



# Management Plan of the WHL UNESCO site

2022-2027

Crespi d'Adda 1995



Sito del  
Patrimonio Mondiale



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## Towards a new management plan

Being Administrator of a city that has a World Heritage site inscribed within its boundaries is certainly a source of pride, but it also represents a great responsibility.

In our case, the burden was to think about the future of our heritage with profound respect for the values that led to international recognition in 1995 and to work hard to guarantee the place the possibility of reviving the factory that gave rise to the Village worker to make it return to its original vocation: to be a "place of work" – alive and lived – thus restoring its full identity.

This has always been considered the fundamental step in developing a new Management Plan that could become the strategic operational coordination document for safeguarding the universal value and integrity of the site in order to guarantee its transmission to future generations.

The process of preparing the New Management Plan began in a historic moment characterized by the prolonged period of complete inactivity of the factory (On 14 October 2022 the important objective of signing the Program Agreement was achieved " Riqualificazione della fabbrica di Crespi d'Adda e aree limitrofe " making concrete the opportunity for a new future for the Village) and, during construction, we all had to face the unpredictable pandemic wave that left indelible traces in the Bergamo area, as well as upsetting the global socio-economic system.

It is in this context that I initiated and coordinated the planning activities of the New Management Plan of the UNESCO site with the firm intention of not considering it merely a task to be delivered to the relevant institutions or a mere policy tool, but with the determined intention of analyzing and acknowledge all the critical issues of this moment of transition, considering all the opportunities afforded by the place, reconciling, in an ever delicate balance, between the needs of protection and conservation and the private ones of revitalization and redevelopment.

The management of the UNESCO site is the responsibility of the managing body identified by UNESCO in the Comune di Capriate San Gervasio. The Administration has decided to undertake a non-obvious, and certainly more complex and articulated, path of sharing and participation to encourage and favor a protagonism of citizenship towards choices that will necessarily impact on the territory.

The establishment of a Commission dedicated to the project made up of six capable people linked to the territory, the involvement of a local Association which has actively contributed to the creation of the Visitor Center and the task entrusted to an external body with indisputable competence and experience have been all choices aimed at creating a dynamic perspective document and represented the guarantee of proceeding in the right way.

Considering the participation of citizens as a fundamental element, my first thought went to future generations and, for this reason, we have chosen to directly involve the third classes of the lower secondary school of Capriate San Gervasio, thanks to the collaboration of the Management and Teachers, in an awareness training course on the meaning of heritage, also enhanced by the return of the work carried out in the presence of a representative of the Ministry.

We then involved local associations, commercial operators, supra-municipal bodies and citizens as an obligatory step in identifying and analyzing the opportunities and difficulties of those who live, work and

work in the area, each of whom, with their own participation, has contributed to the formation of the project.

The final result is a tool that reports a structured set of 38 project actions identified for the achievement of the vision of the plan, which finds the right synthesis and has the objective of "promoting the regeneration of the site".

I began my administrative role with determination and humility, aware of embarking on a demanding path, taking up a difficult personal and professional challenge. An experience lived with great passion and enthusiasm, feeling upon me all the responsibility of having to "work" with an architectural, social, urban and human heritage recognized among the assets included in the *World Heritage List*.

I am sure that the result of this commitment lays the foundations for a project that wants to look ahead to the next five years and beyond, without limits and perimeters because the context is important and decisive, but we are all the context, we can improve or worsen it depending on what we are deciding to do.

I conclude by thanking the Mayor with all the Municipal Administration for the trust and support given to me and in particular the Department of Urban Planning and Private Construction, the Commissioners of the Municipal Commission, (Marcellino Arnoldi, Patrizio Mazzola, Laura Mapelli, Flavio Crotti, Francesca Cristina Cappennani and Veronica Cristina Cappennani) with whom I have constantly confronted myself in drafting the document and for their active participation, LINKS Foundation for support, advice and experience, Arch. Silvia Patrignani (Ministero della Cultura - General Secretariat UNESCO Office) and Dr. Monica Abbiati (Regione Lombardia - Direzione Generale Autonomia e Cultura) for their significant availability, the Crespi d'Adda Association for their collaboration and for starting the realization of some points of this ambitious project and the Officials of the Municipal Culture Office.

*Donatella Pirola*

Assessore alla promozione culturale  
e turistica del territorio  
Rapporto con le Associazioni

# Introduction

The Management Plan is a tool introduced in 2002 by the World Heritage Committee, with which each UNESCO site must declare how it will protect the exceptional value recognized at the inscription stage by identifying strategic objectives aimed at "*ensuring a fair balance between conservation, sustainability and development, so that World Heritage assets can be protected through appropriate activities that contribute to the socio-economic development and quality of life of communities*".

The Management Plan of the Crespi d'Adda company town was drawn up with the intention of defining the strategic axes and long-term objectives in compliance with the outstanding universal value and promoting the conservation and enhancement projects of the site that emerged from involving of all local stakeholders.

After an initial framework in which the reasons for joining the WHL are described, the criteria on which the recognition was based, the attributes of the site and its state of conservation (c.1), an examination of the context from a territorial, regulatory, socio-economic point of view, with stakeholder mapping and SWOT analysis (c.2).

The ex-post evaluation of the effectiveness of the objectives of the previous Management Plan (c.3) and the return of the results to the citizens, made it possible to verify the degree of response to the needs identified and to direct the new interventions so as to optimize the implementation strategy of the plan and to direct it towards the real needs that emerged during the participatory planning meetings (c.4).

This is followed by a description of the vision and strategic objectives (c.5) in which, for a site which has become a World Heritage Site as an outstanding example, on the European scene, of a working village built around a still active production structure, the destination of use of the spaces of the factory (no longer active for about twenty years) today – at the dawn of the signing of the Program Agreement with the new owner – undoubtedly assumes a central role. Our vision for the future of Crespi d'Adda is closely connected to the factory and to the desire to revitalize these areas both as a workplace and as a space returned to collective use, but it also speaks of the regeneration of the village, understood both in a material sense and therefore connected to the built environment, both to strengthen the social dimension of the Village, the relationships between people and to rediscover spaces for public use, improve the usability of green areas and strengthen connections with the surrounding area.

The vision of revitalization also takes the form of the concept of "networking" and systematizing local resources to fit more effectively into the panorama of regional and national cultural destinations, and activate partnerships with local bodies and institutions, as well as with other UNESCO sites. And it is in this direction that the projects identified and grouped for the various areas of action contained in the 2022-2027 Action Plan (c.6) goes.

The section dedicated to monitoring (c.7) closes the plan, conceived as a moment of verification of the effectiveness of the conservation and management policies undertaken, and the methods with which it will be carried out, together with the evaluation of the progress of the proposed projects.

# 1. “Crespi d'Adda” a Unesco WH listed site

## 1.1 The Outstanding Universal Value and the reasons for joining the WHL.

Crespi d'Adda has been included in the World Heritage List since 1995, as it is an extraordinary example of a "workers' town", a phenomenon that was developed in Europe and North America in the 19th and early 20th centuries, expression of the prevailing philosophy of enlightened industrialists towards their employees.

The Village was founded by Cristoforo Benigno Crespi to house the workers of his textile factory and the final configuration was developed by his eldest son, Silvio Benigno, who had studied the functioning of German and English cotton mills. Silvio created a city in order to provide comfortable homes and services to be able to take advantage of a stable workforce and prevent industrial conflict. The city remained the property of a single company until the 1970s when many buildings, especially houses, were sold to private owners. The decline of industrial activity caused the depopulation of the Workers' Village.

Completed in the late 1920s, the city offered employees a high standard of living through multi-family homes (each with a garden) and community services that were highly advanced for the time. The entire village was arranged in a geometrically regular shape, intersected by the main road coming from Capriate. The factories and offices were located on one side of the road, corresponding to the left bank of the Adda River, while the Village itself was located on the opposite side of the road and followed a rectangular grid of streets in three lines. The houses differed from each other in style, which helped to offer a pleasant variety of urban landscapes, linked to the role that its occupants originally filled in the industrial hierarchy.

The workers benefited from other services in addition to housing, including public toilets and laundries, a clinic, a consumers' cooperative, a school, a small theater, a sports center, a house for the local priest and one for the doctor, a hydroelectric plant that provided free electricity and other common services. There were also buildings with a highly symbolic value, such as the church and the castle (residence of the Crespi family), a new office complex and houses for the managers of the factories located south of those of the workers.

**Il sito è iscritto alla World Heritage List per i criteri (iv) e (v)**



The site was recognized for the following criteria:

- iv. Crespi d'Adda is an exceptional example of a working village of Europe and North America, dating back to the 19th and 20th centuries, and reflecting the predominant philosophy of enlightened industrialists with respect to their employees.
- v. Crespi d'Adda is a rare example of a 'company town' because its urban and architectural structure is unaltered, having survived the inevitable threat posed by the evolution of economic and social conditions.

**Integrity** Crespi d'Adda has conserved much of its integrity as all aspects of the industrial town remain well preserved including factories, housing and services. This is due primarily to the fact that factory production continued until 2004. As a result, public, private, and industrial buildings have remained intact, and have not been demolished or substantially modified. Moreover, this situation has permitted the retention of the relationships between these constituent elements.

Although the village remains intact, changing economic and social conditions, particularly a declining population, pose a potential threat to its continued survival. This threat might be contained and mitigated by recent positive changes with a demographic and socio-economic plan.

**Authenticity** Crespi d'Adda's isolated setting in the river valley is responsible, in part, for its remarkable authenticity, in comparison with other Italian and European company towns where changes and modifications were made by their owners due to their close proximity to big cities and in response to changing economic conditions and social structures.

The village has retained all the original elements of a company town. Authenticity in form and design are evident in the street pattern layout and the survival of its buildings. Public, private, and industrial buildings remain intact and have not been demolished or substantially modified. However, some change has occurred such as modification to the colors of the residences from their original white exterior with red bricks surrounding window frames. In addition, the alteration in industrial practice has resulted in a change of use for many buildings.

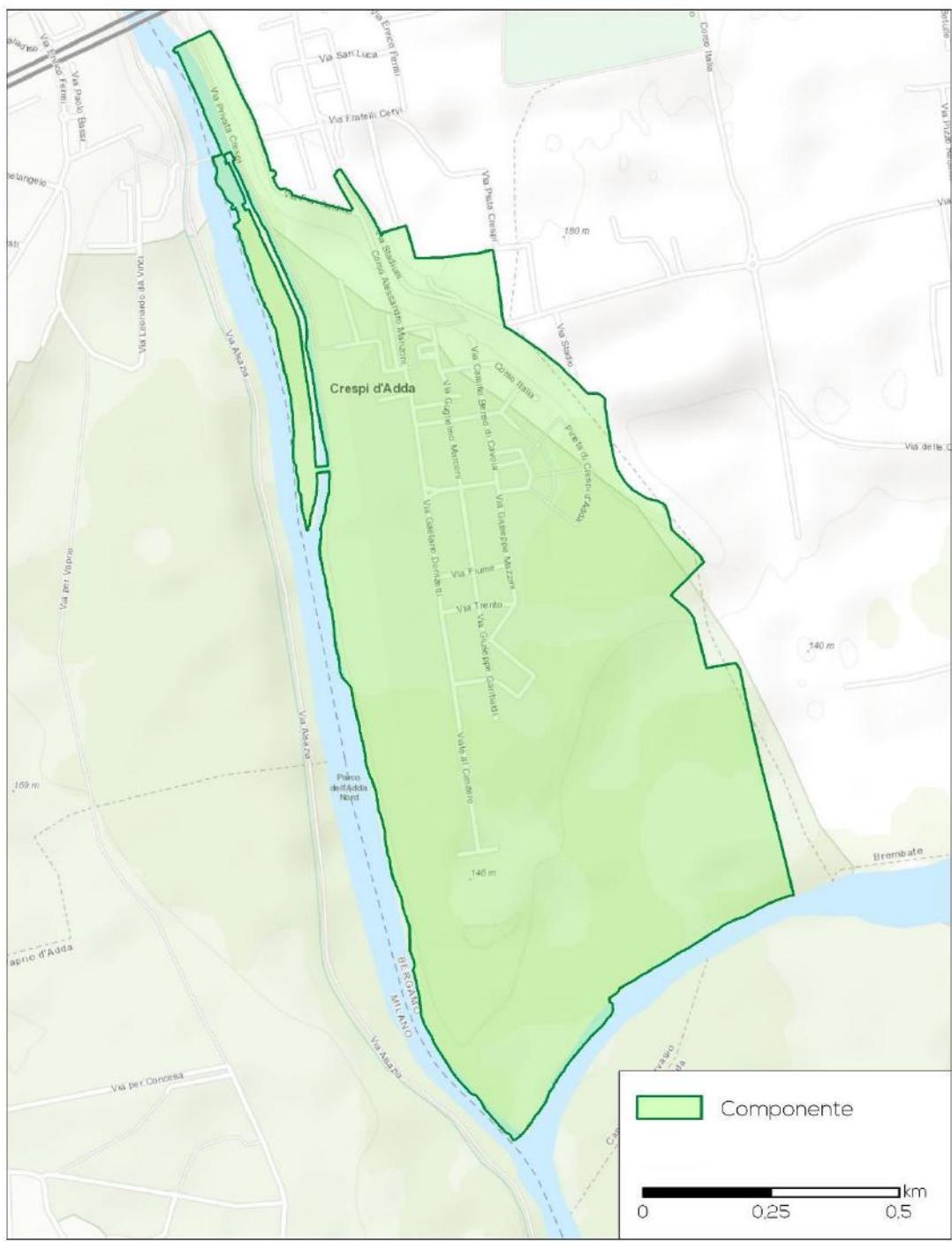


## 1.2 Finding site attributes.

The identification of the attributes of the UNESCO site was based on the identification of the values set out in the declaration of Outstanding Universal Value and, in particular, in reading the two criteria for which the site was inscribed on the World Heritage List, i.e. the criterion (iv) and criterion (v). For each criterion, although there are some thematic overlaps, the key elements characterizing the site have been highlighted and "divided" into attributes of both a tangible and intangible nature. The latter are absolutely necessary for a site like this, as Crespi d'Adda is above all the result of a philosophy, of a social project desired by an enlightened entrepreneur, inspired by the Anglo-Saxon theory of the so-called "company towns". Furthermore, direct attributes have been identified, i.e. those whose loss would compromise the OUV of the site, and indirect attributes, i.e. also characterizing the site but whose impairment would not affect the OUV itself.

ENROLLMENT CRITERIA	
ATTRIBUTES	
TANGIBLE DIRECT	<p><b>Criterion (iv):</b> Crespi d'Adda is an exceptional example of a working village of Europe and North America, dating back to the 19th and 20th centuries, and reflecting the predominant philosophy of enlightened industrialists with respect to their employees</p> <p>Different types of residential buildings, which differ in architectural and decorative quality according to the roles of the inhabitants within the Village:</p> <ul style="list-style-type: none"> <li>Multi-family residences for workers;</li> <li>Single or semi-detached houses for workers;</li> <li>Executive cottages;</li> <li>Doctor's and parish priest's houses;</li> <li>"Castle" of the Crespi family;</li> </ul> <p>Different types of services and recreational equipment created to combine, organize and control working and social life: school, church, washhouses, hospital, cooperative, after-work, small shops, theater, sports center, cemetery.</p> <p>factory built according to cutting-edge functional and technological criteria for the time, made up of heterogeneous buildings, with four main bodies that</p> <p><b>Criterion (v):</b> Crespi d'Adda is a rare example of a 'company town' because its urban and architectural structure is unaltered, having survived the inevitable threat posed by the evolution of economic and social conditions</p> <p>Environmental context linked to the presence of the Adda river and water.</p> <p>Bipartite urban layout, with regular lots, with a mixed checkerboard and radial arrangement, which creates perfect integration between the factory and the residences.</p> <p>Presence of public and private green areas that characterize the layout of the Village.</p>

	<p>correspond to different intended uses and production stages (spinning, complementary departments, weaving, dyeing), to which add the buildings of the entrance, the porter's lodge and the hydroelectric plant.</p> <p>Lombard architectural language, with the addition of neo-medieval elements to oriental-inspired decorations in the most prestigious buildings:</p> <p>mixed masonry (solid brick and Adda block in variable size, bound with lime mortar) plastered;</p> <p>wooden beam ceilings;</p> <p>decorative elements in plaster (the false ashlar at the base of the workers' residences), terracotta (frames and string courses) and decorative cement (in the residences intended for executives).</p> <p>Cutting-edge technological solutions, especially in relation to the factory:</p> <p>cast iron columns and trusses,</p> <p>shed roofing.</p>	
<i>INTANGIBLE INDIRECT</i>	<p>Social project, inspired by utopian socialism.</p> <p>Relationship between the residential part of the Village and the factory, based on the continuity of use of the production and work spaces.</p>	<p>Example of the application of the Anglo-Saxon philosophy of the "company town", in which the philanthropic intent is combined with more concrete objectives of optimizing processes.</p> <p>Example of the application of the garden-city model, i.e. an independent nucleus that combines the services of city life with the benefits of country life.</p>
<i>TANGIBLE INDIRECT</i>	Archives that conserve documentary material of the factory of extraordinary value.	
<i>INTANGIBLE DIRECT</i>	/	/



.1 Map of the UNESCO WH listed site.

### 1.3 Conservation status

In assessing the state of conservation of Crespi d'Adda it is useful to distinguish between two macro-components of the company town: the residential area (and services) and the factory.

With regard to the residential system, there are workers' homes made up of two-floors semi-detached houses surrounded by a

which are generally in a good

conservation. The attributes

characterize this area of the

legible and preserved, in

there are no interferences in

reading of the checkerboard

settlement system and in the

alternation of garden and built

Among the elements that will

be monitored, we note the

built adjacent to the residence

function of car shelter which

some cases, spontaneously and not in accordance with the requirements of the detailed plan. To respond to

the need of the inhabitants to be able to introduce car shelters to serve the homes, a specific action has

been formulated in the Action Plan, which will have the

purpose of proposing guidelines for the use of private

outdoor spaces.



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As regards the villas of the department heads along via Mazzini and, further south, the villas of the managers, the state of conservation is very good; the urban and architectural elements are unaltered and clearly recognizable.



The residential area intended for the workers is completed by the small buildings located on the right at the entrance to the Village, whose state of conservation is mediocre as they would require extraordinary maintenance.

Finally, the manor house or "castle", privately owned, is in a good state of conservation; the role of territorial landmark is well preserved as there are no elements that obstruct its view (even from a long distance), and the architectural and decorative elements of the stylistic language that characterize it are clearly legible.

As for the buildings that housed the services of the Village, the school is now home to the UNESCO Visitor Center following a refurbishment project that has contributed to the enhancement of the building. The project and the identified function are consistent with the conservation of the universal value of the site, as they guarantee the public function of the building. The situation of the Dopolavoro is similar, today a

restaurant, which is in an excellent state of maintenance and hosts a function compatible with the value of the site.

The privately owned washhouse in Piazza Bagnarelli is currently in a state of neglect and requires maintenance. To respond to this threat, the Action Plan identifies a specific activity, which envisages the expropriation of the property by the Municipality of Capriate San Gervasio and the subsequent conservative restoration.

The church of the Santissimo Nome di Maria, open and used for religious functions, has maintained its function and builds a further positive element in the state of conservation of the site.

The cemetery is in a poor state of conservation, and the municipal administration intends to operate with restoration activities, in the context of the already planned interventions on the cemetery building. The Mausoleum of the Crespi family, on the other hand, is privately owned and requires restoration and conservative rehabilitation to ensure the optimal conservation of the asset.



.SEQ Figura 1\* ARABIC3 Villa Crespi,  
named the Castle.

innovation and culture. The project plans to redesign the site's energy strategy, with attention to the sustainability of the interventions and the idea of making Crespi a best practice in the field of industrial archeology. The Program Agreement was definitively approved with the signature of the legal representatives of the implementing bodies, i.e. the Comune di Capriate San Gervasio, the Provincia di Bergamo, Regione Lombardia and Odissea srl and approved by the Consiglio Comunale with resolution no. 58 of 14/10/2022.

As far as the factory is concerned, the current PGT identifies the area as an area that, "in a state of strong abandonment, with buildings and systems that also present important structural failures." Since the factory ceased to host production activities in 2003, the buildings have suffered constant deterioration, and the authenticity of the site is threatened by the interruption of the relationship between the factory and the Village which had led to its birth and constitutes an important element of the site's value. Essential in dealing with this threat to the conservation of the site's OUV is the role played by the recent "*Program Agreement aimed at the redevelopment of the Crespi D'Adda factory*" which sees the interest of a private operator, already owner of the area since 2013, in redeveloping the area and reintroducing work activities. The reconversion project involves the transformation, through conservation and restoration interventions, of the

former textile factory into a tertiary center and a pole of

The transformation of the factory and the introduction of new activities is one of the main aspects to be taken into consideration in monitoring the state of conservation of the site, which will therefore be the object of specific attention.

## 2. Description of the site

### 2.1 Territorial framework

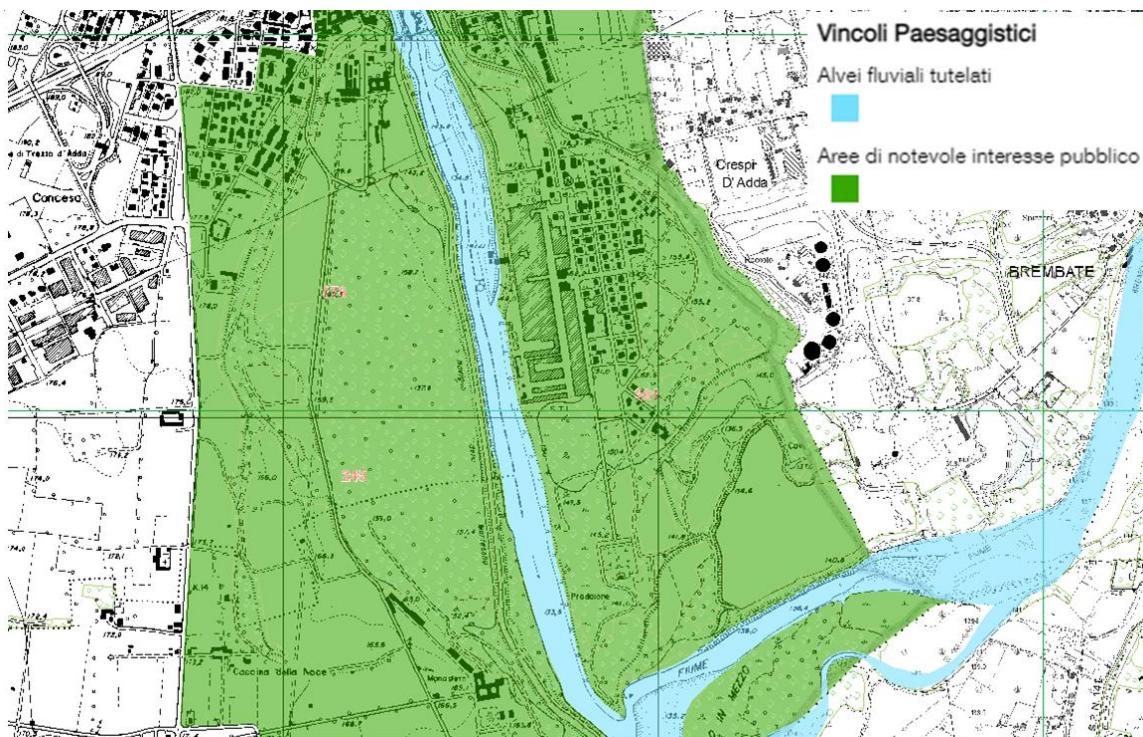
The company town of Crespi d'Adda is located in the municipality of Capriate San Gervasio, in Lombardia, in the extreme southern tip of the "Isola Bergamasca", enclosed between the Adda and Brembo rivers and the Pre-Alps. The municipal territory covers an area of almost 6 sq km.

The municipality of Capriate San Gervasio borders to the west, across the Adda river, with the Provincia di Milano, in particular with the municipality of Trezzo sull'Adda and with that of Vaprio d'Adda; to the north it borders with Bottanuco, to the east with Filago and Brembate and to the south with Canonica d'Adda, all located in the province of Bergamo. The municipal territory of Capriate San Gervasio has a long-limbed configuration and is located along the left bank of the Adda, right where the river forms a characteristic double bend that gives life to a natural environment rich in vegetation. occupies

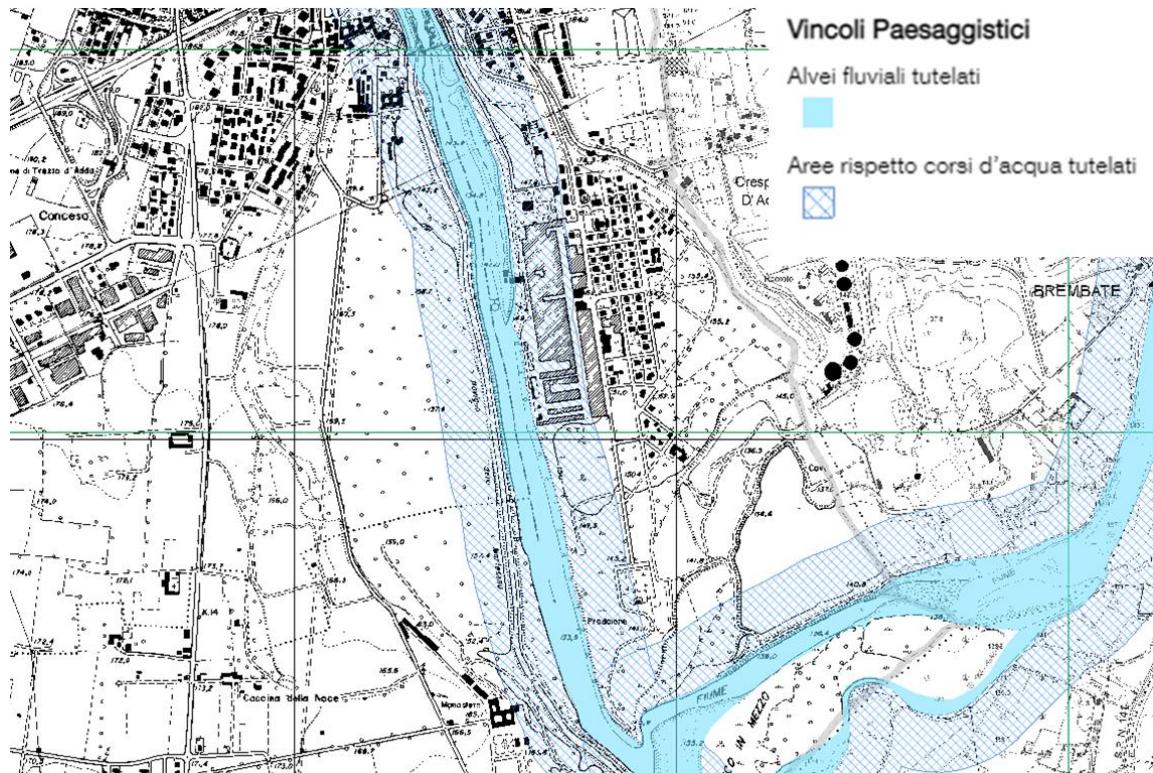
The UNESCO site of Crespi d'Adda occupies the southern part of the municipal area and is separated from the town of Capriate San Gervasio by the A4 motorway route; it is located on the left bank of the Adda, where the river terrace slopes down to the confluence with the Brembo.

