	From 2021 every year