Below is a synoptic overview of the forms of protection in force in the municipal area, regulated by the d.lgs. 42/2004 (Codice dei beni culturali e del paesaggio):

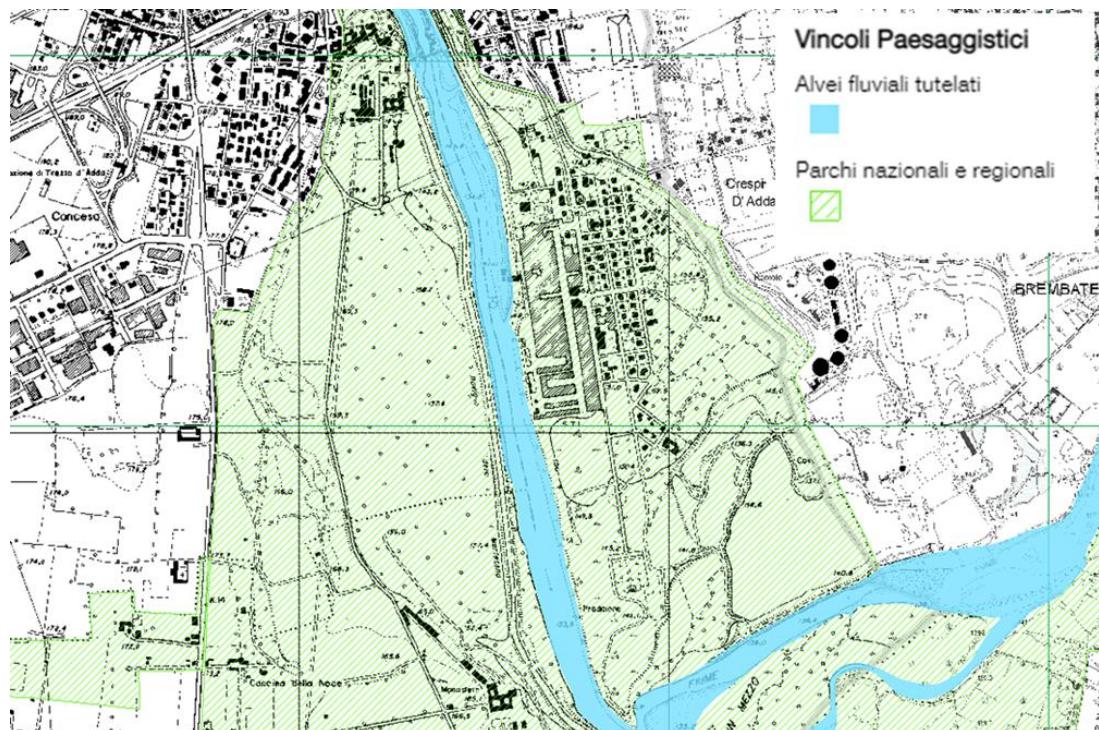
1. **Declaration of notable public interest of the eastern part of the municipal territory of Capriate San Gervasio**, Ministerial Decree of 31/07/1969. The protection decree entails, in particular, the obligation on the part of the owner, possessor or holder in any capacity, of the property falling within the restricted locality, to submit to the competent superintendence, for prior approval, any project for works that may modify the external appearance of the locality itself.



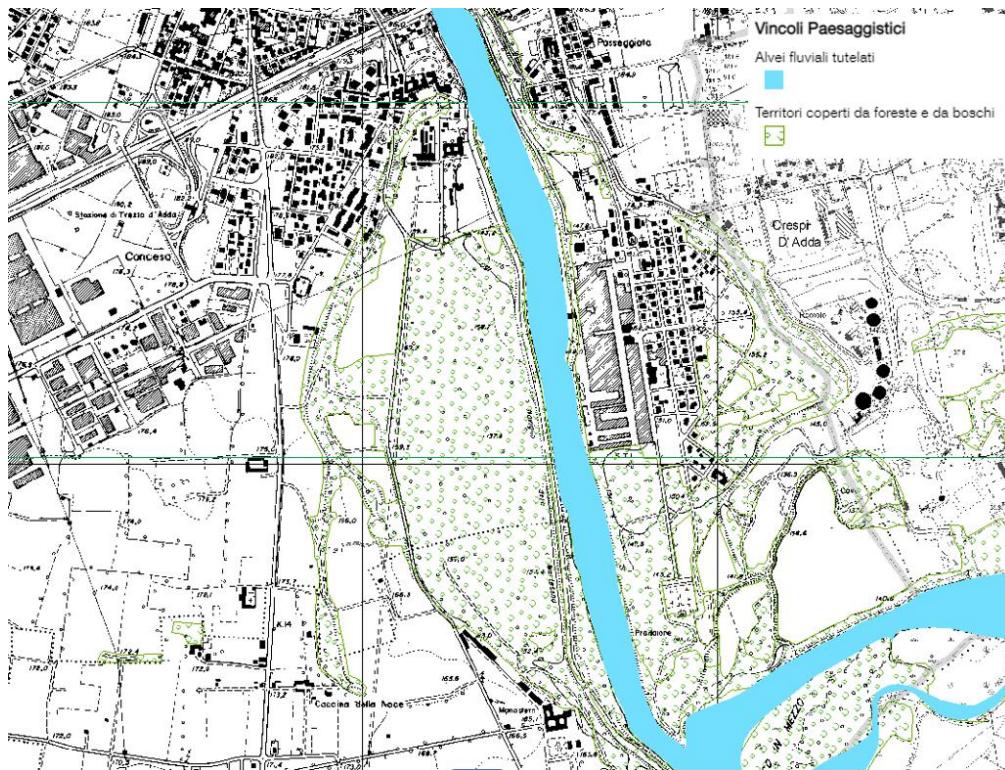
2. Landscape protection relating to the riverbanks bordering the Adda and Brembo rivers (150 meters from each bank); it implies that any territorial transformations relating to the watercourses - and to the relevant protection belts - are subject to the application of the landscape authorisation procedure.



3. Landscape protection relating to the territory within the perimeter of the Parco Regionale dell'Adda Nord;

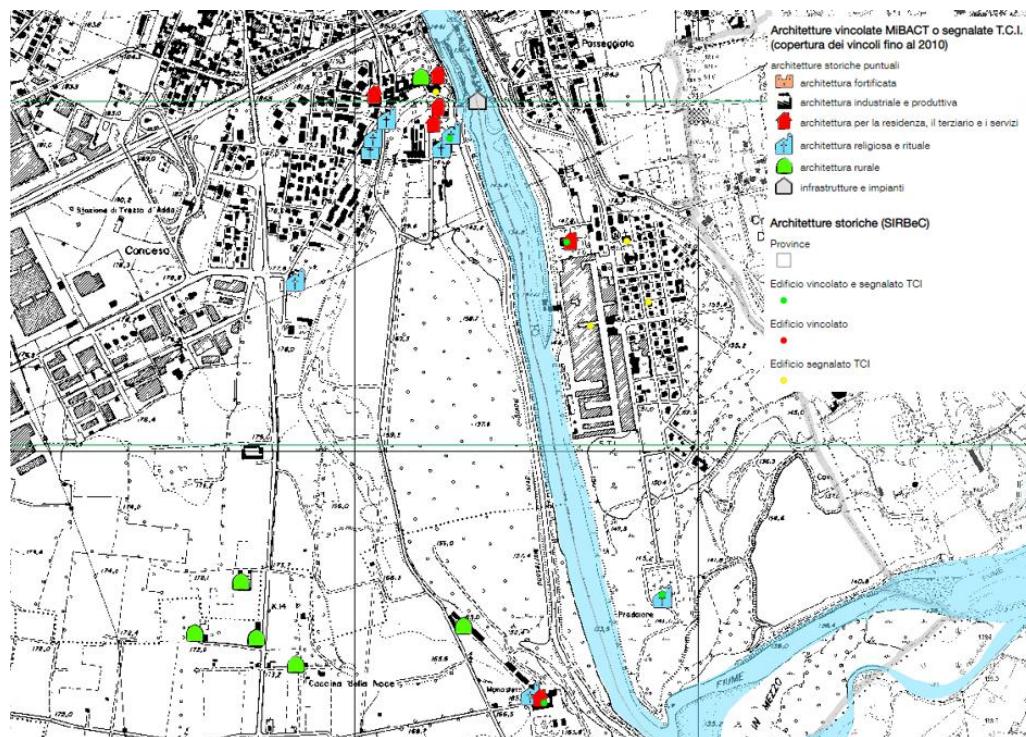


**4. Landscape protection referring to several wooded areas located, in particular, along the Adda river belt and at the confluence with the Brembo river;**



**5. Properties of historical and artistic interest that are listed under the Cultural Heritage Code:**

- the factory;
- the hydroelectric plant;
- the heating plant and electrical cabin;
- the Crespi Mausoleum.
- assets noted by the TCI:
- church of the village of Crespi
- settlement of Crespi d'Adda
- “castle”, private residence of the Crespi family



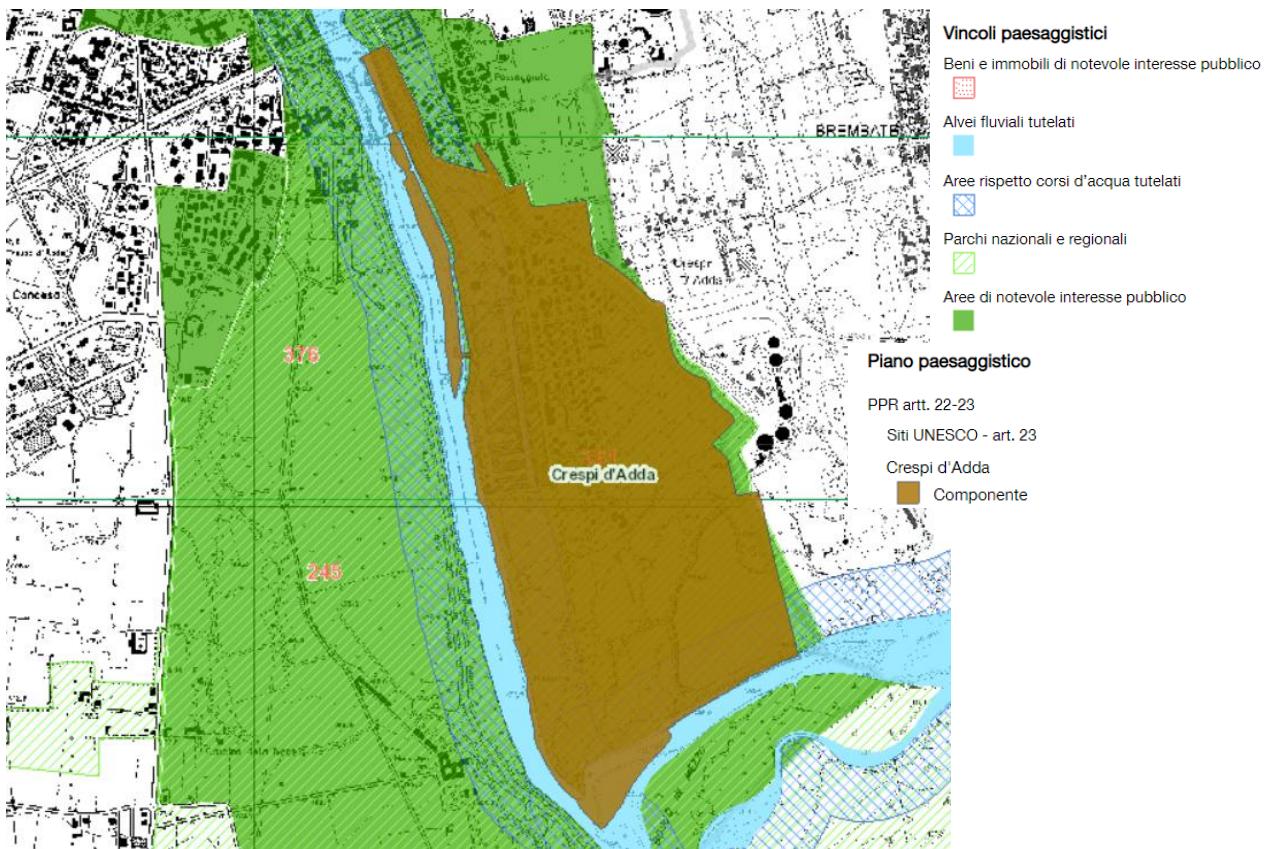


Figura SEQ Figura 1\* ARABIC4 Carta sinottica degli strumenti di tutela che insistono sul territorio del sito UNESCO (fonte: Portale SIBA Lombardia)

## 2.2 Regulatory framework

The main supra-municipal spatial and urban planning instruments are:

- the **Regional Territorial Plan**, approved by d.g.r. no. 951 of 19/01/2010 to integrate the Regional Territorial Landscape Plan (PTPR) 4, and subsequently updated by a resolution approved by d.c.r. no. 2064 of 24/11/2021;
- the **Territorial Coordination Plan of the Northern Adda Regional Park**, adopted with d.g.r. no. 7/2869 of 22/12/2000;
- the **Provincial Coordination Territorial Plan of the Province of Bergamo**, adopted with DCP no. 9 of 11/05/2020 and approved with DCP no. 37 of 07/11/2020.

The Municipal Area Plans are:

- the **Local Government Plan of the Municipality of Capriate San Gervasio**, approved by Municipal Council Resolution no. 10 of 20/03/2012 and extended pursuant to Article 5, c. 5 of Regional Law no. 31/2014;
- the **Detailed Plan for the Village of Crespi d'Adda**, adopted by resolution of the Municipal Council No. 40 of 09/08/2017;



- the **Colour Plan**, adopted by Municipal Council Resolution No. 20 of 30/5/2006.

The **Regional Territorial Plan (PTR)** is the support tool for the territorial governance activities of the Lombardy Region. It aims to make the 'strategic vision' of general and sector programming consistent with the physical, environmental, economic and social context; it analyzes its strengths and weaknesses, and highlights potential and opportunities for local realities and territorial systems. The Landscape Plan of Lombardy is included in the PTR, for which the territory of the municipality of Capriate San Gervasio is included in the 'High Plain Belt', in which 'The river furrows, even minor ones, have functioned as axes of industrialisation and it is along them that the largest and oldest industrial clusters are still to be found. In some cases, there are still the old factories that hark back to the first phase of industrialisation and that today stand as testimonies of industrial archaeology'.

The territorial sphere in which the Crespi site is included in the Regional Landscape Plan is that of the Bergamo Plain, in which the agrarian structure of the landscape, strongly marked in historical times by land reclamation works, is today marked by extensive and monocultural dynamics. Moreover, this stretch of land is described as 'urbanized countryside' due to the dense infrastructure and settlement pattern that is widely present and has a strong environmental and perceptive impact. The riparian areas of the Adda and Brembo rivers are identified as components of the natural landscape, and the Operating Village of Crespi d'Adda as components of the historical-cultural landscape.

A reading of the documents attached to the PPR (in particular: Volume 1 - Belonging to Areas of Regional Landscape Significance and Volume 2 - Areas and Typological Characters of the Landscapes of Lombardy), it can be seen that the municipality of Capriate San Gervasio belongs to the territorial portion that straddles the high and low Lombardy plain, characterized by the landscapes of 'excavated river valleys' and 'fodder crops' (a typological landscape unit called 'High Plain Belt' and the geographical area 'Bergamo Plain'). The most representative elements of the investigated landscape context can be inferred, represented by the Adda Nord Regional Park, which longitudinally covers the entire municipal territory, and by the UNESCO site identified with the Workers' Village of Crespi d'Adda and located in the southernmost section of the municipality.

Other mapped elements that, although not directly affecting the municipal territory, characterize the compartment under consideration on a landscape level are the following:

1. the 'Adda hydroelectric power stations' identified with No. 60 among the Lombardy 'places of identity' in the PPT Repertoires;
2. the "view of the Adda from the Trezzo bridges" identified with No. 47 among the "sensitive views" in the PPT Repertoires;
3. the Site of Community Importance called "Oasi le Foppe", located in Trezzo d'Adda about 1,300 m west of the municipal boundary of Capriate (No. 91, Repertori di cui al PPT);
4. the 'Greenway of the Adda Valley' classified as a 'landscape guide route' (PPT Repertoire, no. 42).

In addition, there are a number of critical areas in the municipality classified as 'regional areas of concern':

5. to the north-east, on the border with Filago, there is a production pole located in areas far from the residential fabric and adjacent to the planned 'Pedemontana' motorway;
6. the municipality of Capriate belongs to the area defined as the 'Lombardy metropolitan system', characterized by the presence of 'unstructured fringe areas' formed in recent decades as a result of neo-urbanisation phenomena that have affected the municipal territory, particularly along the roadways, with the risk of a loss of identity and morphological features of the agricultural territory;
7. in the northern part of the municipal territory, two important infrastructures (railway and road) of regional and national importance are planned; Pedemontana
8. there are a number of high-voltage power lines running through the municipal territory, but only marginally affecting urbanized areas with a predominantly residential function;
9. the municipal territory is affected by some hydrogeological criticalities located along the river belts of the Adda and Brembo rivers and mainly affecting river terraces and wooded areas.

**Extracts from the PTR** considered significant for the description of the reference territorial context from a landscape point of view:

#### **Landscapes of excavated river valleys.**

The large urbanized strip of the high plain has its main breaks in continuity in correspondence with the fluvial strips which cut into the territory in a meridian direction. They are gates (Ticino, Adda, Oglio) derived from the relatively more recent investigations of the Alpine and pre-Alpine rivers and from this derive their peculiarities which make them areas in their own right with respect to the raised floors of the urbanized high plain. Moreover, they are sections of a single organism, the river valley which must be protected as a whole, from the Alpine springs to the outlet in the Po. Added to this are the continuous interventions of man in an attempt to bring the derivation of these waters to a greater elevation for use them in the irrigation system of the upper and lower plains, or to use them as generators of driving force for paleo-industrial plants (mills, crowds, paper mills) or hydroelectric plants.

#### **Addresses of protection (landscapes of excavated river valleys).**

Depth: In the morphological homogeneity of the large environmental frameworks of the high plains, the gaps and deep gorges of the river courses are a strong element of landscape connotation. This can be clearly demonstrated by furrowing the Adda valley at Trezzo, or the Oglio valley at Palazzolo. The conservation and integrity of the valley slopes, in their natural aspects and geological characteristics

(outcrops of stump or pudding), will be the prevailing regulatory direction (referring, in particular, to the continuous erosion caused by mining activities) . Added to this is the protection of the bordering terraces where the sinuosity of the river valleys further enriches the landscape. In other situations, where the valley system appears in softer and wider forms (particularly in the median stretch of the Ticino valley), the protection must include not only the escarpments but also the enclosed wooded and agricultural areas. It must also be underlined that the prevalent destination of these strips as natural parks already sufficiently guarantees the landscape characteristics highlighted above (Ticino, Lambro, Adda north and south, Serio, Oglio, Mincio).

The idealization, the river: [...] the construction of the canal system, not only in Milan but also in the Bergamo and Brescia areas, starting from the hollowed bed of the great rivers, are historical factors that further underline the importance of these environmental contexts. However, the heavy withdrawal of water tends to impoverish their image. It is necessary to guarantee a minimum outflow that is able to preserve the aesthetic appreciation of the places. Almost every stretch of the river also presents historical and material culture reminiscences [...]. The protection and enhancement of these elements should be summarized in overall and integrated recovery programmes. [...]

### **Bergamo plain**

It includes the portion of the plain of the province of Bergamo including strips of territory whose limits are defined by the course of the main rivers (Isola, Gera d'Adda, Calciana, etc.). The structure of the agricultural landscape derives from the reclamations carried out in historical times with the disappearance of the primeval wooded areas in favor of irrigated and dry crops. Sporadic survival elements of the natural landscape exist only in coincidence with the fluvial furrows of the major rivers (Adda, Serio, Oglio). But also the design of the agricultural landscape presents, especially following the recent evolution, a notable evolutionary dynamic that configures agricultural structures that are increasingly less characterized in their distributional design and increasingly aimed at an organization of an extensive monoculture type. From this point of view, the traditional distinction between high and low plains - which in this case roughly corresponds to the route of the Strada Statale Padana Superiore - becomes even more blurred. To these considerations is added the subversive force of the urban phenomenon such as to configure a large portion of the Po Valley, including a large part of our area, in terms of urbanized countryside. Here, the overcrowding of the infrastructural plot, of technological equipment, of the urbanization of the road or of the expansion of the already substantial historical settlement fabric outlines a landscape situation that is strongly compromised and made emblematic by the now ruined appearance of the many farmhouses scattered in the countryside. The Bergamo plain, and with a crescendo that goes from its southern edge to the foothills, is in fact included in the vaster system of the linear Po-Veneto conurbation. The strongest and most established regional and interregional infrastructural backbones, both road and railway, cross and divide this territory by stimulating the aggregation of settlements [...] along the communication routes, independently of supporting historical references. The most classic case is that of the Milan-Bergamo motorway, where more for reasons of image than for locational logistics, many industrial companies have almost entirely occupied the two strips adjacent to the roadway precluding, among other things, the well-known view overview of the hills of the Orobic city. It is therefore an impoverished landscape in its natural dominants, where the thinning of the tree curtains, delimiting the cultivated lands, lays even more bare the poverty of its characteristics.

### **Ambits, sites, landscape assets exemplifying the constituent characteristics of the local landscape.**

Components of the physical landscape: river furrows and terraces, plateaus, escarpments, goria and gravel, gorges ...; Components of the natural landscape: naturalistic and faunal areas (riverbeds and banks: Adda, Brembo, Serio, Oglio) [...]; Components of the historical-cultural landscape: castles (Marne, Pagazzano,

Cologno al Serio, Romano di Lombardia, Malpaga, Urgnano, Cavernago ...); noble residences, their parks and gardens; layout and structure of medieval villages (Martinengo, Urgnano, Cologno al Serio, Romano di Lombardia ...); fortified villages and castles of Gera d'Adda (Brignano, Pagazzano, Masano, Castel Liteggio ...); agglomerated nuclei of courtyards (Castel Cereto, Castel Rozzone, Vidalengo, Pagazzano, Torre Passeri ...); 18th and 19th century parish churches of particular perceptive dominance (Ghisalba, Calcio, Urgnano, Calusco d'Adda); sanctuaries (Caravaggio, Madonna della Scopa in Osio Sotto, Blessed Virgin of Tears in Treviglio ...); hermitages, abbeys, convents (Sant'Egidio); archaeological sites; historical routes (Strada Francesca, piedmont road ...); rural oratories, pillars, votive or ritual places, commemorative of historical events, battle sites (Cortenuova); industrial archeology and workers' villages (Villaggio Crespi, Linificio and Canapificio Nazionale di Fara).

**The Territorial Coordination Plan of the Adda Nord Regional Park** has the nature and effects of a coordinated landscape plan, whose urban forecasts are binding for anyone and are implemented in the general urban planning instruments. With Resolution of the Park Community n. 2 of 25/02/2022 the «General Variation to the Territorial Coordination Plan of the Adda Nord Regional Park pursuant to Regional Law no. 80/1983».

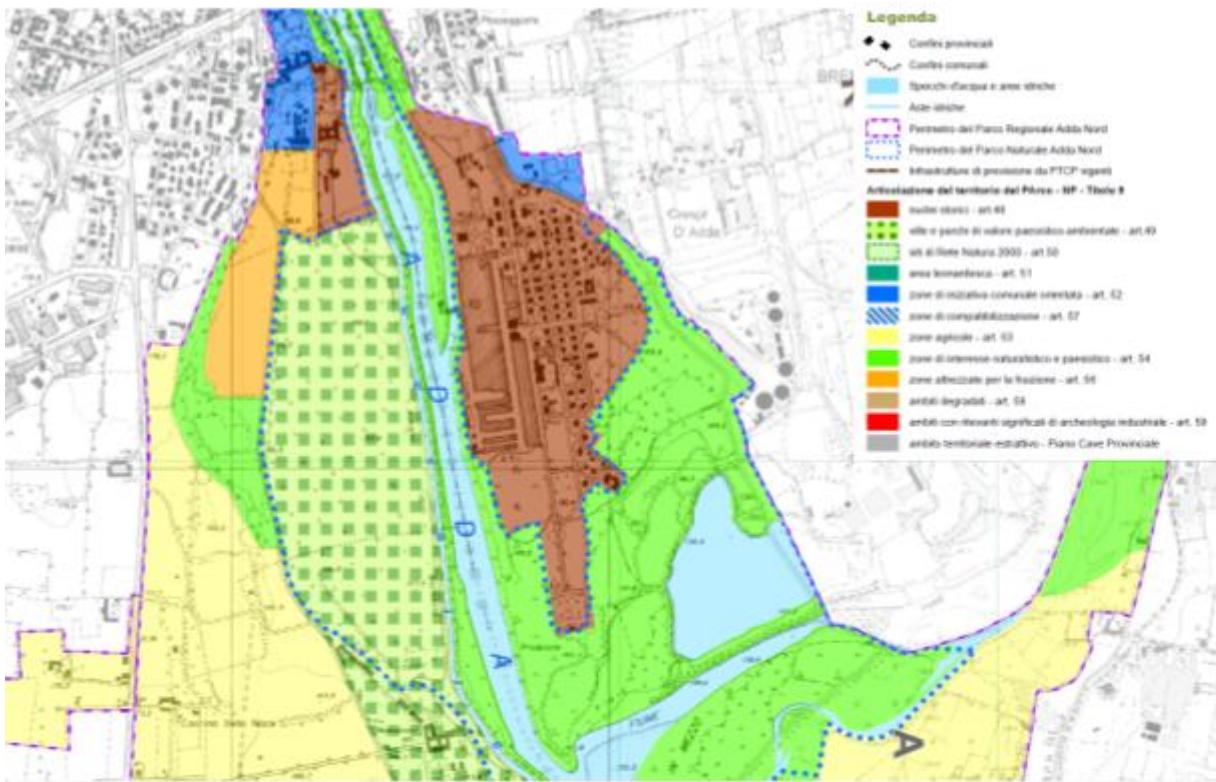


Figura SEQ Figura 1\* ARABIC5 Piano Territoriale di Coordinamento del parco / variante, Tav. 4 Articolazione del territorio.

According to the zoning of the PTC, the area of the UNESCO site is contained in the "nuclei of ancient formation" (art. 23): by nuclei of ancient formation we mean the areas including the buildings and the related appurtenances that are of particular architectural, historical-cultural and environmental aspects for the park, as such to be subjected to specific protection and enhancement.

*Each intervention must be carried out in compliance with the architectural characteristics of the buildings and the surrounding environment, both in the choice of typological and morphological solutions and building materials, and in the design and use of open spaces; In preparing the recovery plan, care must be*

*taken to respect the formal continuity of the curtains and in the case of volumes built within blocks, these must not be prominent with respect to the existing building structure; the perceptive analytical study aimed at the conservation and creation of visual references between the built area and the surrounding river agricultural landscape must be an integral part of the recovery plan documentation; this analytical study will have to affect the design choices through the adequate enhancement of the free spaces, the layout of the volumes and the composition of full and empty spaces on the elevations.*

With the **Provincial Territorial Coordination Plan**, the Province defines the general objectives relating to the organization and protection of its territory connected to provincial or supra-municipal interests or constituting the implementation of regional planning. The PTCP is an act of direction of the socio-economic planning of the Province and has landscape-environmental effectiveness.

The PTCP involves the entire provincial territory and, within the scope of territorial and sector instrumentation, sets itself objectives of landscape enhancement, environmental protection and protection of the rural territory, support for economic development, maintenance and promotion of the socio-cultural identities that characterize the various territorial areas of the Province of Bergamo.

It also pursues the improvement of the quality of settlement, infrastructural and service systems, with a view to sustainable development of the territory. The area in question is framed in the PTCP (in the Territorial Design section \_ Report) in the homogeneous area "Isola" and in the Local Context "Southern Island - lower course of Brembo". Among the identity assets identified in the context, three distinct landscape areas emerge:

1. The plain valley of the Brembo river, clearly identifiable by the morphological slopes that define its pertinence area. The Brembo flows inside a pebbly bed, whose width varies according to the characteristics of the substrate crossed; in the sector in question, if we exclude the territorial portion immediately north of Filago, the river flows enclosed between high log walls, inside a gorge in which the extensive wooded areas found further north tend to rarefy, until they are reduced to affect only the river embankment and to disappear at the height of Brembate, a center developed close to the river.
2. The lowland valley of the Adda river in the municipality of Capriate San Gervasio, rather recessed up to the town of Crespi, much less pronounced from the Workers' Village up to the confluence of the Brembo. The Adda valley is relevant from a landscape point of view both for the view aspects (overlooking the villages of Capriate, San Gervasio, Crespi, Trezzo on the Milanese side) and for the ecosystem ones, being characterized by rather extensive wooded environments. The context is protected by the Adda Nord Park.
3. The fundamental level of the plain, i.e. the flat area between the two river valleys mentioned, affected by substantial urbanization, including of a productive type, particularly marked along the axis of the A4 motorway but also widespread in the northernmost quadrant, along the SP155 and the SP183.

The southernmost sector of the local context where the Crespi Workers' Village stands and where the Leolandia-Minalta theme park is located is strategic, as well as various commercial complexes which determine, also in the future, a strong attraction. Among the detracting elements, the system of quarries still active in the southern sector, not far from the course of the Brembo, stands out.

The priority objectives for the urban-territorial planning identified are:

1. strengthening of the ecological connections between the rivers Adda, Brembo and Pianalto,
2. maintenance and/or defragmentation of the residual ecological gaps existing between the different fringes of the urbanization also through the creation of equipped green spaces,

3. strengthening of ecological continuity along the corridors of the Lesina and Dordo streams, where weakened by the lack of a vegetal curtain and/or its degradation,
4. strengthening of the secondary transversal ecological connections along the main ditches, up to connecting the town of San Gervasio d'Adda with the western slopes of the Pianalto del Bedesco,
5. upgrading of the vegetation along the Brembo River in the stretches between Marne and Brembate and between the latter locality and the mouth,
6. upgrading of the ecomosaic of the agri-environmental connection system in the northern quadrant of the A4 motorway,
7. **qualify the infrastructural and functional junction around the Capriate San Gervasio toll booth (presence of Leolandia, reactivation of the Crespi factory, presence of Iper and other functions to be established soon),**
8. correct environmental insertion of the future Pedemontana motorway, adequate compensation works with interventions on the landscape and on the vegetation equipment,
9. **enhancement of the UNESCO site of Crespi,**
10. **upgrading of the cycle path network in order to connect the context of the Adda Nord Regional Park with that of Brembo,**
11. renaturalization of quarries at the end of the excavation activity,
12. strengthening of plant connections along the slopes that define the Bedesco area, with particular attention to those around the town of Grignano,
13. protection, enhancement and enhancement of ecosystem services linked to river areas and enhancement and creation of ecosystem services in the agricultural territories of the context,
14. monitoring of the extension of the territories affected by the presence of greenhouses.

Among the guidelines and policies identified by the Plan, we highlight: analytical design study of the infrastructural and mobility system aimed at defining alternative design solutions regarding the inter-provincial connections between the two banks of the Adda, with specific attention to the environmental framework and in relation to the appropriate forms of landscape contextualization - reorganization of bus services towards Trezzo sull'Adda and Capriate San Gervasio - construction of the backbone of the island - progressive resolution of the critical issues of the road junction between Capriate San Gervasio and Brembate.

## LEGENDA

- Confine provinciale
- Contesti locali
- Confini comunali
- Patrimonio idrico di superficie
- Arene protette regionali e PUS
- Siti Rete Natura 2000

### PATRIMONIO PAESISTICO-CULTURALE (RP titolo 12)

- Centuriazioni
- Beni culturali

### PIATTAFORMA AGROAMBIENTALE (RP parte IV)

- Ambiti agricoli di interesse strategico - AAS (RP titolo 5)
- Spazi aperti di transizione - SAT (RP titolo 7)

### SISTEMA URBANO

- Linee di contenimento dei tessuti urbanizzati (RP art. 34)

### Contesti di accessibilità ciclopedenale alle stazioni della rete ferroviaria (RP art. 35)

- Area di influenza di 500 m dalle fermate e stazioni
- Area di influenza di 1000 m dalle fermate e stazioni

## INFRASTRUTTURE PER LA MOBILITÀ

### Mobilità su gomma

- Tracciati di progetto (RP art. 39 e titolo 11)
- Itinerari di scenario (RP art. 40 e titolo 11)

### Mobilità su ferro

- Tratte ferroviarie di previsione (DP sezione 15)
- Tratte ferroviarie da riallificare (DP sezione 15)
- Tracciati del trasporto collettivo in sede protetta esistenti
- Tracciati del trasporto collettivo in sede protetta in progetto (DP sezione 15)
- Percorsi di qualità del trasporto collettivo in sede protetta (RP art. 40 e titolo 11)

### Mobilità dolce

- Rete portante della mobilità ciclabile (RP art. 42)

## PIATTAFORMA ECONOMICO PRODUTTIVA

- Di diretta prossimità alla rete stradale primaria (RP art. 36)
- Altri ambiti

### Arene governate dal Piano Cave provinciale



II

Figura SEQ Figura 1\* ARABIC6 DT\_CL 11. Isola meridionale - basso corso del Brembo

**Territorial Government Plan (PGT)** of Capriate San Gervasio was approved with d.c.c. no. 10 on 10/03/2012; in December 2017 it was approved by the City Council with resolution no. 69 the variant no. 6 of the PGT, incorporating the changes introduced by the Detailed Plan of Crespi d'Adda.

From the explanatory report of the PGT it is possible to deduce the strategic objectives that the municipal administration intends to pursue:

### Agricultural system of naturalness and landscape

- enhancement and protection of agricultural heritage and natural environments in close relationship with watercourses;

- recovery and redevelopment of rural and non-rural buildings within agricultural areas;
- enhancement of the historical and environmental heritage constituted by the Workers' Village of Crespi d'Adda; soil protection.

#### **Service system**

- enhancement of the offer of vehicle parking areas and new road infrastructures; · reorganization of the system of equipped green areas and school infrastructures; · organization of the areas for services in the transformation areas and in the implementation plans in general; · incentives for the implementation of the plan objectives through the volumetric attribution of a building index to the areas for infrastructures and services.

#### **Urban system**

- redevelopment of historic centres; · identification of areas subject to a recovery plan, aimed at the urban redevelopment and/or restructuring of abandoned areas or production areas in contrast with the surrounding area destinations; limit soil consumption: completion of construction in urban areas of underutilized housing (vacant lots) and strengthening of the residential offer through the identification of new areas for expansion in areas already envisaged by the current PRG and in any case within the consolidated urban fabric ; · promotion of the tourist offer; safeguard the economic system by maintaining employment in the area.

**The Detailed Plan for Crespi d'Adda** was definitively approved in 2018, following the decay of the previous one, and sets itself the objectives of:

- ensure the conservation of the urban layout;
- redevelop and revitalize urban spaces and help prefigure the future of Crespi d'Adda by directing the interventions of the Public Administration and those of private property;
- recover in architectural, distributive, structural and hygienic terms buildings with a monumental, historical, artistic and environmental character;
- guarantee the conservation and redevelopment of the properties and open spaces of relevance, allowing for transformations suitable for the permanence of people, with reasonable levels of innovation and contemplating the needs that emerged during the participation process;
- recovering the "collective" nature of the factory as an element necessary for the survival of the complexity of the Village, with attention to the aspects that can lead to negative consequences (crossing traffic, parking, noise, emissions into the atmosphere, ...);
- assign part of the resources generated by the transformation interventions to the redevelopment of the Village and the regeneration of the system of proximity services necessary for the Crespi community.



Figure 7 View of the Adda river and the Martesana canal. (photo by Walter Carrera)

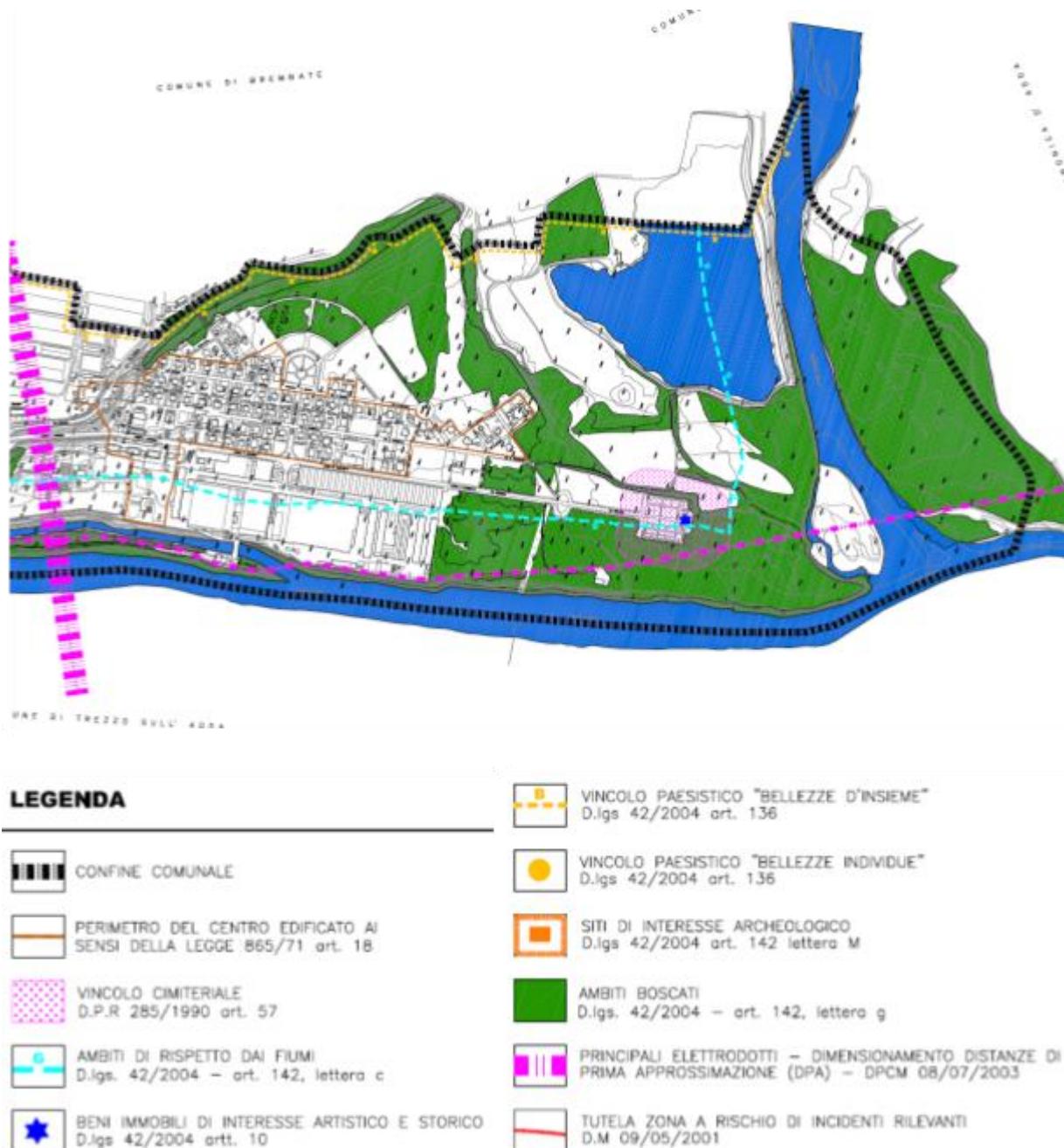


Figura SEQ Figura 1\* ARABIC8 Piano di Governo del Territorio del comune di Capriate S. Gervasio – Estratto dalla Tavola dei vincoli

It is a planning tool for which working tables were set up for the involvement of the population.

First of all, the Plan identifies an urban subdivision of the areas belonging to the Crespi site, grouping them into two territorial systems: 1) The System of naturalness 2) The System of mainly man-made areas of

historical value. Subsequently, it declines the urban forecasts within the two main territorial systems, dividing them into urban sub-zones based on their specific peculiarities.

As far as the system of naturalness is concerned, the objectives are:

- redevelopment and renaturalization of degraded green areas, also within the Adda Nord Natural Park;
- safeguarding the primary corridor of the regional ecological network along the Adda river;
- valorisation of the Brembo river and bank areas;
- increase in the possibilities of collective use of natural areas through the recovery of existing paths and the creation of new paths and cycle paths;
- increase in the possibilities of use through the creation of thematic itineraries, fitness itineraries and the opening of rest and relaxation areas integrated with the environmental context. The Detailed Plan also provides for the drafting of a special Environmental Green Plan to guide the planning and maintenance of these areas in a coordinated way, possibly also including private green areas of common interest.

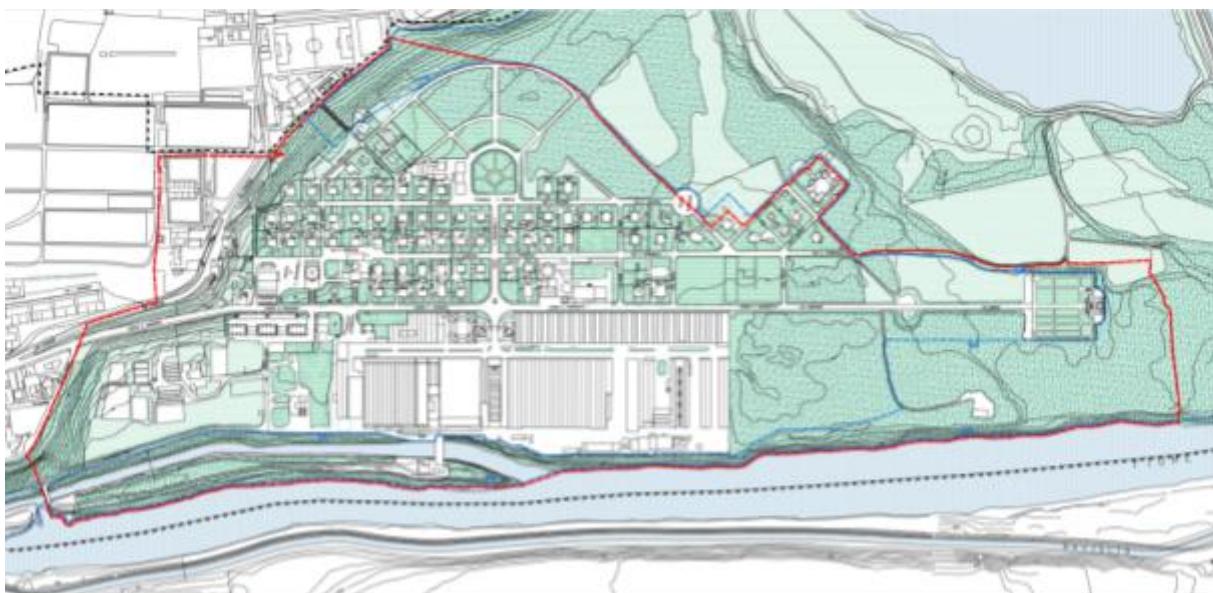


Figura SEQ Figura 1\* ARABIC9 Perimetro del Piano particolareggiato

As regards the system of predominantly anthropized areas of historical value, the area is divided into "Areas of public interest" and "Private areas in the urban fabric".

With regard to the Areas of Public Interest, the Plan has set the following objectives:

- the definition of an implementation path that allows the redevelopment of the public space system over time, consolidating the representation of the urban design, strengthening it with new public areas and harmonizing their use with an overall rethinking of the accessibility and parking system;
- the solution of the current weakness of use and characterization of public spaces, promoting the renewal of central spaces and the formation of representative places recognized by the community;
- the renewal of the system of paths, roads, sidewalks, green paths, with coherence of materials and inserting new elements that make the network of open spaces part of the Village;

- prefigure a system that takes into account the quality of life of people and the landscape and environmental value of the Village;
- consider the issues of accessibility and parking in the broadest and most articulated territorial system on a local and supra-municipal scale, also taking into account the large attractive functions of adjacent traffic, promoting integrated and shared solutions, and taking into account the tourist flow and those that may spawn from factory reactivation;
- redevelop the pedestrian and cycle-pedestrian system to place the Village in the network of cycle paths in the area;
- promote a remote parking system for tourists, employees and visitors of the new businesses and prefigure a shuttle service for accessibility;
- reorganize the parking system for residents by harmonizing the need for private car shelter with that of safeguarding, also by providing for collective parking.

In particular, strategic places have been identified for the enhancement of the Village, namely: the descent (Via Stadium), the door (car park along Corso Manzoni), the square (where the church and school overlook), the garden (pine forest).

As regards "private areas in the urban fabric", the Detailed Plan does not prescribe further protections of an architectural landscape nature, and mainly intervenes in the definition of the uses and destinations of the building heritage. In residential areas only this destination is allowed, and, limited to the exercise of the free profession by those who live there, the tertiary destination.

In order to articulate the possibilities of intervention with reference to the specific characteristics of the buildings, the Plan classifies them by "Types":

- Main typology;
- Condominium type buildings;
- Villas;
- Wooden shacks;
- Castle;
- Farmhouse;
- Garage buildings;
- Buildings for which commercial use is permitted.

For all types, ordinary and extraordinary maintenance interventions and interventions for the conservation and enhancement of the building organism and its constituent elements are always permitted, even with modifications to the typological system necessary for functionality, with the clarifications and specifications contained in the articulated norms. The project of all interventions exceeding ordinary and extraordinary maintenance must provide for the overall reorganization of all the pertinent open spaces and the removal of incoherent artifacts. The execution of the interventions is subject to the preventive removal of all the artifacts. All interventions must comply, as far as compatible, with the indications contained in the Abaco Table of elements and materials for interventions on private buildings and on spaces pertaining to private buildings.

In order to guarantee the permanence of the residence in the Village and to allow modifications that allow the "contemporary" use of the buildings, the interventions must aim at the overall conservation of the buildings, the facades, the typological layout and the original image of the Village but , with reference to the

classification of Types, may also include the interventions, transformations, intended uses and modifications described in the plan in art. 3.2.2 Specific regulation of interventions on residential buildings.

In 2006, the Municipality of Capriate San Gervasio adopted the **color plan** of the Village of Crespi d'Adda. In case of intervention on the properties of the Village, the Plan prescribes to identify the original colors through stratigraphic surveys. If this is not possible, it is necessary to refer to the color tables and proceed with specific samples to choose the color in relation to the type of building.

**The Color Plan** currently in force prescribes that for buildings that have not undergone interventions, the original color must be identified through special investigations, in the parts less exposed to the elements or to the action of light; for buildings without evident evidence, stratigraphic methods must be used.

In the event that it is not possible to rely on the verification of the underlying color layers, and in any case in situations of doubt, the plan identifies specific colors indicated in the tables, related to the specific architectural situations. The aim is to avoid choosing colors detached from the surrounding chromatic context, and to avoid chromatic disharmonies deriving from inappropriate combinations. In any case, the choice of color, under the guidance of the technicians in charge of the Municipality, must always be evaluated in relation to the reference chromatic and luminous context: in fact, the same color can be perceived in different ways depending on whether it is in the vicinity of different, or in different ranges of brightness.

#### PIANO COLORE DEL VILLAGGIO DI CRESPI D'ADDA

##### "PALAZZOTTI" OPERAI PLURIFAMIGLIARI

S 1010-Y30R	<i>Beige</i>	
S 1010-Y20R	<i>Beige</i>	
S 1005-Y20R	<i>Beige</i>	

##### EDIFICI AD USO COMMERCIALE, RICREATIVO, SCOLASTICO.

S 3030-Y50R	<i>Biscotto</i>	
S 2040-Y60R	<i>Biscotto</i>	
S 1040-Y40R	<i>Ocra</i>	
S 2020-Y10R	<i>Verde</i>	
S 1020-Y20R	<i>Beige</i>	

##### PALAZZINE OPERAIE MONO-TRIFAMIGLIALI

S 1030-Y20R	<i>Giallo</i>	
S 2070-Y70R	<i>Rosso</i>	
S 2020-G70Y	<i>Verde</i>	

##### CHIESA

S 1002-Y	<i>Beige</i>	
S 1002-R	<i>Beige</i>	

##### VILLE IMPIEGATIZIE, DIRIGENZIALI, DEL MEDICO E DEL PARROCO.

S 0520-Y40R	<i>Beige</i>	
S 1020-Y40R	<i>Beige</i>	
S 2020-Y40R	<i>Biscotto</i>	
S 0520-Y30R	<i>Beige</i>	
S 1010-G60Y	<i>Verde</i>	
S 2075-Y70R	<i>Rosso</i>	

##### EDIFICI INDUSTRIALI

S 1020-Y40R	<i>Ocra</i>	
S 0540-Y20R	<i>Giallo</i>	
S 1040-Y10R	<i>Giallo</i>	

##### SOTTOGRONDA, RILIEVI, MODANATURE.

S 2020-Y30R	<i>Beige</i>	
S 3010-G90Y	<i>Grigio</i>	
S 3005-Y50R	<i>Grigio</i>	

Figure 10 – Color tables of the Color Plan of the Work Village

## 2.3 Socio-economic framework

In order to create a correct analytical picture of the demographic situation of the Workers' Village of Crespi d'Adda, the data published by ISTAT, referring to the municipality of Capriate San Gervasio, are reported below, since those for the Crespi Village alone are not available. The most recent update dates back to 2017 with a population registration of 450 inhabitants, an increase compared to the past 2011 which had 347 residents.

Taking as reference the ISTAT data for the period 2001-2020 (*Chart 1*), an increase in the resident population in Capriate San Gervasio is evident. This trend is confirmed by the most recent data of the last two years: in 2021 there was a negligible decrease, going from 8,160 to 8,156 residents, while in January 2022 an increase of 0.17% was visible compared to the previous year, reaching a total of 8,170 inhabitants (*Tab.1*).



*Graph 1 Trend of the resident population in the municipality of Capriate San Gervasio (BG)*

*Source: tuttaitalia.it*

Year	Resident population	Absolute variation	Percentage variation	Number of families	Average number in family
2015	8.066	+60	+0,75%	3.426	2,33
2016	8.047	-19	-0,24%	3.465	2,29
2017	8.173	+126	+1,57%	3.527	2,29
2018	8.041	-132	-1,62%	3.405,38	2,33
2019	8.118	+77	+0,96%	3.440,21	2,33
2020	8.160	+42	+0,52%	(v)	(v)
2021	8.156	-6	-0,05%		
2022	8.170	+14	+0,17%		

*Tab.1 Resident population in Capriate San Gervasio on 31 December of each year (2015-2022) (v) data being validated*

The phenomenon of population growth may seem to be in contrast with the trend of the natural balance which turns out to be negative every year, with the exception of 2004 and 2010. In this regard, the latest data that ISTAT provides is from 2020 in which verified 64 births against 122 deaths. In fact, with the closure of the production plant, the collapse of the industrial reality that had characterized the Village until the early years of the 21st century occurred. The factory workers and their families made up the majority of the population: in fact, in addition to work and housing, a series of services were guaranteed, including school education, thus pushing towards a family reality.

Year	Old age index	Birth index	Death index
2015	147,8	9,1	11,2
2016	149,3	7,6	10,9
2017	154,6	7,5	12,6
2018	156,1	8,5	12,2
2019	159,1	7,3	11,8
2020	166,2	7,9	15,0
2021	164,1	-	-

*Tab.2 Old age, mortality and birth rates calculated on the population residing in Capriate San Gervasio (2015-2021)*

With the cessation of work, Crespi d'Adda is facing an aging population: the absence of a generational change, necessary to give new life to the Village, is one of the problems that threatens the survival of this small reality. In fact, in the municipality there is a regressive trend of the population which sees in 2021 1,828 residents aged 65 and over and only 1,114 young people between 0 and 14 years of age. As proof of this, the old age index of the same year indicates that in the municipality of Capriate San Gervasio there are 164.1 elderly people for every 100 young people (*Tab.2*), with an aging population of working age and a greater number of people close to retirement.

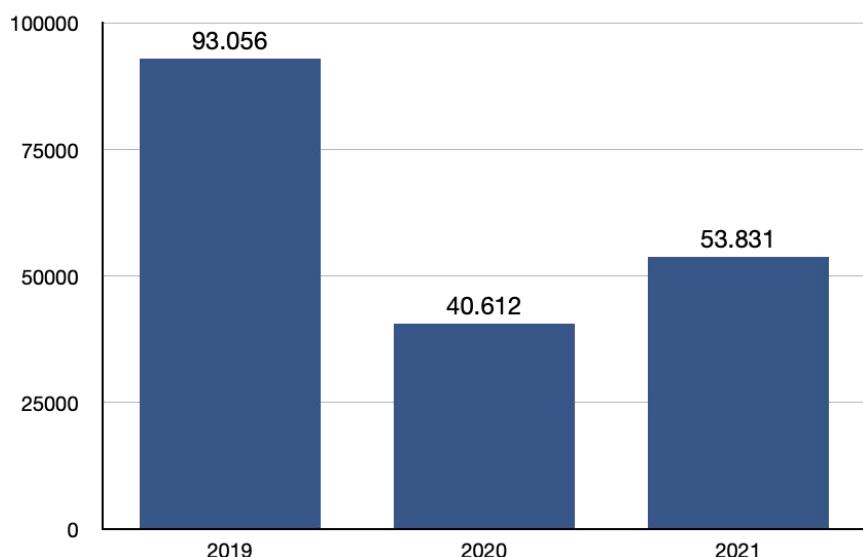
A significant impact on the demographic trend is represented by the flows of foreigners to the municipality, which mostly involve children and adults of working age, mainly from Europe and Africa. Focusing on Italy in general, it can be seen that the country is now characterized by a consistent drop in the birth rate: the population is in fact progressively decreasing and finds a partial solution to the problem in the incoming migratory flow. This is also reflected in the small reality of Capriate San Gervasio where the migratory balance, negative only from 2005 to 2007, shows an increase in the presence of foreigners, which in 2021 reaches 1,134 individuals, representing 13.9% of the resident population.

Another fundamental element that contributes to the recovery of the site are the tourist flows. Despite the cessation of production activity, the Village remains intact, thus continuing to represent a model of an industrial city to be preserved.

The tourism sector, which has recently emerged from the crisis triggered by the Covid pandemic, is already showing signs of recovery in 2021. The analysis of tourist flows in the Bergamo area, particularly affected by the pandemic, was carried out by the Tourism Observatory of the province of Bergamo: in 2021 numbers have clearly risen compared to 2020, even if still lower than what was recorded in the pre-pandemic period

of 2019. This recovery sees its strong point in domestic tourism, decidedly higher than the international one. The latter mostly presents a greater weight in the summer period, remaining fairly constant in the following months.

The Tourism Observatory of the province of Bergamo also divides the territory into 3 macro-areas and 9 areas. The municipality of Capriate San Gervasio is included in the "Isola Bergamasca" macro-area together with 22 other municipalities. Even the tourist analyzes of this smaller reality confirm what has been said previously: 2021 presents -42.2% of tourist arrivals compared to 2019 but with an increase of 32.5% compared to 2020 (*Chart 2*).



*Graph 2 Number of tourist arrivals in the province of Bergamo from 2019 to 2021*

This study, carried out in 2021, also proposes an analysis of the first two months of the year 2022, whose data are estimated on the basis of the structures active as at 31/12/2021, which then communicated a growth forecast of 44.5% compared to 2021.

On the other hand, to observe the predominance of Italian tourists over foreign ones, the 2017 report of the Province of Bergamo should be considered: there are 89,690 Italian tourists and only 20,620 foreign ones, with a majority of Germans, French and Swiss.

Restricting the field of investigation further to the Workers' Village, it is interesting to observe how the analyzes relating to the three days between Easter (from Good Friday to Easter Sunday) see Crespi d'Adda and the Crespi mausoleum in eighth place in the ranking of 10 points of greatest interest by number of visitors. It is the confirmation that the Village still represents an exceptional example of a Workers' Village and a rare type of Company Town that continues to attract tourists, with the will to increase this flow in the future, once again approaching pre-Covid levels.

## **2.4 Mapping of stakeholders**

The site consists of a complex of private and public property, to which are added territorial institutions and other actors who are entitled to manage the area included in the UNESCO site.

The public actors include: the Municipality of Capriate San Gervasio, the Lombardy Region Directorate General for Culture, the Province of Bergamo, the Adda Nord Regional Park, the Superintendency of Archaeology, Fine Arts and Landscape for the provinces of Bergamo and Brescia.

The private stakeholders are: the individual owners of the houses in the Village, the owner of the industrial complex (Gruppo Odissea), the owner of the power plant (Adda Energi srl), traders and tourism operators.

There are also many associations active in the area and which were consulted during the preparation of the Management Plan. In particular, the Crespi d'Adda Association, the Crespi Village Cultural Association, Pro Crespi, Leonardo's Adda Ecomuseum, Pro Loco Trezzo D'Adda, Promo Isola.

## **2.5 Management body**

To date, the management of the Crespi d'Adda site is in the hands of the Municipal Administration of Capriate San Gervasio, as provided for in the Memorandum of Understanding signed in 2007 between the Regional Directorate for Cultural and Landscape Heritage of Lombardy, the City of Capriate San Gervasio, Lombardy Region and Province of Bergamo. The agreement simultaneously established that the signatories would set up a Steering Committee with the task of monitoring the implementation of the Management Plan; following the 2007 agreement, the Adda Nord Park Authority and the Milan Polytechnic also became members of the Committee. This Steering Committee was then followed up and is not currently active.

One of the most evident needs for the UNESCO site, already identified in the previous management plan, is the definition of a new management structure which, while maintaining a central role for the City of Capriate San Gervasio, involves the stakeholders who act on the area of the UNESCO site and guarantees continuity despite the political changes that could affect the municipal administration. Furthermore, the workload associated with the management of the UNESCO site appears to be too onerous for the limited human resources available to the administration, which cannot be used exclusively for the management of the site. This need was addressed in the Action Plan, identifying a specific activity which, in a short time, identifies the most suitable management structure, taking into account the specific characteristics of the site.

Among the managerial obligations there is the signing of an agreement with the main institutional subjects of the territory, promoted by the Lombardy Region - Autonomy and Culture Directorate. This "enhancement agreement" will be signed between the Lombardy Region and the Ministry of Culture - Regional Secretariat for Lombardy Superintendency of Archaeology, Fine Arts and Landscape for the provinces of Bergamo and Brescia and: Municipality of Capriate San Gervasio, Province of Bergamo, Adda Nord Regional Park ; to these could be added the private operators who operate on areas of the UNESCO site of public interest. The purpose of the agreement is to ensure that all subscribers act in a coordinated and joint manner with the aim of enhancing and promoting the site.

One of the objectives of the agreement could include the establishment of a Control Room responsible for monitoring the Plan, or rather a working table which, on a minimum annual basis which varies according to

specific needs, brings together the subjects involved in the management of the site and you update them on the progress of the plan and on the implementation of the project actions.

## 2.6 SWOT analysis

In order to clearly focus on the characteristics of the UNESCO site and adequately set the strategy and actions of the Management Plan, a SWOT analysis was undertaken. It is a strategic planning tool aimed at highlighting the characteristics of an element and the consequent relationships with the context in which it is located, offering a reference framework for defining strategic guidelines aimed at achieving an objective.

SWOT analysis allows you to think about the goal you want to achieve while simultaneously taking into account both internal and external variables. The internal variables are those that are part of the system and on which it is possible to intervene; external ones instead, not depending on the organization, can only be kept under control, in order to exploit the positive factors and limit the factors that instead risk compromising the achievement of the set objectives.

With regard to the Crespi d'Adda workers' village site, the following characteristics were highlighted:



## 3. The past: a balance sheet from enrollment to today

From the moment of registration of the site to the WHL in 1995 to today many changes have occurred in the area of Crespi d'Adda. The most evident concerns the cessation of the production activities of the factory, which has been inactive for a long time. Thanks to the signing of the "Program Agreement for the redevelopment of the Crespi d'Adda factory" (October 2022), a new season opens for the site and, consequently, for the entire territorial basin. The agreement is better described in chapter 6.

Another significant intervention for the site was the opening of the Visitor Center inside the school building, inaugurated on 26 May 2021 which, in addition to serving as a visitor reception point, houses the Crespi d'Adda Participatory Museum. The museum itinerary is located in two rooms and tells the story of Crespi through the narration of some historical figures. The museum was also opened thanks to the funding obtained through tenders from the Lombardy Region and the Ministry of Culture and will be the subject of further implementations.

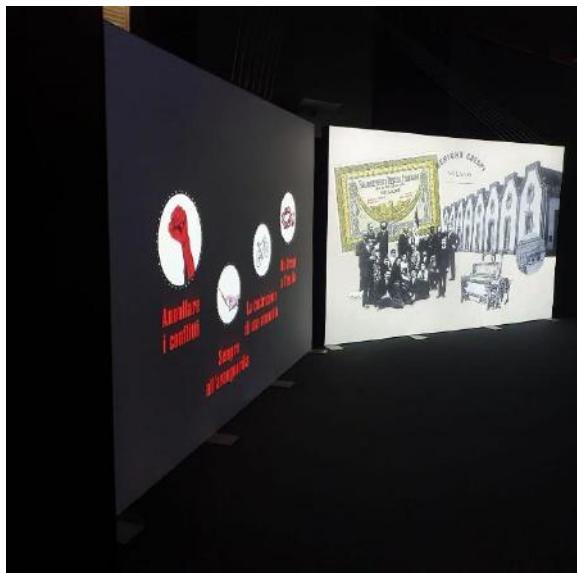


Figura SEQ Figura 1\* ARABIC11 - Allestimento del Museo Partecipato presso il Visitor Centre di Crespi d'Adda.

### 3.1 Evaluation of the effectiveness of the objectives set in the 2014-2018 PdG

At the basis of the drafting of the new Management Plan for the UNESCO site of Crespi d'Adda is the revision of the previous Plan, in force for the four-year period 2014-2018. It was divided into two actions: the integral recognition of the actions of the plan and the subsequent evaluation of the effectiveness of the planned objectives.

The ex post evaluation, in particular, has the following purposes: verifying whether the actions undertaken have responded to the needs identified and directing the interventions for the new planning season; evaluation, in fact, offers the opportunity to learn which actions have been successful, and to what extent, and which factors have influenced their performance. It is also possible to determine whether the identified actions have completed their task and are no longer current, or whether they remain valid and require a further period to be completed.

All the notions acquired through the evaluation make it possible to improve the strategy for implementing the plan and to direct it towards real needs. The recognition of the actions of the previous plan was conducted on the basis of an evaluation grid which made it possible to express an evaluation regarding the following indicators:

- degree of implementation of the actions of the plan;
- level of effectiveness achieved;

- possibility of replicating the action in the new plan.

Furthermore, a free field is provided in the grid, dedicated to inserting specific notes for each project; in this way it is possible to highlight any critical factors that developed during the course of the project, such as for example the adequacy of the allocated financial resources, as well as to give space to citizens' feedback.

The evaluation grid is compiled so that each indicator is expressed through the measure of achievement of the specific objective, and this measure is returned by means of a traffic light color system. In this way the red color is associated with actions that have not exceeded 25% of realization and/or for which low effectiveness is recognized. The yellow color indicates, on the other hand, actions that are 50% completed and/or that have shown average effectiveness. Finally, the green color describes those projects that are fully completed and/or that have been rated as highly effective.

Similarly, a traffic light-type color system is used to evaluate the replicability of the action in the new Management Plan. In this case, the opportunity to propose the same action within the new strategic document for the UNESCO site was examined.

The recognition of the individual actions and the relative evaluation was conducted through an interview addressed to a group made up of the Municipality of Capriate San Gervasio - Department of cultural and tourism promotion of the territory, by the dedicated Municipal Commission and by the Crespi d'Adda Association.

#### RECONNAISSANCE OF THE ACTIONS OF THE PREVIOUS PLAN

	RESPONSIBLE ENTITY	ASSESSMENT	REPLICABILITY
<b>PLAN 1 – ASSET PROTECTION AND CONSERVATION</b>			
<b>A) PLAN FOR THE ADJUSTMENT OF REGULATORY AND URBAN PLANNING INSTRUMENTS</b>			
1.a.1 Updating of protection tools. Decree of direct restriction on hydroelectric plant, thermal plant, chimney, industrial plant.	SBAP, Direzione Regionale BAP Lombardia	The action is 100% completed, as the bond was issued on 07/10/2014.	NO
1.a.2 Updating of municipal planning instruments	Municipal administration	The objective of reviewing the detailed plan was fully achieved with its approval on 12/22/2017. The action is 100% done.	NO
1.a.3 PTC update of the Adda Nord Regional Park	Parco Regionale Adda Nord	The Park Plan was updated with Resolution of the Park Community No. 15 of 16 September 2022, after examining the observations received and approving the related counter-arguments.	NO

	RESPONSIBLE ENTITY	ASSESSMENT	REPLICABILITY
1.a.4 Guidelines for internal transformation interventions in buildings and for energy improvement	Municipal administration	The action was not completed. It is believed that it may be useful to work exclusively on guidelines dedicated to the exterior of buildings, with indications relating to energy efficiency and the use of solar panels, in particular.	YES
1.a.5 Guidelines for the management of private open spaces	Municipal administration	The indications regarding the management of garages, fences, private green areas are contained in the dedicated urban planning instruments, such as the Detailed Plan. However, it is considered useful to dedicate a special study to private outdoor spaces that can better interpret the spirit of the place.	YES
<b>B) PLAN OF RESTORATION, MAINTENANCE AND SCHEDULED CONSERVATION</b>			
1.b.1 Recovery of the industrial plant	Percassi Group	The objective of recovering the industrial plant is the subject of the Program Agreement. To date, safety and maintenance actions have been carried out to ensure its conservation.	YES
1.b.2 Restoration and reactivation of the hydroelectric plant, caretaker's house and ENEL substation.	Adda Energi srl	Highly effective action fully completed for the power station but not completed for the caretaker's house building. Possible to predict completion in the next POG.	YES
1.b.3 General preventive and scheduled maintenance of the entire system (factories,	Municipal administration	The attention of individual owners is active.	YES

	<b>RESPONSIBLE ENTITY</b>	<b>ASSESSMENT</b>	<b>REPLICABILITY</b>
residences, public buildings).			
<b>C) PLAN OF KNOW-HOW</b>			
1.c.1 Reorganization of archive material owned by the Administration.	Municipal administration	The archive is currently ordered chronologically and without archival criterion. Furthermore, the spaces to host it have been identified. It is useful for this planning to be re-proposed in the new PdG to arrive at total completion.	YES
1.c.2 Digitization of the Legler historical archive	Municipal administration	The action led to the reorganization of the historical archive of Crespi d'Adda Ing. Giovanni Rinaldi, complete at and it is not necessary to repeat it.	NO
<b>PLAN 2 – USE</b>			
<b>A) ACCESSIBILITY PLAN</b>			
2.a.1 Redevelopment of via Privata Crespi.	Parco Regionale Adda Nord	It is useful to repeat the action (to be verified in agreement with the Park) for maintenance actions.	YES
2.a.2 Accessibility design of the ex-Kindergarten building S.T.I.	Municipal administration	Action was taken.	NO
2.a.3 Creation of connections between Crespi d'Adda and the opposite bank.	Parco Regionale Adda Nord	The action has been carried out, a scheduled maintenance plan is useful.	NO
2.a.4 Crespi private road bridge – Isola and white road redevelopment.	Adda Energi srl	Action 100% completed.	NO
<b>B) QUALITY OF LIFE IMPROVEMENT PLAN FOR RESIDENTS</b>			
2.b.1 Connection to broadband network for data transmission.	Municipal administration	Once the work for laying the optical fiber has been completed, the action must be completed.	YES
<b>C) HOSPITALITY AND SUSTAINABLE TOURISM PLAN</b>			
2.c.1 Creation of a visitor reception point.	Municipal administration	The project was fully implemented and was classified as highly effective.	NO

	<b>RESPONSIBLE ENTITY</b>	<b>ASSESSMENT</b>	<b>REPLICABILITY</b>
2.c.2 Posting of identification plates of places of main interest.	Municipal administration	Highly effective completed action.	NO
2.c.3 Adjustment of tourist road signs.	Municipal administration	Highly effective completed action.	NO
2.c.4 Working table for the organization of the tourist offer.	Municipal administration	The planning was carried forward with an initial start of contacts (e.g. table with restaurateurs). Furthermore, the site is included in the network of UNESCO sites of the Lombardy Region, with which it actively collaborates. The action is certainly of interest also for the next management plan and it is necessary to rethink an integrated tourism offer, also with the involvement of non-institutional operators.	YES

### **PLAN 3 – PROMOTION**

#### **A) COMMUNICATION PLAN**

3.a.1 Creation of official website.	Municipal administration	The website <a href="https://visitcrespi.it/">https://visitcrespi.it/</a> is 100% completed and operational; the routine update action will be continued.	YES
3.a.2 Design of the coordinated image of the site and logo.	Municipal administration	The design has been completed, however corrective actions are needed regarding the UNESCO logo.	YES
3.a.3 Development of a multimedia communication campaign.	Municipal administration	Completed action, highly effective, will be repeated periodically, when deemed necessary.	YES

	<b>RESPONSIBLE ENTITY</b>	<b>ASSESSMENT</b>	<b>REPLICABILITY</b>
3.a.4 Creation of brochures and marketing material to support the visit.	Municipal administration	Action completed, highly effective and replicable in the new plan, with the possibility of including additional foreign languages.	YES
3.a.5 Creation of digital support for the visit (app).	Municipal administration	The action was completed with the creation of a mobile app that includes an audio guide. There is also a Municipality app that can be implemented and updated.	YES
<b>B) TERRITORIAL PROMOTION PLAN</b>			
3.b.1 Creation of promotional signage	Municipal administration	Action 100% complete.	NO
3.b.2 Creation of itineraries between UNESCO sites.	Not indicated	Action completed with the activation of paths connecting with other UNESCO sites.  Also replicable in collaboration with the Region table.	Yes, involvement of the Lombardy Region table
3.b.3 Activation of international networks.	Not indicated	Some international relations have been activated, the TExTOUR project is also underway.	YES
3.b.4 Participation in fairs and exhibitions.	Not indicated	Action carried out with participation in national and international conferences and fairs in collaboration with the Lombardy Region and the World Heritage Association	YES
<b>C) PLAN OF EVENTS AND CULTURAL ACTIVITIES</b>			
3.c.1 Planning of cultural events and activities.	Municipal administration	The action is completed and highly effective. It is of interest to replicate the objective in the next plan, coherently with the definition of a managing body to be entrusted with promotion and	YES

	<b>RESPONSIBLE ENTITY</b>	<b>ASSESSMENT</b>	<b>REPLICABILITY</b>
		communication in a structured manner.	
3.c.2 Organization of the annual event.	Municipal administration	Action completed, with the organization of the Crespi days, interrupted due to the pandemic.	YES
<b>PLAN 4 – POPULATION INVOLVEMENT</b>			
<b>LOCAL COMMUNITY INVOLVEMENT PLAN</b>			
4.a.1 Setting up the local counter.	Municipal administration	Partially completed action with moderate effectiveness.	YES
4.a.2 Creation of good practice manuals	Municipal administration	The action has not been launched and has not been evaluated as effective, it is believed that the method of involving the population should be rethought.	NO
4.a.3 Promotion of knowledge of the Management Plan.	Municipal administration	Comments have been collected on the previous plan.	YES
4.a.4 Detection of demand and collection of project initiatives.	Municipal administration	Project launched with reference to the detailed plan, for which the participation of the population has been activated.	YES
<b>B) TRAINING PLAN</b>			
4.b.1 Training activities on the management of building transformations.	Municipal administration	The action has not been started. It is believed that it may be in the interest of individual professionals	NO
4.b.2 Training activities for school-aged children.	Municipal administration	Activity started. The Village provides free admission for the schools of Capriate and a knowledge journey on the site. It is believed that a permanent training course will be activated in the new plan.	YES

By observing the performance of the management plan from a less detailed point of view, and therefore focusing not on individual actions, but on a broader scale, i.e. of objectives that unite several actions, it is possible to make some considerations.

In particular, the heritage protection and conservation plan has a medium degree of implementation of the actions, and the effectiveness is rated as medium/high.

The fruition plan has completed almost all of the actions that make it up, and consequently there are few projects whose replicability is considered useful for the next plan.

The promotion plan has been fully accomplished and the results have been fully effective, moreover, many actions require to be repeated annually to achieve their objective, or need constant updating and maintenance activities. Less incisive, on the other hand, is the Plan for the Involvement of the Population, whose actions have not been fully implemented and have not been assessed as adequate for the pursuit of the objectives set.

## **4. Involvement and participation for the new PdG**

### **4.1 The participatory process: construction and animation**

With a view to creating a Management Plan oriented as much as possible towards satisfying the needs and expectations of citizens and the plurality of stakeholders in various capacities interested in the future of the Village of Crespi d'Adda, it was decided to proceed by involving the population, adult and school age, in participatory planning activities. These are effective initiatives in order to create cohesion between the parties and encourage the generation of a renewed social identity according to the new vision of the Village (which emerged from the various meetings), which in the long run have the effect of intensifying the involvement of the participants towards the interventions proposed and then included in the Plan itself.

Participatory planning is based on the collaboration between the technicians/designers and the recipients of the initiatives and, precisely thanks to this characteristic, generates a double effect, as it offers the possibility to the subjects involved to influence the dynamics of urban transformation through their knowledge of the place and, at the same time, represents an opportunity for training and cultural study that accelerates the individual and social development of the participants, who collide with the plurality of perspectives from which it is necessary to observe situations in order to be able to face them effectively and with respect cultural heritage, as well as the needs and interests of all, sometimes conflicting with each other.

In the case of Crespi d'Adda action was taken at three different levels. First of all, on the initiative of the Municipal Administration, a Commission for the Management Plan of Crespi d'Adda was set up, which meets periodically to discuss developments in planning in order to give a collective dimension to the decisions taken. Secondly, targeted meetings were organized with the adult population and other stakeholders, who were asked to discuss and elaborate project ideas and in parallel, activities of raising students' awareness of UNESCO and the history of the Industrial Village of Crespi d'Adda.

### **4.2 Municipal Commission dedicated to the PdG**

In support of the drafting of the new Management Plan of the UNESCO site of Crespi d'Adda, the Municipal Council of Capriate San Gervasio has appointed the Commission of the Management Plan of Crespi d'Adda with the function of support and consultation to the works, which meets periodically. It is a commission made up of 6 members: Marcellino Arnoldi (President), Laura Mapelli (Secretary), Flavio Crotti, Patrizio Mazzola, Francesca Cristina Cappennani, Veronica Cristina Cappennani.

The current Commission has, during its mandate, participated in all the foreseen work phases, scrupulously examined all the contributions and documents collected, elaborated proposals and suggestions by meeting periodically. It will end its mandate with the approval of the Management Plan, as per resolution.

The new administration will therefore appoint a new Commission, with a mandate to monitor the implementation of the plan in its executive phase, or the actions included therein, in order to be able to offer the population periodic feedback. It is hoped that the new commission will be able to take account of the work carried out, having within it even just one person from the current commission, who knows the

Plan in detail and who is aware of all the steps that are summarized in the plan and in the files, so such as to guarantee a sort of continuity to the work done.

## **4.3 Population and stakeholders: participatory planning tables**

For the implementation of the participatory planning, meetings were organized with some categories of actors to whom it was necessary to give a voice as they are directly involved in economic and cultural activities. In the first meetings, held on 22 November 2021, cultural operators were invited, by invitation, in the morning and commercial operators in the afternoon; while the entire population of Crespi d'Adda was invited to the third public meeting, which took place on 3 December 2021.



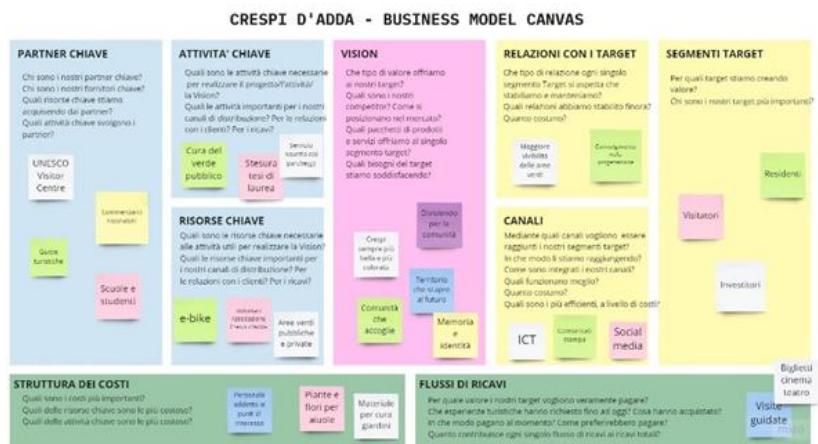


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The three meetings were structured in the same way: after the institutional greetings of the Mayor and the Councilor for Culture there was an initial moment of introduction to the Management Plan, with the narration of previous experiences; the merits of the Management Plan of the UNESCO site of Crespi d'Adda were then discussed, highlighting the importance of participatory planning and transmitting some suggestions on the aims of the plan, on the importance of finding a vision in line with the development path that intends to ensure the site and how individual projects will contribute to these higher level objectives.

At the end of this first moment of framing the reference context and before moving on to work at the tables, the Business Model Canvas, BMC, was presented, the tool used in this situation to facilitate comparison and collaboration between the various stakeholders present.

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Innovative Business Design tool used to visually represent a company's business model, i.e. the way it creates, captures and distributes value, the BMC has been divided into 9 sections representing the key building blocks of the essence of the city and on which the creation of Crespi d'Adda's Vision will be based and which will allow for an overview of the interconnections present and necessary for Crespi to increase its visibility among the targets in which it is interested and improve its attractiveness towards them.

The 4 background colors represent the 4 founding areas of the BMC:

- in blue the operational part of the planning (partners, activities and necessary resources) from which the project/activity sheet proposed at a later time originates;
- in yellow the area dedicated to the targets intended to be involved (visitors, current and potential residents, investors, ...);
- in green the area dedicated to financial sustainability on which to highlight the cost structure that will be incurred to carry out the proposed activity and the sources of financing or revenue streams from which it is intended to draw to finance the proposed activity;
- in pink the Vision of Crespi d'Adda which inspired us in drafting the new Gp, or the reason why a visitor should go to visit Crespi, a person/family decides to come and live here or an entrepreneur start a business activity, the benefits they would derive from it, the offer of services they could count on, etc.

The strength of this tool is that it requires proactivity on the part of the participants in terms of useful or necessary ideas, actions and activities and facilitates the involvement of all the participants and their constructive discussion, leaving little room for overly critical and non-cooperative attitudes .



The participants were divided into groups of up to 10 people, so that they could discuss and work together effectively at the **co-planning tables**, and supported in compiling the different sections of the BMC, at the end of which a plenary presentation was made, in which in about ten minutes each group presented the results of their table to the others and answered any questions.

After the part of collective work in groups - in which the participants were invited to discuss and then guided in the compilation of the Business Model Canvas in its various sections - each participant was asked to suggest, by filling in a proposal collection form , one or more

activities or projects in line with the Vision, which could then be included in the Management Plan. To allow everyone to propose their ideas, the form was sent by email to the participants, with the possibility of sending their individual contribution in the two weeks following the face-to-face meeting.

During the first two meetings, dedicated to cultural and commercial operators, 3 work tables were created, from which a certain number of project ideas sprang, which were then developed into more concrete activities with the sending of individual forms.

The third meeting, open to the public and well attended, gave rise to a collective discussion on some issues dear to the entire population, without subdivision into tables. The participants in this moment of discussion were also invited to propose their ideas by filling in the individual forms, collected via email in the following two weeks.

In total, more than 70 project files were collected, which were then censored, aggregated where they referred to similar or complementary actions, and traced back to 7 macro-themes: Management/Governance; Infrastructure, energy and green; Storage; Society and economic valorisation; Tourism; Communication.

The participatory planning processes are united by some elements, which prove to be fundamental in the implementation phase of the activities:

- a plurality of stakeholders interested in the local area are involved in the planning process;
- the activities that precede the actual planning promote the creation of awareness in the subjects involved, about the history and characteristics of the territory, as well as the regulatory and administrative protection tools to be respected, allowing to identify future needs that are compatible with the needs of the place;
- the sharing of the project by all the stakeholders right from the start ensures that the initiatives that emerge from participatory processes usually present a high degree of participation, interactivity and dynamism and triggers further participation in the management by the residents, with a general reduction of construction and maintenance costs.



#### **4.4 The Young: training course in schools**

The third initiative aimed at involving the population, and in particular young people, was the creation of a path structured in four meetings, designed to put students in a position to be aware of the value represented by the Industrial Village of Crespi d'Adda and of the reasons why UNESCO has included it in the list of World Heritage Sites.

UNESCO requires sites included in the World Heritage List to "preserve cultural heritage in order to promote peace between states", but gives equal importance to economic and social sustainability, and to the

liveability of places. This is why the new generations more than all the others must be involved: young people know how to observe reality objectively and it is right that they contribute to the planning of the territories in which they will live, expressing their desires and their ambitions.

To this end, the students of the last year of the lower secondary schools of Capriate San Gervasio (77) were involved in a process of awareness and knowledge of the territory, which developed in four moments:

1. Classroom meeting aimed at making UNESCO known, analyzing the historical context in which it was established, the goals it set out to achieve and the meaning of the World Heritage List; followed by discussion of Crespi d'Adda, its history and the reasons why each site must adopt a Management Plan.
2. Guided tour of Crespi d'Adda with exploration of the UNESCO Visitor Center and the Participatory Museum to raise students' awareness of the values of citizenship and peace that animate UNESCO's activities. The children were invited to discuss with parents, grandparents and uncles what they think of the cultural heritage of Crespi d'Adda and what memories they have.
3. Historical criticism workshops and activities were held at the UNESCO Visitor Center aimed at making young people discover and appreciate the value of the territory, such as a comparison on the meaning and value of Cultural Heritage, on the importance of conservation (with a visit to the Historical Archive Engineer Giovanni Rinaldi) and the development of the Student Management Plan has begun.
4. Once again in the classroom, an open discussion was held on the topics addressed and the students were guided in the preparation of a simplified Management Plan.



To get a picture of the initial and post-activity awareness and knowledge of the territory, and to understand how a possible greater awareness can influence the openness of young people towards tourists and all the implications that being part of the World Heritage 'Humanity' brings with it, questionnaires were distributed to students. During the first meeting, the proposed questionnaire investigated the state of the art, from which it emerged that, if many - just under 80% of them - know what UNESCO represents, only 47% had already heard of World Heritage . Furthermore:

- 95% of them had previously visited the Workers' Village, but only 60% had already visited the hydroelectric plant and even fewer, 21% had already had the opportunity to visit the UNESCO Visitor Centre;
- 56% of them knew the story of Crespi d'Adda, but only a third of these knew him thanks to family stories, the others thanks to teachers or thanks to television programmes;
- 87% of the interviewees are aware of residing in an area that includes a UNESCO site, but only 84% of those aware are proud of this condition and when asked if the Heritage constitutes an opportunity, 75% of them consider it so , while for 20% it is a problem to be faced and solved.

When asked if the presence of tourists is a problem for the residents, only 66% were able to answer and 51% of them do not consider it a problem against 49% who do. Above all, it is a perception linked to the confusion and nuisance generated by the tourist flow in terms of excessive traffic generated and degradation of the urban context due to abandoned waste and concern for vandalism and theft.



At the end of the training course, students were given a second questionnaire which provided feedback on the activities carried out.

In this regard, it is interesting to observe how what struck the youngsters the most and in a positive sense was the visit to the hydroelectric plant, i.e. the discovery of a reopened place that they had never visited (64%), followed by the perceptible quiet in the Villaggio Operaio (57%) and from the story they heard during the training itineraries (55%) proposed. Other elements considered positive were the architectural beauty (45%) which they perceived from the narration and observation of the natural context (45%) and the presence of vitality linked to places open to the public (shopping establishments, the UNESCO Visitor Centre, the hydroelectric plant), for 44% of the students. On the other hand, what was negatively affected were: for 38% of the students, the presence of closed places within the Village (the church, the factory and the cemetery), the disorder and dirt (25%) and the state of abandonment of the wash house (22%).

In general, the perception of students is that the presence of visitors to Crespi d'Adda does not create problems for the heritage for 75% of them, unlike 5% who consider it a potential problem. The remainder cannot express an opinion on the subject.

To improve cultural enjoyment, the youngsters ask for buildings that have not been visited to be made visitable, such as the factory (60%) and the cemetery (48%). Some of them also invite the use of technological instruments and digital solutions (36%). In this regard, when asked how the UNESCO Visitor Center could be improved, the main needs identified were the expansion of the museum space (36%) and greater interactivity (30%).

An interesting perspective emerges regarding the ways of safeguarding and protecting a territory like Crespi d'Adda. For 56% safeguarding means reopening spaces that are closed today (the factory and the former consumer cooperative) while safeguarding means, for 52% of them, ensuring that no new buildings are built in the area. Following are the issues relating to greater care of public and private green areas (39%), involving more young people, increasing awareness of the value of Crespi d'Adda towards all our fellow citizens, and making greater use of the heritage of the historical archive, for 38%. Immediately behind it, both the arrangement of the wash house is considered important, today in dilapidated conditions for 35% and bringing the work back to the factory, for 32%.

The **feedback** on the work carried out is that their perception of the territory has greatly improved, for 31% of them, it has slightly improved for 39% and has remained unchanged for 22% of them. For 4% of the boys, the perception of the territory has worsened.

Some considerations emerged from the open questions. Sometimes to highlight the need to revitalise the country and make it suitable for young people, of which some significant examples are reported:

- "we need a sports center because, in my opinion, that's everything" and "we need to reactivate the sports center because sport is important both from a social and a physical point of view"
- "There are few things for young people",
- "it is necessary to reopen closed spaces such as the theater to be able to go out and have fun",
- "recreational activities must be organized [...], tourism must be increased and Crespi d'Adda repopulated",
- "a square in which to meet",
- "open a library",
- "I would reopen the grocery store",
- "improve the pine forest park",
- "I imagine the factory restored but more futuristic [...] and restarting at the time it stopped" and again "reopening the factory and using it as a museum, because the factory is the most important building and symbol of Crespi d'Adda".



Others expressed mere revulsion at the current state of affairs:

- "Crespi d'Adda is not the ideal place for me to live",
- "I imagine Crespi d'Adda in the future as a failed country" or alternatively "a dead country",
- "if I could be mayor for one day I would advise the citizens of Crespi d'Adda to change town, because it is an old town",

- "I don't think I will stay in Capriate San Gervasio, because I don't think there are any great opportunities and ambitions in my place of origin".

And then there are those who have raised more substantive indications that are more easily achievable:

- "we must clear the streets of cars",
- "I would put in a law whereby nothing can be changed in homes",
- "put more bins across the town",
- "we need to make the inhabitants of Crespi d'Adda more aware that they are not the only ones".



Given the results of the questionnaire, the idea is to continue over the years with student awareness activities, in order to increase the awareness of future generations of rulers.

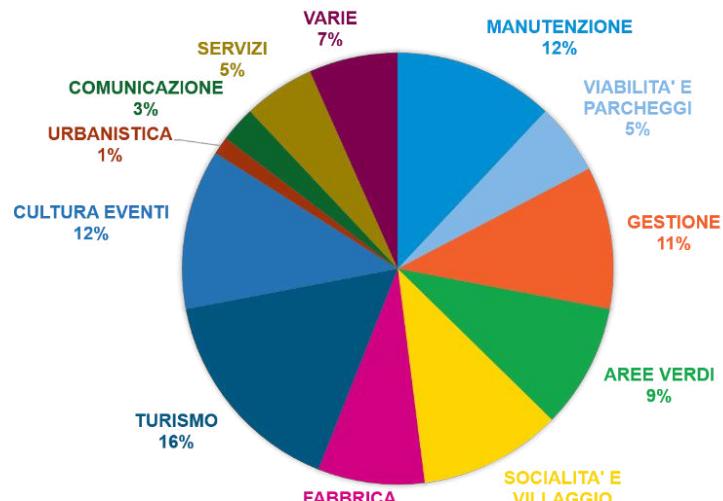
#### **4.5 Public meeting**

In order to illustrate the entire process of stakeholder engagement and participatory planning with residents, as well as the criteria used for the selection of projects to be included in the Management Plan and the logic of inclusion in one category rather than another, in June, a meeting open to the public was organized, concluding the process, during which the overall results of the process were reported.

The meeting was an opportunity to talk about the lessons in the classroom and field trips carried out with the schools, as well as to illustrate the results of the questionnaires given to students at the beginning and at the end of the course. A survey of the actions of the previous Plan was then presented, highlighting the activities that could be replicated in the new Management Plan and those to be completed or continued, and an analysis of the new actions that emerged from the participatory process, based on consistency with the conservation of value, with the PdG and with the real feasibility. It was also explained here that some of the proposed actions were excluded from the Management Plan, because they were the subject of attention from other areas of the municipal administration.

Finally, a first hypothesis of index of macro-themes was presented which took shape on the basis of the first analyzes of the datasheets presented, as visible in the figure opposite.

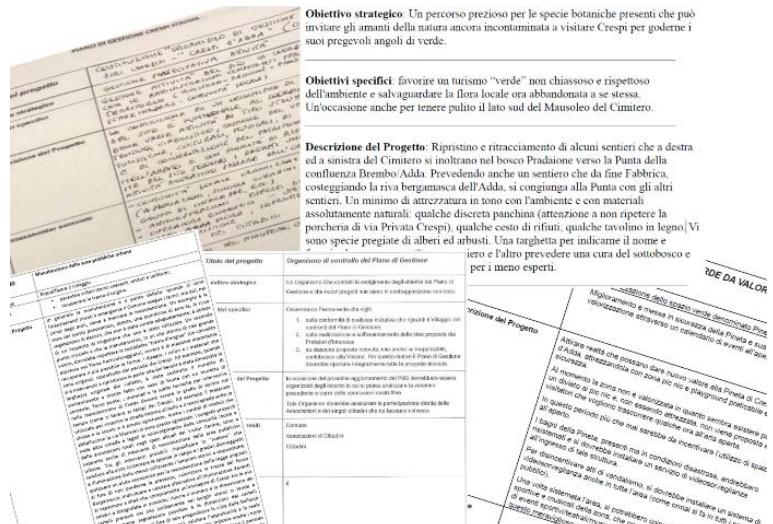
In the second part of the meeting, to increase the awareness of the participants about the ongoing process, the process leading to the drafting of the Management Plan was presented: from the SWOT analysis carried out, to the presentation of the priority themes and the various proposals for Vision emerged from the co-planning – with an incentive to converge towards a unitary Vision – to the need to identify an action plan to be included (with implementation times and costs highlighted) and a monitoring system with the relative indicators.



## 4.6 Expectations that emerged from the participatory process

The participants, young and old, were involved in urban development to acquire the point of view and the needs of their "category", not without first being involved in a process of awareness and information about the need to comply with the technical requirements and regulatory or administrative aspects.

Although at the beginning of the participatory planning activities there were moments of tension among the residents, in which some of the subjects involved expressed distrust of the tool used, the BMC, and above all of the real intentions of the administration to take into consideration the ideas that would gradually emerge from the tables, over time it was understood that it was precisely the plurality (and completeness) of the categories represented that brought to the table the different points of view of the population and the plurality of interests, sometimes by their nature conflicting. At the end of all the moments of **stakeholder** involvement, the project proposals that emerged from the meetings with the students, from the co-planning tables and from the over 70 project sheets received via email were analysed. After having surveyed all the material collected and archived the unacceptable proposals as inconsistent with the Universal Values, with the Management Plan or unfeasible as they relate to privately owned assets, the work of aggregating the remaining proposals was carried out - when they concerned similar or complementary actions attributable to a single activity – and 7 driving macro-themes linked to the strategic objectives of the Plan were identified: Management/Governance; Infrastructure, energy and green; Storage; Society and economic valorisation;



Tourism; Communication, for the details of which see chapter 6.

There were also numerous proposals from young people who, in order to encourage local development, suggest reopening the spaces that are still closed today, promoting conscious and monitored tourism and bringing work back to the factory. Among the activities suggested to improve the life of the village to their size, the youngsters propose to reactivate the oratory and the sports center, as well as creating, where there are none, spaces for aggregation in green and equipped areas and areas dedicated to play.

Students are aware that they can, as citizens, contribute to improving the conditions of the city by actively participating in the social and political life and engaging in the life of Crespi d'Adda by putting their own efforts into it and investing their time, rather than complaining about the situation passively.

## 5. The future: vision and objectives for the five-year period 2022-2027

### 5.1 The vision for the Crespi d'Adda site

In a site that has become a World Heritage Site as an outstanding example, on the European scene, of a working village built around a production facility that is still in operation, the intended use of the factory spaces undoubtedly plays a central role in focusing the vision of the management plan. Although foreseen from the moment of registration, the risk of a loss of meaning linked to economic and social changes became concrete when the factory ceased production, about twenty years ago<sup>1</sup>. In this context, the presence of a new owner, and an investment program which envisages placing new activities in the factory, creates an opportunity for the start of a renewed season, which has the task of projecting the UNESCO site into a future in which the spaces of the former cotton mill are not only preserved and museumized, but active in contributing to the sustainable development of the territory.

Recovering the relationship of the factory with the Village, starting with the re-functionalization of the production structures - as envisaged in the Program Agreement "Redevelopment of the Crespi d'Adda factory and neighboring areas" - represents a central point for maintaining the universal value of this site, and its integrity in particular. The vision identified by this management plan is therefore to **promote regeneration**: to return to being a "place of work" - alive and lived - restoring the full identity of Crespi d'Adda to citizens and all users.

Crespi's vision for the future, therefore, is closely connected to the factory and to the desire to revitalize these areas both as a workplace and as a space returned to collective use. These interventions must necessarily take into account the historical-architectural value of the building heritage on which they operate, and must guarantee its conservation and enhancement, already ensured by the presence of protection decrees which require obtaining the landscape authorization issued by the competent bodies.

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<sup>1</sup> "The site is still remarkably intact and is partly used for industrial purposes, although changing economic and social conditions now threaten its survival." UNESCO WHC <http://whc.unesco.org/en/list/730>.

In the 1970s, the factory was acquired by Manifattura Rossari and Varzi, and a little later the houses in the village were sold to private owners. In 1976 the factory became the property of the Legler family, who then sold it in 1989 to the Polli group. In 2003 the factory ceased production and in 2013 the ownership was taken over by the company Odissea - Percassi Group.

The Crespi d'Adda site, although gravitating to a large extent around the spaces of the factory, is not limited to them. Also for the village the vision is in the perspective of regeneration, understood both in the material sense and therefore connected to the built environment, and both to strengthen the social dimension of the Village, the relationships between people and regenerate the collective fabric that largely contributes to the site value. The community, consulted through a participatory process, has expressed the need to rediscover spaces for public use, to improve the usability of green areas, to strengthen connections with the surrounding area, and to ensure proper maintenance of the spaces. These indications are reflected in the projects that make up the action plan, as illustrated below.

The vision of revitalization is also declined in the concept of "networking" and systematizing the resources of the territory; this starting from the redefinition of the management structure which expands participation to new subjects, also in view of the reopening of the factory spaces. Finally, it expresses the desire to open up to connections with the surrounding area: Crespi d'Adda wants to insert itself more effectively in the panorama of Lombard and Italian cultural destinations, and activate partnerships with local bodies and institutions, as well as with other UNESCO sites.



## 5.2 Strategic objectives

### PROMOTE THE REGENERATION OF THE SITE

1. **THE FACTORY:** recover and functionally redefine the entire abandoned area which includes the Crespi d'Adda factory.
2. **THE VILLAGE:** strengthen the social dimension of the Village, promoting the recovery of spaces intended for the community and the maintenance of the Village and green areas.
3. **THE WORLD HERITAGE SITE:** to promote among citizens the sharing of UNESCO values and the sense of responsibility of living in a world heritage site starting from schools.

### MEMORY AT THE CENTER OF THE CULTURAL PROJECT TO PROMOTE A TOURISTIC RECONVERSION OF THE PLACE

1. **CULTURAL GOVERNANCE:** creation of a management structure which, involving local private operators and institutions, can guarantee the continuous management of cultural and tourist activities which remains independent from political alternation and which guarantees the maintenance of the UNESCO Visitor Centre's opening.
2. **OPENING OF THE HISTORICAL ARCHIVE:** opening the archive to the public means restoring the memory of the founding values of the site to the community and scholars. It is a significant action to enhance the historical documentation linked to favoring the study of the history of the place and its interpretation. Enriching the documentation through acquisitions and actions involving the population must be a strategic action to be launched during the next five years. The reorganization and usability of the administrative archive of the last thirty years will allow a completion of the work of arranging the documents.
3. **PERMANENT IMPLEMENTATION OF THE INTERACTIVE MUSEUM:** the interactive museum is the ideal place to allow the encounter between the stories of the community and the visitor. Its implementation necessarily passes from the active contribution of the inhabitants who will play a leading role in the narrative.
4. **LEGALITY:** putting legality back at the center of the project in the exercise of cultural and tourist activities through the coordination of the relevant bodies and promoting the professionalization of those who intend to transform their passion into a job. Ensuring the protection of those who work in the area from acts of intimidation and verbal aggression will be central to the work of restoring operational legitimacy and tourism development.
5. **PROFESSIONALISATION AND JOB CREATION:** Fostering the construction of tourism and cultural professionalism must be the mission of every World Heritage site. In an era where there is a lack of work, encouraging young people to enhance the culture of their territory must be much more than a slogan. The adoption of tools such as earphones will allow a less invasive use of the place.

6. **ENHANCEMENT:** promote, support and encourage the publication of books or the creation of documentaries or the drafting of degree theses dedicated to Crespi d'Adda in order to promote the dissemination, nationally and internationally, of the intrinsic value of our territory . Promote, through administrative simplification and the granting of authorisations, the recovery of currently closed or abandoned places by transforming homes into museum houses or reactivating a meeting place in the former cooperative building with the possibility of making it a food refreshment and fruition place of citizens to revitalize the pine forest and the square in front of the building.
7. **PARTNERSHIP:** Development of collaboration with local and national institutions, the city of Bergamo, the Province of Bergamo, the Lombardy Region, the Ministry of Culture, the University of Bergamo, the World Heritage Italian Heritage Association, and exploration of the possibility of twinning with sites with similar characteristics.

### A COMMUNITY THAT WELCOMES

1. **LOCAL HOSPITALITY:** favor the creation of B&Bs that can generate, on the one hand, an economy in favor of the local community understood in the municipal sense, and make the place attractive even for a non-day visit by favoring the increase of a more local economy large and also for local restaurateurs and commercial operators. Encourage the organization of picnics in the pine forest in order to revitalize, with families and children, a place often overlooked by visitors and ensure timely maintenance.
2. **QUALITY HOSPITALITY:** foster collaboration between and with commercial operators (bakeries, restaurants, bars) in order to promote the place in an always coordinated manner and guarantee visitors an adequate offer and the development of jobs and an economy for the community sustainable area. Take care of the maintenance and cleaning of public toilets thanks also to the monitoring of tourist flows through the collection of information at the UNESCO Visitor Centre.
3. **ACCESSIBILITY AND ARCHITECTURAL BARRIERS:** the creation of routes that can be used by people with disabilities must be one of the most important objectives to ensure maximum inclusiveness of the site. Narratives for the blind, visit tools for the deaf and the removal of some architectural barriers represent some of the strategic actions that will have to be implemented in the five-year period. The commissioning of an electric shuttle that connects the Capriate cemetery to Crespi d'Adda could be a concrete action in the next five years.
4. **ACCESSIBILITY AND ROADS:** soliciting the creation of connections with Gessate and Bergamo that favor a light turnout by tourists and visitors would favor the increase of unobtrusive tourism in terms of mobility. Work to improve the management of the ZTL with the aim of creating a real pedestrian area in Crespi d'Adda by regulating in a precise manner, through a study entrusted to specialists, the resolution of the issue of spontaneous parking on the road network . Improve road signs on approach and in the vicinity of the site.
5. **RECOVERY OF GREEN AREAS:** favor the recovery for use of the private green areas bordering the Workers' Village, in compliance with the guidelines for the protection of native greenery and with what is already regulated by the Adda Nord Regional Park. It would allow any increase in tourism to be dispersed throughout the territory and to beautify some areas of the place that are currently poorly maintained. This action could also ensure greater use of the spaces of the Workers' Village for the inhabitants of the entire municipality of Capriate San Gervasio. The creation of naturalistic and botanical itineraries and the organization of days dedicated to greenery and its care could

involve the forces of the territory in a project of awareness and community development. Promote the recovery and maintenance of the Fosso Bergamasco route.

## A TERRITORY THAT REOPENS TO THE FUTURE

1. **COMMUNITY INVOLVEMENT:** Encourage community participation by raising awareness among young people through joint and coordinated actions with the local school. Starting from children to build an education path to the value of heritage. Give continuity to the awareness-raising work carried out with the third secondary schools of the country to make it a crossroads of training that generates awareness of the Heritage and its values.
2. **SAFETY:** guaranteeing the presence of tourists, guiding them in such a way as to guarantee respect for the living museum, represents a kind guardian of the place. Urging its increase means protecting the place.
3. **REGENERATION:** favor the housing increase of the Workers' Village by renting/selling the houses currently owned by the municipality and favor the settlement in Crespi d'Adda of commercial and industrial operators who, in compliance with current regulations, can reopen the industrial and commercial spaces currently closed. Evaluate the possibility of integrating residential functions into the factory spaces. Urging the private operator that will install itself in the factory to reactivate some services that were once active for citizens, also guaranteeing the latter the possibility of using exhibition spaces inside the building. One action to be taken will be the recovery of the rooms of the former post office in order to make them a meeting place for citizens, associations and to use it as a polling station.

## A DIVIDEND FOR THE COMMUNITY

1. **REDEVELOPMENT AND URBAN EMBELLISHMENT:** proceed, (after having tried every possible negotiating method), with the expropriation and renovation of the historic buildings currently abandoned in order to restore their original beauty, redeveloping the area. While on the one hand the administration will work to identify the resources for the arrangement of public buildings, on the other hand it will favor the interventions aimed at the arrangement of buildings that are not adequately maintained at the moment (mausoleum, dome, fountain, berceau) trying to raise awareness and solicit the citizens to fix the sheet metal boxes that do not honor the Workers' Village.
2. **ENHANCEMENT OF THE TRACK:** promote, through dialogue with the property owner, the revitalization of the track, which must once again become the protagonist of sporting events and city vitality and make it a meeting place for young people.
3. **OPENING OF THE NEIGHBORHOOD LIBRARY:** within the project for the revitalization of closed spaces, the opening of the former newsstand transformed into a neighborhood library represents a further service to local citizens as well as a redevelopment of a microscopic abandoned building.

The creation of a space in the UNESCO Visitor Center where it will be possible to request the loan of books and return them, like a real library, will be a concrete action over the next five years.

4. **TAKING CARE OF GREEN AREAS:** increase the public green area under the responsibility of the UNESCO Visitor Center in order to have an ever more beautiful city and, thanks to an urban floral design plan, ever more colorful.
5. **ENHANCEMENT OF THE THEATER:** favor a theatrical and cinematic programming that restores the theater to the vitality of the golden years so as to become a zero kilometer service for the community and a cultural attraction useful for benefiting local restaurants thanks to the attraction of an evening audience currently residual. In addition to the theater, the creation of events that can guarantee artistic enjoyment and entertainment for the public will be encouraged and encouraged in order to promote the revitalization of the city.

## 6. The 2022-2027 Action Plan

### 6.1 A new masterplan for the Crespi d'Adda factory

The industrial complex of Crespi d'Adda, whose production activity ceased in 2003, is currently owned by the Odissea srl group which, through the regulatory instrument called "Program Agreement (AdP) for the redevelopment of the Crespi d'Adda factory and neighboring areas" has formalized its interest in intervening on the conservation of the architectural heritage of this area of the UNESCO site, through the establishment of new functions that are able to bring the factory back to being a living and lived-in place.

The object of the AdP is therefore the recovery, enhancement and re-functionalization of the historical monumental complex of the Fabbrica di Crespi d'Adda, its appurtenances, the environment and the surrounding landscape, as well as the adaptation of road infrastructures, parking and green spaces, with a view to environmental sustainability.

In particular, the AdP provides for the re-functionalization of the Crespi d'Adda factory, its appurtenances and surrounding areas through the establishment of new functions and the redevelopment of via Crespi, as well as the creation of works to support the existing road infrastructure and finding private and public parking spaces. The intervention provides for the stable location within the former factory of functions of public interest (museum space/Bergonzo building and exhibition space) and the recovery of the accessibility of the Factory in visit itineraries open to the public, consistent with its classification , together with the entire Village, a UNESCO site<sup>2</sup>.

The AdP consists of two areas of intervention: the former Crespi cotton mill and via Crespi.



Figure 12 AdP, Overview of transformation areas

The AdP envisages a total of 6 implementation phases ("functional excerpts"), according to a time schedule of approximately 10 years.

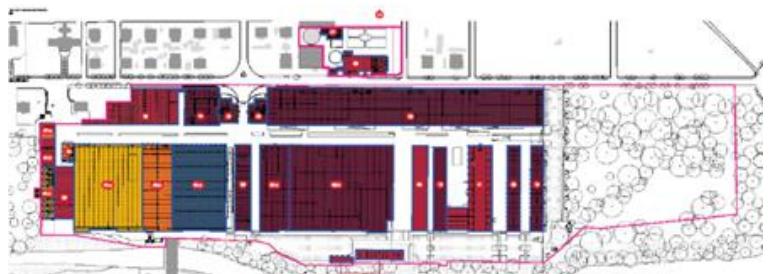
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<sup>2</sup> Programme agreement between the Lombardy region, the municipality of Capriate San Gervasio, the province of Bergamo with the adhesion of Odissea srl for the redevelopment of the Crespi d'Adda factory and surrounding areas.

As regards the first area, it refers to the buildings owned by Odissea srl: the factory, the former thermal power station, the internal road areas, the private parking areas and the former vegetable gardens area, for a total of over 125 thousand square meters. This surface will be destined for the following uses:

## PRINCIPALI DESTINAZIONI D'USO

<span style="color: #800000;">■</span>	Terziario-Direzionale 36.988,50 mq
<span style="color: #FFA500;">■</span>	Commerciale 6.573,60 mq
<span style="color: #003366;">■</span>	Produttivo 5.122,47 mq
<span style="color: #8B4513;">■</span>	Ricettivo 2.017,64 mq
<span style="color: #FF4500;">■</span>	Espositivo 4.610,15 mq
<span style="color: #800000;">■</span>	Servizi 12.636,62 mq



Furthermore, in the same area, the creation of a museum space open to the public and spaces intended for exhibition and cultural activities is planned, as envisaged by the Odissea Conventions with the Municipality and with the Adda Nord Regional Park. The so-called "ex-gardens" area will be subject to environmental redevelopment.

The functional recovery of the ex-factory buildings involves various degrees of intervention, aimed at maintaining and enhancing the pre-existing architectural features:

- conservative rehabilitation;
- building renovation;
- demolition: the demolition intervention is limited to buildings and/or parts of them that do not have valuable characteristics and are not attributable to the historical settlement, i.e. additions that have altered the architectural value of the area over time, for an area equal to approximately 2,233 sq m.

Interventions are planned for the renovation of the roofs, insulation and internal partitions, as well as the restoration of the facades, plastering, painting and windows, in compliance with the existing architectural protection decrees.



Comparto ex fabbrica - stato di fatto.



Interno ex fabbrica - stato di fatto.



Comparto ex fabbrica - stato di progetto.



Interno ex fabbrica - stato di progetto.



As regards the second area of intervention, it includes publicly owned areas (or areas to be acquired) for the construction of: redevelopment of via Crespi and the itinerary of corso Manzoni, via Donizetti and viale Cimitero, the increase in of services (in particular the public lighting near the cemetery area and the executive villas of the Village). Finally, the adaptation of the existing infrastructural system is foreseen, in the section of intersection between the SP 184, via Crespi and via XXV aprile with a roundabout at grade. The second area covers an area of about 25,000 square meters.

The intervention defined by the program agreement was subjected to the Verification Procedure of Subjectability to environmental impact assessment with contextual Impact Assessment in 2017, which

ended with the opinion expressed by the Lombardy Region of "exclusion from subjectability to Environmental Impact Assessment" in 2019. Any changes to the AdP will result in a new subjectability check.

With regard to the aspects related to the protection of assets, the Superintendency for the provinces of Bergamo and Brescia on 05.03.2019 released, in relation to the program agreement aimed at the "redevelopment of the Crespi d'Adda factory and neighboring areas", an overall favorable landscape opinion pursuant to art. 16 of Law 1150/1942. In its opinion, the Superintendency "...recalls that the definition of details of the overall project, of the landscape elements and of the architectural artifacts will be analyzed during the definitive planning stage and therefore subject to a specific request for a binding opinion on landscape compatibility pursuant to art. 146, paragraph 5 of Legislative Decree 22 January 2004, n. 42 [...] and/or authorization pursuant to art. 21 of Legislative Decree 42/2004. This applies in particular (as described in the Implementation Plan forwarded) for example for the detailed definition of the architectural solutions, materials and vegetation system of the parking areas connected to the factory and any other precise intervention on it and its surroundings not yet defined and viewed by this Office."

In order to monitor the transformations that will take place on the factory complex, and evaluate their incidence and impact on the reasons that led to the inscription of Crespi d'Adda in the World Heritage List, it will be advisable to draw up a Patrimonial Assessment, on the model of the Impact Heritage Assessment.

## 6.2 The projects

The projects identified to achieve the vision of the plan are listed below. The projects are grouped by different fields of action:

### MANAGEMENT/GOVERNANCE

1. Definition of the new governance system
2. Establishment of a Control Room for monitoring the Management Plan
3. Definition of a buffer zone for the UNESCO site
4. Evaluation of the impact on the heritage of the transformations of the factory

### INFRASTRUCTURE, ENERGY AND GREENERY

5. Mobility and parking plan
6. Study on the integration of renewable energy systems in the context of the Crespi d'Adda site
7. Detailed plan of public green areas
8. Enhancement and expansion of the pine forest - the green heart of Crespi d'Adda (equipped area and maintenance plan)
9. Walking between Nature and History: definition of a nature trail between Adda and Brembo
10. A new balcony overlooking the Village: preparation and re-functionalization of the Panoramic Point
11. Volunteer days dedicated to green maintenance

12. Feasibility study for the recovery of "industrial water"
13. Redevelopment of via Crespi (implementation by means of AdP)
14. Completion of the fiber optic network

## **CONSERVATION**

15. Census of privately owned assets of public interest and their state of conservation (mausoleum, church dome, fountain, wash house and former infirmary), fundraising possibilities
16. The old washhouse: restoration
17. Properties owned by the municipality: census
18. Linee guida per gestione degli spazi privati esterni destinati ad autorimessa
19. Guidelines for the management of private outdoor spaces intended for garages
20. Improve accessibility to the Hydroelectric Plant
21. Redevelopment of via Privata Crespi
22. Revaluation and redevelopment of the former infirmary

## **SOCIAL AND ECONOMIC ENHANCEMENT**

23. Recovery and re-activation of the former post office building
24. Reorganization of the municipal archive
25. Permanent educational laboratory for the students of the Capriate San Gervasio schools
26. Strengthening of the theater and planning of cultural events and activities
27. Creation of a space in the Visitor Center for book loan/delivery
28. Enhancement of the Track
29. Preparation of the exhibition spaces inside the ex-factory (implementation by means of AdP)

## **TOURISM**

30. *Vademecum* for the tourist visit
31. Strengthening of the participatory museum
32. Monitoring of tourist flows
33. Working table for the organization of the integrated tourist offer
34. Identification of a network of tourist itineraries in the area and between UNESCO sites
35. Collaboration with commercial players (bakeries, restaurants, bars) for an integrated offer

## **COMMUNICATION AND MARKETING**

36. Coordinated image of the site and logo: corrective actions

37. Update of the multilingual tourist app / radio devices to support the visit

38. Creation of multilingual printed material to support the visit

DEFINITION OF THE NEW GOVERNANCE SYSTEM		Photos
Project sheet no. 1		
<b>Scope of action</b>	<b>Management/Governance</b>	
<b>Specific objective</b>	Define a new governance system for the UNESCO site, with the presence of the key actors for the management of protection, conservation and enhancement aspects.	
<b>Project Description</b>	At present, the human resources of the Capriate San Gervasio Municipality are not sufficient to cope with the site's management and tourist enhancement needs, which is why the management structure needs to be reviewed. It is necessary to assess, on the basis of the type of site and the subjects involved in its management, the most appropriate form of governance, taking into account the economic sustainability of the new entity that will be set up.	
<b>Activities envisaged by the project</b>	<ul style="list-style-type: none"> <li>- Mapping of actors to be involved in the new governance.</li> <li>- Definition of management requirements for the UNESCO site Crespi d'Adda.</li> <li>- Identification of different management scenarios.</li> <li>- Definition of the most appropriate legal form for the new Management Body.</li> </ul>	
<b>Reference body</b>	Municipality of Capriate San Gervasio	
<b>Main stakeholders involved</b>	Regione Lombardia - Direzione Cultura, Soprintendenza BAP Bergamo Brescia, Adda Nord Regional Park, Adda Energi, factory properties, local cultural associations.	
<b>Financial Resources</b>	10K € (including VAT)	
<b>Timing</b>	By 2023 (assignment already made)	
<b>Priorities</b>	<b>Short term - Medium term - Long term</b>	
<b>Indicators</b>	- Definition of the new managing body (yes/no)	
<b>Targets of sustainability</b>	11. Town and community sustainability	

<b>ESTABLISHMENT OF A STEERING COMMITTEE TO MONITOR THE MANAGEMENT PLAN</b>	Photos
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Project sheet no. 2	
<b>Scope of action</b>	<b>Management/Governance</b>
<b>Specific objective</b>	Set up a steering committee for the UNESCO site composed of public and institutional actors.
<b>Project Description</b>	In order to monitor the implementation of the Site Management Plan, it is considered useful to set up a control room composed of the institutional subjects that have jurisdiction over the site. The control room is linked to the Enhancement Agreement with the Lombardy Region - Culture Department, in which the monitoring role attributed to the signatories is made explicit.
<b>Project activities</b>	<ul style="list-style-type: none"> <li>- Establishment of an Agreement between: Municipality of Capriate San Gervasio, Lombardy Region - Directorate of Culture, Adda Nord Regional Park, Superintendence BAP Bergamo Brescia.</li> <li>- Organisation of regular meetings (1 or times a year) for updating on the activities of the plan.</li> </ul>
<b>Reference body</b>	Municipality of Capriate San Gervasio
<b>Main stakeholders involved</b>	Regione Lombardia - Direzione Cultura, Soprintendenza BAP Bergamo Brescia, Adda Nord Regional Park
<b>Financial Resources</b>	Non-costly project
<b>Timing</b>	By mid-2023
<b>Priorities</b>	Short term - Medium term - Long term
<b>Indicators</b>	- Establishment of the Steering Committee (yes/no)
<b>Targets of sustainability</b>	11. Town and community sustainability

DEFINITION OF A BUFFER ZONE FOR THE UNESCO SITE		Photos
Project sheet no. 3		
<b>Scope of action</b>	<b>Management/Governance</b>	
<b>Specific objective</b>	Definition of a zone of further protection for the site ( <i>buffer zone</i> ), as required by the provisions of the World Heritage Centre.	
<b>Project Description</b>	The Workers' Village of Crespi d'Adda was included in the WHL in 1995, and has, at present, only the perimeter of the core zone. It is considered useful to design a buffer zone for further protection, in order to align Crespi d'Adda with the requirements of the World Heritage Centre.	
<b>Activities envisaged by the project</b>	<ul style="list-style-type: none"> <li>- Verification of the site perimeter with GIS tools.</li> <li>- Collection and systematisation of data useful for defining the new buffer zone.</li> <li>- Organisation of institutional working tables with those involved in land management.</li> <li>- <i>Minor Boundary Modification</i> procedure for the submission of the new perimeter to UNESCO.</li> </ul>	
<b>Reference body</b>	Municipality of Capriate San Gervasio	
<b>Main stakeholders involved</b>	Regione Lombardia - Direzione Cultura, Soprintendenza BAP Bergamo Brescia, Adda Nord Regional Park, municipalities surrounding the Village of Crespi	
<b>Financial Resources</b>	23,000 euro   Funding requested under L.77/2006 UNESCO sites	
<b>Timing</b>	2024-2025	
<b>Priorities</b>	Short term - <b>Medium term</b> - Long term	
<b>Indicators</b>	<ul style="list-style-type: none"> <li>- No. of working table meetings</li> <li>- Definition of buffer zone (yes/no)</li> </ul>	
<b>Targets of sustainability</b>	11. Town and community sustainability	

<b>UNESCO HERITAGE IMPACT ASSESSMENT DUE TO FACTORY TRANSFORMATIONS</b>		Photos
Project sheet no. 4		
<b>Scope of action</b>	<b>Management/Governance</b>	
<b>Specific objective</b>	Assess the impact on heritage UNESCO due to the project for the reutilisation of the factory and the surrounding areas.	
<b>Project Description</b>	<p>The Crespi cotton mill ceased production in 2003 and since 2013 it has been transferred to the current owner who, by means of the regulatory instrument known as "Programme Agreement", has been authorised by the competent territorial authorities to reutilise the industrial complex. In order to assess the effects of this transformation on the heritage included in the World Heritage List, it is necessary to prepare the Heritage <i>Impact Assessment</i> document as provided for in the <i>Guidance on Heritage Impact Assessments for Cultural World Heritage Properties</i> of ICOMOS International (2011).</p> <p>The purpose of the HIA is to assess the impact of the transformations on the Universal Value of the site, and thus on the reasons for its inclusion on the UNESCO World Heritage List.</p>	
<b>Activities envisaged by the project</b>	<ul style="list-style-type: none"> <li>- UNESCO Heritage Impact Assessment (Heritage Impact Assessment) due to factory re-functionalisation projects. Possibility of coordinating the assessment with the SEA and EIA procedures.</li> </ul>	
<b>Reference body</b>	Municipality of Capriate San Gervasio	
<b>Main stakeholders involved</b>	Municipality of Capriate San Gervasio, Lombardy Region - Directorate for Culture, Superintendence BAP Bergamo Brescia, Adda Nord Regional Park,	
<b>Financial Resources</b>	Funds linked to L.77/2006 UNESCO sites and other public tenders	
<b>Timing</b>	2023-2024-2025	
<b>Priorities</b>	Short term - <b>Medium term</b> - Long term	
<b>Indicators</b>	<ul style="list-style-type: none"> <li>- Drafting of the HIA document (yes/no)</li> </ul>	
<b>Targets of sustainability</b>	11. Town and community sustainability	

MOBILITY AND PARKING PLAN		Photos
Project sheet no. 5		
<b>Scope of action</b>	<b>Infrastructure, energy and green</b>	
<b>Specific objective</b>	Reorganisation of the road network and car parks at the UNESCO site, evaluating possible areas granted to pedestrian traffic only.	
<b>Project Description</b>	Feasibility study and definition of new scenarios for mobility and parking within the Village, serving both residents and tourists. The study should also include an assessment of the accessibility of the site and the possibility of integrating new public/private transport services or <i>car sharing</i> and other shared and sustainable means of transport to connect with the main destinations (e.g. Bergamo, Brembate, Gessate). Furthermore, it is necessary to accompany the study with a preliminary verification of the state of ownership of stretches of road in the vicinity of dwellings that, in some cases, could be private.	
<b>Activities envisaged by the project</b>	<ul style="list-style-type: none"> <li>- Road load assessment.</li> <li>- Provision of different traffic scenarios, including the possibility of new parking areas.</li> <li>- Evaluating the effectiveness of <i>car sharing</i> services.</li> </ul>	
<b>Reference body</b>	Municipality of Capriate San Gervasio	
<b>Main stakeholders involved</b>	Local associations, citizenship	
<b>Financial Resources</b>	Municipal funds or funded tender	
<b>Timing</b>	2024-2026	
<b>Priorities</b>	Short term - Medium term - <b>Long term</b>	
<b>Indicators</b>	<ul style="list-style-type: none"> <li>- Mobility Plan (yes/no)</li> <li>- No. of new parking areas</li> <li>- Integration of new means of transport (yes/no)</li> </ul>	
<b>Targets of sustainability</b>	11. Town and community sustainability	

<b>STUDY ON THE INTEGRATION OF RENEWABLE ENERGY SYSTEMS IN THE CONTEXT OF THE UNESCO SITE</b>		Photos
Project sheet no. 6		
<b>Scope of action</b>	<b>Infrastructure, energy and green</b>	
<b>Specific objective</b>	Prepare a study assessing the possible applications of renewable energy production systems (photovoltaic panels, ...) in the context of the site.	
<b>Project Description</b>	The Worker's Village of Crespi d'Adda has, since its origin, been at the forefront of the use of available technologies (electric lighting system, telephone). In the current historical context, in which attention to energy sustainability and efficiency are urgent, as well as encouraged by state measures, it is useful to identify in which forms they can be integrated in the context of the UNESCO site.	
<b>Activities envisaged by the project</b>	<ul style="list-style-type: none"> <li>- Feasibility study for factories, public and private buildings on the integration of renewable energy systems.</li> <li>- Development of guidelines.</li> </ul>	
<b>Reference body</b>	Municipality of Capriate San Gervasio	
<b>Main stakeholders involved</b>	Soprintendenza BAP Bergamo and Brescia, professionals	
<b>Financial Resources</b>	Municipalities/ call for proposals financed	
<b>Timing</b>	2024-2025	
<b>Priorities</b>	Short term - <b>Medium term</b> - Long term	
<b>Indicators</b>	<ul style="list-style-type: none"> <li>- No. of solutions identified</li> <li>- No. of solutions using innovative materials</li> </ul>	
<b>Targets of sustainability</b>	7. Affordable and clean energy 9. Industry, innovation and infrastructure 11. Town and community sustainability 12. Responsible consumption and production 13. Climate action	

DETAIL PLAN OF PUBLIC GREEN		Photos
Project sheet no. 7		
<b>Scope of action</b>	<b>Infrastructure, energy and green</b>	
<b>Specific objective</b>	Drawing up a plan of action for the maintenance and conservation of the Village's trees and green areas.	
<b>Project Description</b>	The Crespi Workers' Village is inspired in its planning by the garden cities of the 19th century and for this reason the heritage of green areas is an important value for the site. A detailed plan of the ordinary and extraordinary interventions to be carried out in order to ensure its preservation should be foreseen.	
<b>Activities envisaged by the project</b>	<ul style="list-style-type: none"> <li>- Mapping of green areas and their state of preservation.</li> <li>- Evaluation of the Fra Galdino and Bersot areas.</li> <li>- Programming of interventions.</li> </ul>	
<b>Reference body</b>	Municipality of Capriate San Gervasio	
<b>Main stakeholders involved</b>	Local associations, citizens, farms and nurseries	
<b>Financial Resources</b>	Municipal and/or funding	
<b>Timing</b>	2023-2024-2025 Replicable	
<b>Priorities</b>	<b>Short term - Medium term - Long term</b>	
<b>Indicators</b>	<ul style="list-style-type: none"> <li>- No. of interventions related to green areas</li> <li>- Assessment of the conservation status of existing green areas (yes/no)</li> </ul>	
<b>Targets of sustainability</b>	11. Town and community sustainability 13. Climate action 15. Life on land	

<b>ENHANCEMENT AND EXTENSION OF THE PINE FOREST - THE GREEN HEART OF CRESPI D'ADDA</b>		Photos
Project sheet no. 8 (equipped area and maintenance plan)		
<b>Scope of action</b>	<b>Infrastructure, energy and green</b>	
<b>Specific objective</b>	Enhancement of the pine forest and planting of new trees to restore the tree stock lost due to atmospheric events.	
<b>Project Description</b>	The pine forest constitutes the green heart of the Workers' Village, and is in need of maintenance and replanting of some essences that have deteriorated over time.	
<b>Activities envisaged by the project</b>	<ul style="list-style-type: none"> <li>- Survey of the condition and health of the existing tree stock.</li> <li>- Removal of trees considered diseased and unsafe.</li> <li>- Planting new trees.</li> </ul>	
<b>Reference body</b>	Municipality of Capriate San Gervasio	
<b>Main stakeholders involved</b>	Local associations, FAI Luoghi del Cuore signature collection committee, Adda Nord Regional Park, Lega Ambiente	
<b>Financial Resources</b>	FAI Places of the Heart Announcement	
<b>Timing</b>	2023-2024-2025	
<b>Priorities</b>	<b>Short term - Medium term - Long term</b>	
<b>Indicators</b>	<ul style="list-style-type: none"> <li>- No. of new trees planted</li> <li>- Assessment of the state of conservation of the existing tree stock (yes/no)</li> </ul>	
<b>Targets of sustainability</b>	11. Town and community sustainability 13. Climate action 15. Life on land	

<b>WALKING BETWEEN NATURE AND HISTORY: DEFINING A NATURE TRAIL BETWEEN ADDA AND BREMBO</b>		Photos
Project sheet no. 9		
<b>Scope of action</b>	<b>Infrastructure, energy and green</b>	
<b>Specific objective</b>	Restoration of nature and cultural trails in the Pradaione forest towards the confluence of the Adda and Brembo.	
<b>Project Description</b>	The project aims to enhance the paths connecting the village of Crespi with Brembate in the area of the confluence of the Adda and Brembo rivers. This area presents characteristics of both naturalistic and cultural value.	
<b>Activities envisaged by the project</b>	<ul style="list-style-type: none"> <li>- Survey of the state of affairs.</li> <li>- Feasibility study of trail enhancement (safety, accessibility, need for furniture and signage).</li> <li>- Convention between the municipalities of Capriate San Gervasio and Brembate for the management of the integrated tourist offer and for the implementation of any works that may be necessary or installation of signs.</li> </ul>	
<b>Reference body</b>	Municipality of Capriate San Gervasio	
<b>Main stakeholders involved</b>	Municipality of Brembate; Adda Nord Regional Park; Lega Ambiente; local associations and/or proloco	
<b>Financial Resources</b>	Municipalities and/or funded tenders	
<b>Timing</b>	2023-2024	
<b>Priorities</b>	<b>Short term - Medium term - Long term</b>	
<b>Indicators</b>	- Restoration of nature trails (yes/no)	
<b>Targets of sustainability</b>	4. High-quality instruction 11. Town and community sustainability 15. Life on land	

<b>A NEW BALCONY ON THE VILLAGE: SETTING UP AND RE-FUNCTIONING THE VIEWPOINT</b>		Photos
Project sheet no. 10		
<b>Scope of action</b>	<b>Infrastructure, energy and green</b>	
<b>Specific objective</b>	Setting up and re-functioning the viewpoint.	
<b>Project Description</b>	Redevelopment of the viewpoint area.	
<b>Activities envisaged by the project</b>	<ul style="list-style-type: none"> <li>- Survey of the state of affairs.</li> <li>- Feasibility study and design of redevelopment works.</li> </ul>	
<b>Reference body</b>	Municipality of Capriate San Gervasio	
<b>Main stakeholders involved</b>	Adda Nord Regional Park, local associations	
<b>Financial Resources</b>	Own	
<b>Timing</b>	2023-2024	
<b>Priorities</b>	<b>Short term - Medium term - Long term</b>	
<b>Indicators</b>	<ul style="list-style-type: none"> <li>- Redevelopment of the scenic area (yes/no)</li> </ul>	
<b>Targets of sustainability</b>	4. High-quality instruction 11. Town and community sustainability	

<b>VOLUNTEER DAYS DEDICATED TO GREEN MAINTENANCE</b>		Photos
Project sheet no. 11		
<b>Scope of action</b>	<b>Infrastructure, energy and green</b>	
<b>Specific objective</b>	Awareness-raising for the care of the Village's green heritage.	
<b>Project Description</b>	Organisation of public green care days with the involvement of citizens and local agricultural institutes.	
<b>Activities envisaged by the project</b>	<ul style="list-style-type: none"> <li>- Organisation of the days.</li> <li>- Communication campaign.</li> </ul>	
<b>Reference body</b>	Municipality of Capriate San Gervasio, Visitor Centre	
<b>Main stakeholders involved</b>	Local associations, Adda Nord Regional Park, Lega Ambiente	
<b>Financial Resources</b>	Municipal	
<b>Timing</b>	2023 Replicable	
<b>Priorities</b>	<b>Short term - Medium term - Long term</b>	
<b>Indicators</b>	<ul style="list-style-type: none"> <li>- No. of volunteers involved per day</li> <li>- No. of days organised per year</li> </ul>	
<b>Targets of sustainability</b>	11. Town and community sustainability	

<b>FEASIBILITY STUDY FOR THE RECOVERY OF 'WATER INDUSTRIAL'.</b>		Photos	
Project sheet no. 12			
<b>Fields of action</b>	<b>Infrastructure, energy and green Society and economic development</b>		
<b>Specific objective</b>	Learn more about the so-called 'industrial water' system, which once fed a non-drinking water network with water from the factory's processes, destined for the village's homes for watering their gardens.		
<b>Project Description</b>	Reconstruct the exact properties, state of preservation and sustainability of the possible restoration of the old plant for non-potable purposes.		
<b>Project activities</b>	<ul style="list-style-type: none"> <li>- Research in municipal archives.</li> <li>- Contacts and research at the Consorzio di Bonifica della Media Pianura Bergamasca</li> </ul>		
<b>Reference body</b>	Municipality of Capriate San Gervasio		
<b>Main stakeholders involved</b>	Consorzio di Bonifica della Media Pianura Bergamasca		
<b>Financial Resources</b>	Municipalities and/or tenders		
<b>Timing</b>	2023-2024		
<b>Priorities</b>	<b>Short term - Medium term - Long term</b>		
<b>Indicators</b>	- Processing of the study (yes/no)		
<b>Targets of sustainability</b>	11. Town and community sustainability 13. Climate action		

REDEVELOPMENT OF VIA CRESPI		Photos
Project sheet no. 13  Implementation through the PPA		
Scope of action	<b>Infrastructure, energy and green</b>	
Specific objective	Redevelopment of via Crespi starting with the new roundabout at the intersection with via Vittorio veneto and the route of corso Manzoni, via Donizetti and viale Cimitero.	
Project Description	Resurfacing of road surface, insertion of protected pedestrian paths, upgrading of street lighting	
Activities envisaged by the project	<ul style="list-style-type: none"> <li>- Rehabilitation of the existing road system with resurfacing of the road surface and pedestrian paths with the use of sound-absorbent wearing surface.</li> <li>- Insertion/rehabilitation of road crossings with protected, signposted and illuminated pedestrian paths, in particular: near the nursery school on the corner of via Bizzarri; in the area in front of the cemetery of Capriate-via Crespi; along the pedestrian crossing crossing with via Kennedy; in the area in front of the main entrance of the factory-staircase former STI schools (2 crossings); former ambulatory area.</li> <li>- Planning of interventions aimed at speed reduction (speed detectors, road narrowing, etc.).</li> <li>- Revision, completion and general arrangement of public lighting, with particular reference to the cemetery area and the Crespi executive villa area.</li> <li>- Laying of soundproof barrier at the fence of the kindergarten corner via Bizarre.</li> </ul>	
Reference body	Odissea Srl.	
Main stakeholders involved	Municipality of Capriate San Gervasio and Soprintendenza BAP Bergamo and Brescia	
Financial Resources	1,510,000 euro (works to be paid off)	
Timing	2024-2025	
Priorities	Short term - Medium term - Long term	

<b>Indicators</b>	<ul style="list-style-type: none"><li>- Resurfacing of road surfaces and footpaths with the use of sound-absorbent wearing courses (yes/no)</li><li>- Insertion/rehabilitation of road crossings with protected, signposted and illuminated pedestrian paths near the nursery school on the corner of via Bizzarri; in the area in front of the cemetery in Capriate-via Crespi; along the pedestrian crossing crossing with via Kennedy; in the area in front of the main entrance of the factory-staircase former STI schools (2 crossings); area</li></ul>
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COMPLETION OF THE FIBRE OPTIC NETWORK		Photos
Project sheet no. 14		
<b>Scope of action</b>	<b>Infrastructure</b>	
<b>Specific objective</b>	Completion of the fiber optic network throughout the municipality of Capriate San Gervasio.	
<b>Project Description</b>	Completion of the construction of the fiber optic network throughout the entire Crespi d'Adda village area, suitable for supporting higher bandwidth with the aim of ensuring citizens, businesses and Public Administration an ultra-fast connection and making innovative services available.	
<b>Activities envisaged by the project</b>	<ul style="list-style-type: none"> <li>- "Walk out" phase for the collection of information useful for the definition of the project (count of buildings to be cabled, number of housing units per building, individual dwellings).</li> <li>- Definition of the work to be carried out: type of excavation, fiber sizing, positioning of the road cabinet (secondary flexibility point).</li> <li>- Excavation.</li> <li>- Preparation of the fiber optic connection system.</li> </ul>	
<b>Reference body</b>	Municipality of Capriate San Gervasio	
<b>Main stakeholders involved</b>	Companies in charge	

<b>Financial Resources</b>	Of the companies in charge
<b>Timing</b>	2023-2024
<b>Priorities</b>	Short term - <b>Medium term</b> - Long term
<b>Indicators</b>	<ul style="list-style-type: none"> <li>- 50% completion by 2023</li> <li>- Factory connection to the fiber optic network (yes/no)</li> </ul>
<b>Targets of sustainability</b>	<ul style="list-style-type: none"> <li>8. Decent work and economic growth</li> <li>9. Industry, innovation and infrastructure</li> </ul>
<b>CENSUS OF PRIVATELY OWNED ASSETS OF PUBLIC INTEREST AND THEIR STATE OF PRESERVATION</b>	
Project sheet no. 15	Photos
<b>Scope of action</b>	<b>Conservation</b>
<b>Specific objective</b>	Survey the state of conservation of privately owned buildings within the Village, with particular attention to the Crespi family mausoleum at the cemetery. Church dome, fountain, wash-house, former infirmary building.
<b>Project Description</b>	Private property constitutes a large part of the Workers' Village, and concerns elements that play an important role in the image of the site, including: the Crespi family mausoleum at the cemetery. The church dome, the fountain, the wash-house, the former infirmary, the castle. The project aims to take a census of the state of conservation of these buildings and to make the owners aware of the necessary maintenance actions, also through the use of tenders and funding.
<b>Activities envisaged by the project</b>	<ul style="list-style-type: none"> <li>- Census of privately owned properties on the site.</li> <li>- Survey of the state of conservation of buildings.</li> <li>- Construction of a database for information management.</li> <li>- Preparation of fact sheets for each asset investigated.</li> </ul>
<b>Reference body</b>	Municipality of Capriate San Gervasio
<b>Main stakeholders involved</b>	Private property owners
<b>Financial Resources</b>	Municipal and/or funding
<b>Timing</b>	2024-2025
<b>Priorities</b>	Short term - <b>Medium term</b> - Long term

<b>Indicators</b>	- No. of buildings surveyed - No. of private individuals involved
<b>Targets of sustainability</b>	11. Town and community sustainability
<b>THE OLD WASH HOUSE: RESTORATION</b>	Photos
Project sheet no. 16	
<b>Scope of action</b>	<b>Conservation</b>
<b>Specific objective</b>	Restoration and rehabilitation of the wash house in Piazza Bagnarelli.
<b>Project Description</b>	The wash-house in Piazza Bagnarelli is one of the elements that testify to the role that services made available to citizens had in the Workers' Village. Today the wash-house, which is privately owned, is in a poor state of repair; the municipality intends to expropriate the asset and redevelop it.
<b>Activities envisaged by the project</b>	- Expropriation procedure. - Conservative restoration project. - Feasibility study on the re-functioning of the wash-house with a new use.
<b>Reference body</b>	Municipality of Capriate San Gervasio
<b>Main stakeholders involved</b>	Superintendence BAP Bergamo and Brescia
<b>Financial Resources</b>	Municipal and/or funding
<b>Timing</b>	2024-2025
<b>Priorities</b>	Short term - <b>Medium term</b> - Long term
<b>Indicators</b>	- Expropriation procedure (yes/no) - Restoration and refurbishment of the wash house (yes/no)
<b>Targets of sustainability</b>	11. Town and community sustainability

PROPERTIES OWNED BY THE MUNICIPALITY: CENSUS		Photos
Project sheet no. 17		
<b>Scope of action</b>	<b>Conservation</b>	
<b>Specific objective</b>	Census of municipally owned properties within the Village of Crespi d'Adda and feasibility study, sale and/or rental plan.	
<b>Project Description</b>	The project intends to survey publicly owned buildings within the Village and assess their state of preservation and possible re-functionalization for residential or collective functions.	
<b>Activities envisaged by the project</b>	<ul style="list-style-type: none"> <li>- Survey of municipal buildings.</li> <li>- Construction of a database for information management.</li> <li>- Feasibility study on the hypothesis of conversion or adaptation to residential functions.</li> </ul>	
<b>Reference body</b>	Municipality of Capriate San Gervasio	
<b>Main stakeholders involved</b>	Municipality of Capriate San Gervasio	
<b>Financial Resources</b>	Municipal	
<b>Timing</b>	2024-2025	
<b>Priorities</b>	Short term - <b>Medium term</b> - Long term	
<b>Indicators</b>	<ul style="list-style-type: none"> <li>- No. of municipal properties surveyed</li> <li>- Implementation of a database for data management (yes/no)</li> </ul>	
<b>Targets of sustainability</b>	4. High-quality instruction 11. Town and community sustainability	

<b>GUIDELINES FOR THE MANAGEMENT OF PRIVATE OUTDOOR SPACES USED AS GARAGES</b>		Photos
Project sheet no. 18		
<b>Fields of action</b>	<b>Conservation</b>  <b>Society and economic development</b>	
<b>Specific objective</b>	Publication of guidelines for the use of private outdoor spaces with a focus on solutions for a garage function.	
<b>Project Description</b>	In order to achieve a coordinated image of the Village that corresponds to its status as a UNESCO site, the use of private outdoor spaces must be regulated, finding a solution to the function of a garage, requested by the inhabitants.	
<b>Activities envisaged by the project</b>	- Feasibility study of a building with a garage function suited to the architectural decor of the Village.	
<b>Reference body</b>	Municipality of Capriate San Gervasio	
<b>Main stakeholders involved</b>	Superintendence BAP Bergamo and Brescia	
<b>Financial Resources</b>	Own	
<b>Timing</b>	2024-2025	
<b>Priorities</b>	Short term - <b>Medium term</b> - Long term	
<b>Indicators</b>	- Drafting of guidelines (yes/no)	
<b>Targets of sustainability</b>	11. Town and community sustainability	

<b>RESTORATION OF THE CARETAKER'S HOUSE AT THE HYDROELECTRIC POWER STATION</b>		Photos
Project sheet no. 19		
<b>Scope of action</b>	<b>Conservation</b>	
<b>Specific objective</b>	Renovation of the 'Caretaker's House' building at the hydroelectric power station	
<b>Project Description</b>	Conservative restoration of the building and recovery for cultural and tourism purposes.	
<b>Activities envisaged by the project</b>	<ul style="list-style-type: none"> <li>- Conservative restoration design.</li> <li>- Feasibility study with hypothesis of new cultural and tourist functions.</li> <li>- Conservative restoration.</li> <li>- Defining a new use.</li> </ul>	
<b>Reference body</b>	Adda Energi	
<b>Main stakeholders involved</b>	Municipality of Capriate San Gervasio, Park Regional Park Adda Nord, Superintendence BAP Bergamo and Brescia	
<b>Financial Resources</b>	Funded calls	
<b>Timing</b>	2024-2025	
<b>Priorities</b>	Short term - <b>Medium term</b> - Long term	
<b>Indicators</b>	<ul style="list-style-type: none"> <li>- Building renovation (yes/no)</li> <li>- Resumption of activity with new use</li> </ul>	
<b>Targets of sustainability</b>	<p><b>11. Town and community sustainability</b></p> <p><b>12. Responsible consumption and production</b></p>	

<b>IMPROVING ACCESSIBILITY TO THE HYDROELECTRIC POWER PLANT</b>		Photos	
Project sheet no. 20			
<b>Fields of action</b>	<b>Conservation</b> <b>Society and economic development</b> <b>Tourism</b>		
<b>Specific objective</b>	Eliminate architectural barriers that do not allow full accessibility to the Power Plant.		
<b>Project Description</b>	Creation of an accessible entrance path to the power station.		
<b>Activities envisaged by the project</b>	<ul style="list-style-type: none"> <li>- Feasibility study and design of an accessible route.</li> <li>- Implementation of corrective measures in order to make the entrance to the power plant accessible.</li> </ul>		
<b>Reference body</b>	Adda Energi		
<b>Main stakeholders involved</b>	Municipality of Capriate San Gervasio, Park Regional Park Adda Nord, Superintendence BAP Bergamo and Brescia		
<b>Financial Resources</b>	Funded calls		
<b>Timing</b>	2024-2025		
<b>Priorities</b>	Short term - <b>Medium term</b> - Long term		
<b>Indicators</b>	<ul style="list-style-type: none"> <li>- Elimination of architectural barriers (yes/no)</li> </ul>		
<b>Targets of sustainability</b>	4. Reduced inequalities 11. Town and community sustainability		

REDEVELOPMENT OF PRIVATE STREET CRESPI		Photos
Project sheet no. 21		
<b>Fields of action</b>	<b>Conservation</b> <b>Society and economic development</b>	
<b>Specific objective</b>	Securing of Via Privata Crespi in the section from the Castello to the Concesa footbridge.	
<b>Project Description</b>	Installation of safety barriers in Via Privata Crespi to protect against falling into the power station canal	
<b>Activities envisaged by the project</b>	- Design and execution of safety works.	
<b>Reference body</b>	Adda Nord Regional Park	
<b>Main stakeholders involved</b>	Municipality of Capriate San Gervasio	
<b>Financial Resources</b>	Funded calls	
<b>Timing</b>	2024-2025	
<b>Priorities</b>	Short term - <b>Medium term</b> - Long term	
<b>Indicators</b>	- Implementation of safety works (yes/no)	
<b>Targets of sustainability</b>	4. High-quality instruction 11. Town and community sustainability	

REVALUATION AND REDEVELOPMENT OF FORMER INFIRMARY		Photos
Project sheet no. 22		
<b>Scope of action</b>	<b>Conservation</b>	
<b>Specific objective</b>	Revaluation and redevelopment of the former infirmary building.	
<b>Project Description</b>	Opposite the factory entrance is the private former infirmary building, for which, in agreement with the owner, we would like to revalue and redevelop it in order to reinforce its original vocation as a place dedicated to the health and well-being of the village and local citizens. One imagines a greater potential for use e.g. as a blood collection point or vaccination hub, in addition to its current use as a medical clinic.	
<b>Activities envisaged by the project</b>	<ul style="list-style-type: none"> <li>- Feasibility study on structural upgrading hypothesis.</li> <li>- Feasibility study for the adaptation of the existing medical outpatient clinic and the increase of the social and health functions offered within the entire building.</li> <li>- Definition of an agreement/convention with the property (Parish of Capriate San Gervasio) for a possible extension of the services offered to the Village and the territory.</li> </ul>	
<b>Reference body</b>	Parish of Capriate San Gervasio and Municipality of Capriate San Gervasio	
<b>Main stakeholders involved</b>	Municipality of Capriate San Gervasio, Parish of Capriate San Gervasio and any other partners	
<b>Financial Resources</b>	Own and/or financing	
<b>Timing</b>	2023-2024-2025	
<b>Priorities</b>	Short term - <b>Medium term</b> - Long term	
<b>Indicators</b>	<ul style="list-style-type: none"> <li>- Redevelopment of the building (yes/no)</li> <li>- Stipulation of agreement with the Parish of Capriate San Gervasio (yes/no)</li> </ul>	
<b>Targets of sustainability</b>	3. Good health and wellbeing 11. Town and community sustainability	

<b>RECOVERY AND REHABILITATION OF THE FORMER POST OFFICE BUILDING</b>		Photos
Project sheet no. 23		
<b>Fields of action</b>	<b>Conservation</b> <b>Society and economic development</b>	
<b>Specific objective</b>	Creation of a community space.	
<b>Project Description</b>	Renovation of former post office premises and storage room at rear.	
<b>Project activities</b>	<ul style="list-style-type: none"> <li>- Design assignment.</li> <li>- Contracting and awarding of renovation works.</li> <li>- Room furnishings.</li> </ul>	
<b>Reference body</b>	Municipality of Capriate San Gervasio	
<b>Main stakeholders involved</b>	Collectivity	
<b>Financial Resources</b>	Own or from financing	
<b>Timing</b>	2023-2025	
<b>Priorities</b>	Short term - <b>Medium term</b> - Long term	
<b>Indicators</b>	<ul style="list-style-type: none"> <li>- Design assignment by 2023</li> <li>- Awarding of contract for renovation work by 2024</li> </ul>	
<b>Targets of sustainability</b>	4. High-quality instruction 11. Town and community sustainability	

REORGANISATION OF MUNICIPAL ARCHIVES		Photos
Project sheet no. 24		
Fields of action	<b>Conservation</b> <b>Society and economic development</b>	
Specific objective	Reorganisation of the documentation deposited in the historical archive of the Capriate San Gervasio Municipality concerning Crespi d'Adda.	
Project Description	Completion and valorisation through reordering, cataloging and digitisation of the documentation deposited on the premises of the historical archive of the Municipality of Capriate San Gervasio, concerning the events and history of the Crespi family.	
Activities envisaged by the project	<ul style="list-style-type: none"> <li>- Rearranging the material.</li> <li>- Cataloguing.</li> <li>- Digitisation.</li> <li>- Enhancement through communication campaigns of the work done.</li> </ul>	
Reference body	Municipality of Capriate San Gervasio and affiliated body for the management of the Visitor Centre.	
Main stakeholders involved	Future managing body and/or Associations, Municipality of Capriate San Gervasio	
Financial Resources	Own and/or from tenders	
Timing	2023-2024	
Priorities	Short term - <b>Medium term</b> - Long term	
Indicators	<ul style="list-style-type: none"> <li>- Percentage of documents reordered and cataloged of present material per year</li> <li>- Percentage of digitized documents out of the total at the end of the MoU</li> </ul>	
Targets of sustainability	4. High-quality instruction 11. Town and community sustainability	

<b>PERMANENT EDUCATIONAL WORKSHOP FOR SCHOOL STUDENTS IN CAPRIATE SAN GERVASIO</b>		Photos
Project sheet no. 25		
<b>Scope of action</b>	<b>Society and economic development</b>	
<b>Specific objective</b>	Raising awareness about UNESCO values and the site of the territory.	
<b>Project Description</b>	Training course for the third grade to learn about the values of the World Heritage Site, the criteria on which the inscription of the Crespi d'Adda site in the WHL is based, and the importance of proper management to ensure sustainability of the site in the future in terms of preservation of the architectural and cultural heritage, mutual respect between residents and tourists, and environmental protection.	
<b>Activities envisaged by the project</b>	<ul style="list-style-type: none"> <li>- Frontal classroom training on UNESCO topics.</li> <li>- Educational outings aimed at discovering and getting to know the Village with a visit to the Ing. Giovanni Rinaldi Historical Archive and the Hydroelectric Power Plant.</li> <li>- Pre- and post-training questionnaires to assess effectiveness.</li> </ul>	
<b>Reference body</b>	Visitor Centre Management Agreement	
<b>Main stakeholders involved</b>	Local secondary schools	
<b>Financial Resources</b>	Own	
<b>Timing</b>	2022-2023-2024 replicable	
<b>Priorities</b>	Short term - Medium term - Long term	
<b>Indicators</b>	<ul style="list-style-type: none"> <li>- No. of frontal classroom training hours per class involved</li> <li>- No. of educational outings per participating class</li> <li>- No. of questionnaires administered to students for pre- and post-course evaluation</li> </ul>	
<b>Targets of sustainability</b>	<p>4. High-quality instruction</p> <p>11. Town and community sustainability</p>	

<b>THEATRE ENHANCEMENT AND PROGRAMMING OF CULTURAL EVENTS AND ACTIVITIES</b>		Photos	
Project sheet no. 26			
<b>Scope of action</b>	<b>Society and economic development</b>		
<b>Specific objective</b>	Increase the cultural offer at the Crespi d'Adda Village throughout the year with indoor shows and outdoor events.		
<b>Project Description</b>	Creation of a richer cultural offer with performances of performing arts (dance, music, theater, circus, ...) through the organization of outdoor summer seasons (e.g. historical re-enactment) and at the local theater.		
<b>Activities envisaged by the project</b>	<ul style="list-style-type: none"> <li>- Selection of theater circuits/companies and other performing arts organizations and cultural partners in general, with whom to collaborate.</li> <li>- Expansion of the current theater season.</li> <li>- Seeking sponsors for the theater season.</li> <li>- Planning outdoor events.</li> <li>- Search for sponsors and technical partners for the realization of external events, e.g. media partners, catering, technology partners, ...</li> <li>- Promotion of planned initiatives.</li> </ul>		
<b>Reference body</b>	Municipality of Capriate San Gervasio		
<b>Main stakeholders involved</b>	Art agencies, conservatories, theater circuits/companies, residents and tourists.		
<b>Financial Resources</b>	Own, private sponsors and/or tenders		
<b>Timing</b>	2023-2024 replicable		
<b>Priorities</b>	<b>Short term - Medium term - Long term</b>		
<b>Indicators</b>	<ul style="list-style-type: none"> <li>- No. of cultural performances (dance, music, theater, ...) scheduled for the 2023/2024 season</li> <li>- No. of outdoor cultural events planned for the 2023/2024 season</li> <li>- No. of tickets sold per theater performance</li> <li>- No. of participants in outdoor events per replication</li> </ul>		

<b>Targets of sustainability</b>	4. High-quality instruction 11. Town and community sustainability
<b>SETTING UP A SPACE IN THE VISITOR CENTER FOR LENDING/RETURNING BOOKS</b>	Photos
Project sheet no. 27	
<b>Scope of action</b>	<b>Society and economic development</b>
<b>Specific objective</b>	Creation of a book collection and return point for the Village of Crespi d'Adda.
<b>Project Description</b>	In agreement with the Rete Bibliotecaria Bergamasca (the reference body for the collection and delivery of books at the Public Library of the Municipality of Capriate San Gervasio), in order to facilitate accessibility for all, it is intended to set up a pick-up and delivery point for residents in the Village of Crespi d'Adda that is logically more convenient for users of all age groups to reach.
<b>Activities envisaged by the project</b>	<ul style="list-style-type: none"> <li>- Feasibility study on the integration of 1 book collection/delivery time at the Capriate San Gervasio Municipal Library headquarters, with a collection/delivery time at the Village Visitor Centre</li> <li>- Identification of the most effective days and times for service delivery.</li> <li>- Formalisation of arrangements for booking, collecting and returning books.</li> <li>- Start of the test phase to verify the actual use of the service.</li> <li>- Promotion of the new service offered.</li> <li>- Monitoring the service with a view to its definitive introduction, modification or suspension.</li> </ul>
<b>Reference body</b>	Bergamasque Library Network and managing body Visitor Centre
<b>Main stakeholders involved</b>	Residents in the Village of Crespi d'Adda.
<b>Financial Resources</b>	Own
<b>Timing</b>	2024-2025
<b>Priorities</b>	Short term - <b>Medium term</b> - Long term
<b>Indicators</b>	<ul style="list-style-type: none"> <li>- Start of test phase by 2024 (yes/no)</li> <li>- No. of users enrolled in the service 1 year after the start of the test phase</li> <li>- No. of books passed through the Collection Point within the first year of opening</li> </ul>

	- Definitive introduction of the service (yes/no)
<b>Targets of sustainability</b>	4. High-quality instruction 10. Reduced inequalities 11. Town and community sustainability
<b>RUNWAY ENHANCEMENT</b>	Photos
Project sheet no. 28	
<b>Fields of action</b>	<b>Society and economic development</b> <b>Conservation</b>
<b>Specific objective</b>	Initiate relations with the Parish of Capriate San Gervasio to assess the elements useful for the enhancement of this important hub of life in the Village of Crespi d'Adda.
<b>Project Description</b>	Feasibility study on the valorisation of activities to be carried out on the Runway.
<b>Activities envisaged by the project</b>	- Assessment of the Conservation Status of the Runway - Contacts with the Parish of Capriate San Gervasio for feasibility study of activities
<b>Reference body</b>	Parish of Capriate San Gervasio and Municipality of Capriate San Gervasio
<b>Main stakeholders involved</b>	Municipality of Capriate San Gervasio, Parish and local associations
<b>Financial Resources</b>	Not required
<b>Timing</b>	2024-2026
<b>Priorities</b>	Short term - Medium term - <b>Long term</b>
<b>Indicators</b>	- Implementation of the study (yes/no)
<b>Targets of sustainability</b>	4. High-quality instruction 11. Town and community sustainability

<b>SETTING UP OF EXHIBITION SPACES IN THE FORMER FACTORY</b>		Photos
Project sheet no. 29  <b>Implementation through the PPA</b>		
<b>Fields of action</b> Society and economic valorisation Conservation Tourism		
<b>Specific objective</b> Setting up two exhibition spaces inside the factory given for 30 years on free loan to the Municipality of Capriate San Gervasio.		
<b>Project Description</b> Redevelopment and allocation to the Capriate San Gervasio Municipality of two exhibition spaces inside the factory, given on free loan for 30 years. One of these, of about 230 square metres, is guaranteed for 30 years for the exclusive use of the municipality of Capriate San Gervasio, which will take charge of the permanent installation. The second is an exhibition space of approximately 3,000 square metres, allocated to the municipality up to a maximum of 30 days per year. For the exploitation of this space, the municipal administration will have to define the activities and times from year to year, preparing an annual calendar of events, to be agreed with the property. The Municipality will then - from time to time, during the agreed periods - also prepare the most suitable set-up for the activities on the calendar.		
<b>Activities envisaged by the project</b> - Identification of the two spaces to be used for exhibitions. - Restructuring by the property and allocation of the plot to the municipality. - Agreement on time and manner of use of the larger area with the property. - Preparation of the areas by the municipality.		
<b>Reference body</b> Odyssey Ltd.		
<b>Main stakeholders involved</b> Municipality of Capriate San Gervasio and/or new management body, Soprintendenza BAP Bergamo and Brescia		
<b>Financial Resources</b> Odissea Ltd.		
<b>Timing</b> Definitive-execution project within 6 months after signing of the convention implementation plan signature February 2023. Realisation 36 months from the issuing of the first building permit. Installation of exhibition areas by 2025.		
<b>Priorities</b> Short term - Medium term - <b>Long term</b>		
<b>Indicators</b> - Drawing up final-execution project (yes/no) - Realization of first exhibition area (yes/no) - Realization of second exhibition area (yes/no) - Setting up permanent exhibition area (yes/no)		

<b>Targets of sustainability</b>	4. High-quality instruction 11. Town and community sustainability
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VADEMECUM FOR SIGHTSEEING		Photos
Project sheet no. 30		
<b>Fields of action</b>	<b>Society and economic development</b> <b>Tourism</b>	
<b>Specific objective</b>	Educating tourists to know the place with respect both for its cultural heritage and for the city and its inhabitants, and making residents aware of how to welcome tourists.	
<b>Project Description</b>	<p>Identify a vademecum of rules for conducting visits to the Village in order to increase the quality of the service offered, while guaranteeing respect for the place and the peace and quiet of the Village.</p> <p>The vademecum is designed to make visitors and tourists aware of the village and its requirements with a view to respecting peace and quiet, private spaces (parking cars in the designated spaces and not in front of driveways, ...) and the environment, especially in the most attended by tourists, guaranteeing for on the other hand a high quality of the visiting experience.</p>	
<b>Activities envisaged by the project</b>	<ul style="list-style-type: none"> <li>- Public meeting with citizens, local associations and the Crespi d'Adda Association to survey the state of affairs, identify problems and define the contents to be included.</li> <li>- Drafting the vademecum.</li> <li>- Multilingual translation.</li> <li>- Publication (some hard copies to be distributed also to local associations and tourist guides and digital version downloadable from the Capriate San Gervasio Municipality and Crespi d'Adda Association websites and apps).</li> <li>- Promotion of the instrument through the distribution of flyers.</li> </ul>	
<b>Reference body</b>	Municipality of Capriate San Gervasio	
<b>Main stakeholders involved</b>	Local associations, tour guide associations, ANMIC Bergamo.	
<b>Financial Resources</b>	Funded by the European TExTOUR project	
<b>Timing</b>	2023-2024	
<b>Priorities</b>	<b>Short term - Medium term - Long term</b>	
<b>Indicators</b>	<ul style="list-style-type: none"> <li>- Realization of the Vademecum by 2023 (yes/no)</li> <li>- Distribution of 500 leaflets promoting the Vademecum by 2024</li> <li>- Publication of the digital version of the Vademecum on the Capriate San Gervasio Municipality website by 2023 (yes/no)</li> </ul>	

<b>Targets of sustainability</b>	11. Town and community sustainability 12. Responsible consumption and production 15. Life on land 16. Peace, justice and strong institutions
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ENHANCEMENT OF THE PARTICIPATORY MUSEUM		Photos
Project sheet no. 31		
<b>Scope of action</b>	Tourism	
<b>Specific objective</b>	Increasing the cultural offer with new characters	
<b>Project Description</b>	The project aims to expand the cultural proposal with new characters based on the results of the citizens' proposals and in continuity with the project already implemented.	
<b>Activities envisaged by the project</b>	<ul style="list-style-type: none"> <li>- Identification of characters through the involvement of the population.</li> <li>- Drafting the history of the individual character.</li> <li>- Search actor.</li> <li>- Recording acting.</li> <li>- Identification of historical contextual images.</li> <li>- Video editing.</li> <li>- Video projection system expansion.</li> </ul>	
<b>Reference body</b>	Municipality of Capriate San Gervasio	
<b>Main stakeholders involved</b>	Contracted management Visitor Centre, Legler Foundation	
<b>Financial Resources</b>	Own and from funds linked to L.77/2006 UNESCO sites	
<b>Timing</b>	2023 replicable	
<b>Priorities</b>	<b>Short term - Medium term - Long term</b>	
<b>Indicators</b>	<ul style="list-style-type: none"> <li>- Creation of at least 1 new character by 2023 (yes/no)</li> <li>- Creation of at least 1 new character by 2024 (yes/no)</li> </ul>	
<b>Targets of sustainability</b>	4. High-quality instruction	

MONITORING TOURIST FLOWS		Photos	
Project sheet no. 32			
Strategic Objective	<b>Management/Governance</b> <b>Society and economic development</b> <b>Tourism</b>		
Specific objective	The intention is to create a tool that can provide local authorities with real information on tourist flows arriving in the village of Crespi d'Adda in the municipality of Capriate San Gervasio.		
Project Description	<p>The service is designed to facilitate the monitoring of tourist flows and enable local authorities and tourist guide associations to better manage coexistence between residents and tourists, identify the most frequented routes and develop alternative routes to distribute flows fairly and sustainably throughout the territory.</p> <p>Tourists will see an increase in the quality of the on-site experience and will be able to enjoy services tailored to the actual presence of people. Residents will suffer less negative impact from the presence and overcrowding of tourists typical of certain periods.</p> <p>The information thus collected will ensure greater effectiveness and efficiency in the management of tourism services (e.g. waste disposal), with optimisation of the use of resources. On the basis of this data, alternative routes can be studied, new ticketing policies, renewed signage (also in multimedia format) indicating the appropriate target group for a certain route or the level of difficulty and accessibility of certain trails, also with a view to inclusiveness for fragile categories.</p>		
Activities envisaged by the project	<ul style="list-style-type: none"> <li>- Solution design (based on data from tourists' mobile phones or with technologies suitable for monitoring flows in smaller areas such as the Village of Crespi d'Adda).</li> <li>- Realisation of the standard version.</li> <li>- Implementation of the beta version in order to carry out the first test phase.</li> <li>- Collection and analysis of data on digital content downloaded by QRCode and/or those provided by telephone companies.</li> </ul>		
	<ul style="list-style-type: none"> <li>- Identification of the entity that will take over the service after the test phase.</li> <li>- Definition of specific indicators useful for the development of optimisation of tourist flows.</li> </ul>		
Reference body	Municipality of Capriate San Gervasio, Crespi d'Adda Association		

<b>Main stakeholders involved</b>	Telephone companies and technology partners for alternative solutions.
<b>Financial Resources</b>	Financed by the European TExTOUR call for proposals
<b>Timing</b>	2023-2024
<b>Priorities</b>	Short term - <b>Medium term</b> - Long term
<b>Indicators</b>	<ul style="list-style-type: none"> <li>- Implementation of the flow monitoring solution (yes/no)</li> <li>- Start of test phase by 2024 (yes/no)</li> <li>- Identification of the future service provider (yes/no)</li> </ul>
<b>Targets of sustainability</b>	<p>11. Sustainable cities and communities</p> <p>12. Responsible consumption and production</p>

WORKING TABLE FOR THE ORGANIZATION OF THE INTEGRATED TOURIST OFFER		Photos
Project sheet no. 33		
<b>Fields of action</b>	Tourism  Communication	
<b>Specific objective</b>	Create a coordinated cultural tourism proposal for the area in order to maximize visibility and attendance for each area and initiative considered.	
<b>Project Description</b>	The creation of a permanent consultation table on cultural tourism is intended to encourage coordination between the various bodies and actors involved in order to coordinate initiatives and their planning, optimize the communication of the various activities and attractions, and jointly develop new services for tourism and residents, creating a cohesive cultural tourism proposal for the area.	
<b>Activities envisaged by the project</b>	<ul style="list-style-type: none"> <li>- Mapping of all private actors working in Cultural Tourism in the area.</li> <li>- Involvement of all public, private and public-private actors working in the area and signing of a Memorandum of Understanding for the promotion of the area with the definition of general aims and some initial actions on tourism and culture.</li> <li>- Creation of a permanent consultation table on cultural tourism with public and private stakeholders, inviting every potentially interested body and association in the area.</li> <li>- Identification of a number of initiatives to be pursued and prioritization.</li> <li>- Involvement of stakeholders interested in the individual topic and their coordination also through the realization of thematic sub-tables.</li> <li>- Identification and coordination of the activities to be carried out on</li> </ul>	

<b>Reference body</b>	Municipality of Capriate San Gervasio and/or new managing body
<b>Main stakeholders involved</b>	All organisations and associations in the area working in the cultural sector were contacted and anyone interested in participating, including citizens, is welcome. At the start of the first round table, held on 31 January 2023, the following were present: Lombardy Region DG Culture, Bergamo Chamber of Commerce, Visit Bergamo, Crespi d'Adda Association, Capriate San Gervasio Municipality, Bergamo Municipality, Uniontrasporti, Aria Spa, Promoisola, ANMIC BG, Adda Nord Regional Park, Adda Ecomuseum of Leonardo, Smile and Bike and Adda Energi, Edison, Pro Loco Trezzo.
<b>Financial Resources</b>	Financed by the European TExTOUR call for proposals
<b>Timing</b>	2023, until September 2024 with coordination of the EU TExTOUR project  Replicable in the long run with the identification of a DMO or an entity to take charge.
<b>Priorities</b>	<b>Short term - Medium term - Long term</b>
<b>Indicators</b>	<ul style="list-style-type: none"> <li>- At least 30 participants</li> <li>- 5 meetings (general or thematic) by 2024</li> <li>- 1 article in the local press dedicated to the table's activities</li> </ul>
<b>Targets of sustainability</b>	11. Town and community sustainability

<b>IDENTIFICATION OF A NETWORK OF TOURIST ITINERARIES IN THE TERRITORY AND BETWEEN UNESCO SITES</b>		Photos
Project sheet no. 34		
<b>Fields of action</b>	<p><b>Tourism</b></p> <p><b>Communication</b></p>	
<b>Specific objective</b>		
<b>Project Description</b>	<p>Identification and networking of the territory's tourist itineraries and Unesco sites (pedestrian, cycle and river) to create a synergic offer, linking and integrating all the tourist resources in the territory.</p> <p>The idea is to map the paths available in the area (understood in a broad sense, well beyond the municipality of Capriate San Gervasio alone) and the points of interest along these paths, in order to create an integrated offer and give it visibility on a large scale. In this way, tourists are offered a choice of several ways to experience and visit the area.</p> <p>This proposal will be disseminated and made available through the creation of a website/platform containing the map of POIs including the indication of rental points for equipment (e.g. rental of bicycles and <i>joelettes</i> or wheelchairs for the disabled).</p> <p>Information on individual points of interest will be provided by means of QRCodes. Depending on the attractions of the area, the study of thematic sub-paths is also conceivable.</p>	

<b>Activities envisaged by the project</b>	<p>In the short term:</p> <ul style="list-style-type: none"> <li>- definition of stakeholders interested in collaborating in the creation of new paths or the redefinition of old ones;</li> <li>- identification of an entity to take charge of this activity;</li> <li>- definition of an Action Plan for the territory with identification of possible financiers or sponsors;</li> <li>- creation of maps (also GPS) of routes (on foot, by bicycle, by boat);</li> <li>- definition of sub-pathways: <ul style="list-style-type: none"> <li>o nature trails in the Adda River Parks and Le Foppe Oasis,</li> <li>o cultural heritage route,</li> <li>o river routes,</li> </ul> </li> <li>- creation of a website/platform and map of POIs including services for tourists, including equipment rental points (e.g. bicycle and <i>joelette</i> rental or wheelchair rental for the disabled)</li> <li>- production of a guidebook.</li> </ul> <p>In the long term:</p> <ul style="list-style-type: none"> <li>- Provision of specific signage dedicated to the main attractions and routes (QRCodes to be linked to the platform);</li> <li>- integrated promotion between different sites/attractions (no-ticketing) also towards schools (e.g. single ticketing with Bergamo or collaboration with Como, creative city for textiles).</li> </ul>
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<b>Reference body</b>	Crespi d'Adda Association
<b>Main stakeholders involved</b>	Associazione Nazionale Mutilati e Invalidi Civili (ANMIC), Adda Park, Battello 'Addarella', Bergamo Chamber of Commerce, Explora, Visit Bergamo.
<b>Financial Resources</b>	<p>Partly financed by the European TExTOUR call for proposals (<i>Green and blue routes</i> project) with the support of Visit Bergamo, Aria and Promoserio communication.</p> <p>Over time, one may consider requesting sponsorships from stakeholders interested in promoting one's activity on the platform.</p>
<b>Timing</b>	2023-2024
<b>Priorities</b>	<b>Short term - Medium term - Long term</b>
<b>Indicators</b>	<ul style="list-style-type: none"> <li>- 15 mapped POIs</li> <li>- 5 km of mapped routes based on the Route Data Service included in the TExTOUR platform</li> <li>- 10 QR codes on installed panels</li> <li>- 10 attractions included in the mapped routes</li> </ul>
<b>Targets of sustainability</b>	<p>3. Good health and well-being</p> <p>11. Sustainable cities and communities</p>

<b>COLLABORATION WITH THE ACTORS COMMERCIAL ACTORS AND SHUTTLE SERVICE INTEGRATION</b>		Photos
Project sheet no. 35		
<b>Fields of action</b>	<b>Infrastructure, energy and green</b> <b>Tourism</b>	
<b>Specific objective</b>	Provision of a shuttle service for the connection between the Village of Crespi and the Capriate cemetery	
<b>Project Description</b>	The current availability of public transport to serve citizens and tourism in Crespi d'Adda is minimal, the initiative intends to integrate an electric shuttle linking the village with the Capriate cemetery at weekends, in conjunction with the activation of the ZTL.	
<b>Activities envisaged by the project</b>	<ul style="list-style-type: none"> <li>- Search for commercial partners (bakery, restaurants, bars) to sponsor the service.</li> <li>- Identification of local transport operators.</li> <li>- Electric vehicle rental.</li> <li>- Assignment.</li> </ul>	
<b>Reference body</b>	Municipality of Capriate San Gervasio	
<b>Main stakeholders involved</b>	Affiliated body for Visitor Centre management	
<b>Financial Resources</b>	Municipalities and partnerships with traders	
<b>Timing</b>	test 2023 2024	
<b>Priorities</b>	<b>Short term - Medium term - Long term</b>	
<b>Indicators</b>	<ul style="list-style-type: none"> <li>- No. of trips per day during weekends, public holidays or high season for tourism</li> <li>- No. of passengers transported per inhabitant</li> </ul>	
<b>Targets of sustainability</b>	<p><b>10. Reduced inequalities</b></p> <p><b>11. Town and community sustainability</b></p> <p><b>12. Responsible consumption and production</b></p>	

<b>WEBSITE CORPORATE IMAGE AND LOGO: CORRECTIVE ACTIONS</b>		Photos
Project sheet no. 36		
<b>Scope of action</b>	<b>Communication</b>	
<b>Specific objective</b>	Design a coordinated <i>brand image</i> for the site and devise a themed logo to be deposited.	
<b>Project Description</b>	Getting to have a customized and exclusive brand to get the <i>copyright</i> .	
<b>Activities envisaged by the project</b>	<ul style="list-style-type: none"> <li>- Awarding of contract to a specialized studio for the creation of the logo</li> <li>- Creating a logo for filing</li> <li>- Define a color palette and design a coordinated brand image.</li> <li>- Approval of the logo by the competent bodies...</li> </ul>	
<b>Reference body</b>	Municipality of Capriate San Gervasio and/or new managing body	
<b>Main stakeholders involved</b>	Municipality of Capriate San Gervasio, Commission	
<b>Financial Resources</b>	Own and/or notices	
<b>Timing</b>	2023-2024	
<b>Priorities</b>	<b>Short term - Medium term - Long term</b>	
<b>Indicators</b>	- Logo update (yes/no)	
<b>Targets of sustainability</b>	11. Town and community sustainability	

<b>UPDATING MULTILINGUAL TOURISM APP/RADIO DEVICES TO SUPPORT THE VISIT</b>		Photos
Project sheet no. 37		
<b>Fields of action</b>	<b>Communication</b> <b>Tourism</b>	
<b>Specific objective</b>	Encourage excursions to the Village of Crespi d'Adda by providing a tool to identify itineraries, activities and events scheduled <i>on site</i> and in the surrounding area and audio support for the visit.	
<b>Project Description</b>	Encourage excursions to the Village of Crespi d'Adda and extend the stay in the area by providing a tool to identify itineraries, activities and events scheduled <i>on site</i> and in the surrounding areas, and multilingual audio support for the visit.	
<b>Activities envisaged by the project</b>	<ul style="list-style-type: none"> <li>- Update of the app for tourists.</li> <li>- Drafting of the contents of the audio guide in the app and translation into Spanish.</li> <li>- Promotion of the app.</li> </ul>	
<b>Reference body</b>	Municipality of Capriate San Gervasio and/or managing body of the Visitor Centre	
<b>Main stakeholders involved</b>	Municipality of Capriate San Gervasio and/or managing body of the Visitor Centre	
<b>Financial Resources</b>	Own and/or financing	
<b>Timing</b>	2024	
<b>Priorities</b>	Short term - <b>Medium term</b> - Long term	
<b>Indicators</b>	<ul style="list-style-type: none"> <li>- Updating the app (yes/no)</li> <li>- Provision of audio guides (yes/no)</li> <li>- Spanish language translation (yes/no)</li> <li>- No. of app downloads per year</li> <li>- No. of audio guide accesses per year</li> </ul>	
<b>Targets of sustainability</b>	4. High-quality instruction 11. Town and community sustainability	

<b>PRODUCTION OF MULTILINGUAL PRINTED MATERIAL TO SUPPORT THE VISIT</b>		Photos
Project sheet no. 38		
<b>Fields of action</b>	<p><b>Communication</b></p> <p><b>Tourism</b></p>	
<b>Specific objective</b>	Facilitating visits to the Village of Crespi d'Adda, highlighting routes and points of cultural and tourist interest, as well as the main visitor support services.	
<b>Project Description</b>	In order to make it easier for tourists to visit the Village of Crespi d'Adda, in addition to the current concise brochure already drawn up in Italian and English, information brochures will be produced containing the main itineraries and points of interest, as well as public services (parking, refreshment facilities, degree of accessibility, <i>info points</i> , ...).	
<b>Activities envisaged by the project</b>	<ul style="list-style-type: none"> <li>- Brochure design.</li> <li>- Identification of translators.</li> <li>- Translation of texts into other languages: English, French, Spanish and German.</li> <li>- Press and promotion.</li> </ul>	
<b>Reference body</b>	Municipality of Capriate San Gervasio and/or managing body of the Visitor Centre	
<b>Main stakeholders involved</b>	Municipality of Capriate San Gervasio and/or managing body of the Visitor Centre	
<b>Financial Resources</b>	Own	
<b>Timing</b>	2023-2025	
<b>Priorities</b>	Short term - <b>Medium term</b> - Long term	
<b>Indicators</b>	<ul style="list-style-type: none"> <li>- Print English version (yes/no)</li> <li>- Print version in French (yes/no)</li> <li>- Print Spanish version (yes/no)</li> <li>- Print German version (yes/no)</li> </ul>	
<b>Targets of sustainability</b>	<p>4. High-quality instruction</p> <p>11. Town and community sustainability</p>	

## Time schedule and priorities

The Monitoring Plan has a duration of 5 years, during which projects are developed according to different time frames. Some of them can be replicated over time to ensure sustained action. Below is the timetable for understanding the progress and progress of the projects.

ID	Project title	2023	2024	2025	2026	2027
1	Definition of the new governance system					
2	Establishment of a Steering Committee to monitor the Management Plan					
3	Definition of a buffer zone for the UNESCO site					
4	Impact assessment on UNESCO heritage due to factory conversions					
5	Mobility and parking plan					
6	Study on the integration of renewable energy systems in the context of the UNESCO site					
7	Public green detailed plan					
8	Enhancing and expanding the pine forest - The green heart of Crespi d'Adda					
9	Walking between nature and history: defining a nature trail between Adda and Brembo					
10	A new balcony over the Village: fitting out and re-functioning the viewpoint					
11	Volunteer days dedicated to green maintenance					
12	Feasibility study for 'industrial water' recovery					
13	Redevelopment of Via Crespi (implementation through PPA)					
14	Completion of the fibre optic network					
15	Census of privately owned assets of public interest and their state of preservation					
16	The old washhouse: recovery project					
17	Buildings owned by the municipality: census					
18	Guidelines for the Management of Private Outdoor Garage Spaces					

ID	Project title	2023	2024	2025	2026	2027
19	Renovation of the caretaker's house at the hydroelectric power station					
20	Improving accessibility to the hydroelectric power station					
21	Redevelopment of Via Privata Crespi					
22	Revaluation and redevelopment of the former infirmary					
23	Recovery and rehabilitation of the former post office building					
24	Reorganization of municipal archives					
25	Permanent educational workshop for school students in Capriate San Gervasio					
26	Enhancing theater and programming cultural events and activities					
27	Setting up a space in the Visitor Centre for borrowing and returning books					
28	Runway Enhancement					
29	Setting up of spaces exhibition spaces within the former factory (implementation through PDA)					
30	<i>Vademecum</i> for sightseeing					
31	Strengthening the Participatory Museum					
32	Monitoring of tourist flows					
33	Working table for the organization of the integrated tourist offer					
34	Identification of a network of tourist itineraries in the territory and between UNESCO sites					
35	Collaboration with commercial actors (bakery, restaurants, bars) for an integrated offer					
36	Site image and logo: corrective actions					
37	Update multilingual tourism app/radio devices to support the visit					
38	Production of multilingual printed material to support the visit					

## 7. Monitoring of the Plan

### 7.1 The method

Monitoring for the UNESCO site must be conceived as a moment of verification of the effectiveness of conservation and management policies to be interpreted on several levels of detail. It is a matter of analyzing how the value of the site is maintained over time (monitoring of the OUV and the state of conservation) and how the strategic objectives identified in the PdG are able to respond to the needs of protection and conservation of the same value, as well as to lead towards the realization of the vision. This is associated with the assessment of the progress of the projects proposed by the Management Plan, i.e. of the individual actions envisaged for the concrete execution of these purposes, which takes place through the monitoring of the Management Plan itself. We then arrive at the definition of an overall system of analysis structured as follows:

- 1. Monitoring of the state of conservation of the asset over time**, with particular attention to its vulnerability in relation to territorial hazard factors that affect the final result in terms of risk;
- 2. Monitoring of the PdG projects (output)**, to be interpreted as the implementation (in compliance with the time schedule) of the individual actions envisaged. Furthermore, this level of analysis also focuses on the assessment of the achievement of the 2030 Sustainability Objectives (for each project it is indicated which objectives it contributes to). This monitoring is a sort of assessment of the state of "processing", i.e. the degree of implementation of the individual actions and related outputs;
- 3. Monitoring of the impacts (outcomes)** that site management shows over time on the site itself, on society and on the surrounding area, with reference to the achievement of strategic objectives. Even at this level, even more so than at level 2), it is important to verify the achievement of the 2030 Sustainability Objectives, in this case with respect to the contribution that the strategic objectives provide in this direction.

The structured control on three levels has the purpose of providing updated data on the performance of the strategies and on the deviations from expectations in order to allow any strategies to be modified if necessary.

The monitoring plan is also aimed at assessing the trend of available resources in order to guarantee their conservation and protection over time and to mitigate any negative impacts.

The information gathered during the monitoring phase can also become useful material for stakeholders thanks to which they can have an updated picture of the situation. However, in order for the monitoring program to be truly able to fulfill the functions specified, it is essential that it respects these characteristics:

- it must be repeated over time, so as to be able to make a comparison over time of the different phenomena analyzed and thus allowing to give life to a trend which, analyzed over time, provides indications about the changes that have taken place in the area;
- each chosen indicator must be associated with a so-called "zero point", with respect to which to evaluate changes over time and significant trends; this reference value derives from on-site assessments or from the analysis of data collected for the compilation of official reports, sector documentation, etc.;

- whenever possible, assessments derived from institutional monitoring and control systems consolidated over time are to be preferred, so as to be able to count on the most reliable data possible. Below is the methodology developed, structured according to the three levels identified, to be considered synergistic with each other.

The structure that will take care of the monitoring will be identified in the site's control room, or rather by the institutional actors who have competence in the territory in which the world heritage site falls. This monitoring function will be formalized within the Understanding (art. 5) signed by the Ministry of Culture (through the Regional Secretariat for Lombardy and the Superintendency of Archaeology, Fine Arts and Landscape for the provinces of Bergamo and Brescia), the Lombardy, the Municipality of Capriate San Gervasio, the Province of Bergamo, the Adda Nord Regional Park.

## **7.2 Conservation status monitoring**

With regard to the monitoring of the state of conservation, some indicators have been selected, thanks to which it is possible to have control of the progress of the conservation of the site. These indicators were selected from those proposed by UNESCO as "factors affecting the property" for the preparation of the periodic monitoring report.

### **BUILT ENVIRONMENT AND DEVELOPMENT:**

- state of maintenance of the buildings that make up the Village;
- quantity of commercial structures compared to other intended uses;
- quantity of facilities for tourism purposes (hotels, restaurants, b&b...);
- presence and quality of interpretive and support structures for the visit.

### **INFRASTRUCTURE AND TRANSPORT:**

- streets and parking lots;
- effects of vehicular traffic on the Village;
- pollution (air, noise, light).

### **THE VALORISATION OF ASSETS BY THE COMPANY:**

- changes in values leading to new uses of heritage resources;
- expansions/additions to current uses of heritage resources;
- conflicting values;
- abandonment;
- changes in the population and in the local community.

### **IMPACTS OF TOURISM:**

- number of visitors;
- perception of tourism by the inhabitants

## **7.3 Project monitoring**

The monitoring system of the individual projects of the PdG is aimed at defining, for each individual project identified in the plan, its implementation through simple indicators. These are associated with a time deadline for getting feedback on the progress of the project; each project must also be kept under control with respect to the timetable, which must be respected. The indicators are identified in the individual project sheets, to which reference is made for a complete overview.

ID	Project title	Indicators	Time
1	Definition of the new governance system	Definition of the new managing body (yes/no)	Once the project is completed
2	Establishment of a Steering Committee to monitor the management plan	Establishment of the Steering Committee (yes/no)	Once the project is completed
3	Definition of a buffer zone for the UNESCO site	Number of working table meetings	Once the project is completed
		Definition of buffer zone (yes/no)	Once the project is completed
4	Impact assessment on UNESCO heritage due to factory conversions	Drafting of the HIA document (yes/no)	Annually
5	Mobility and parking plan	Mobility Plan (yes/no)	Once the project is completed
		No. of new parking areas	Annually
		Integration of new means of transport (yes/no)	Annually
6	Study on the integration of renewable energy systems in the context of the UNESCO site	No. of solutions identified	Once the project is completed
		No. of solutions using innovative materials	Once the project is completed
7	Detailed plan of public green areas	No. of interventions related to green areas	Annually
		Assessment of the conservation status of existing green areas (yes/no)	Annually
8	Enhancement and expansion of the pine forest: the green heart of Crespi d'Adda	No. of interventions related to green areas	Annually



		Assessment of the conservation status of existing green areas (yes/no)	Annually
9	Walking between nature and history: defining a nature trail between Adda and Brembo	Restoration of nature trails (yes/no)	Once the project is completed
10	A new balcony on the Village: fitting out and re-functioning the Panoramic Point	Redevelopment of the scenic area (yes/no)	Once the project is completed
11	Days of dedicated to green maintenance	No. of volunteers involved per day	Annually
		No. of days organised per year	Annually
12	Feasibility study for 'industrial water' recovery	Processing of the study (yes/no)	Once the project is completed
13	Redevelopment of Via Crespi	Implementation of safety works	Once the project is completed
		Resurfacing of road surfaces and footpaths with the use of sound-absorbent wearing courses (yes/no)	Once the project is completed
		Insertion / redevelopment of road crossings with protected, signposted and illuminated pedestrian paths near the nursery on the corner of via Bizzarri; in the area in front of the Capriate cemetery - via Crespi; along the pedestrian crossing crossing with via Kennedy; in the area in front of the main entrance to the factory-staircase of the former STI schools (2 passages); ex-ambulatory area (yes/no)	Once the project is completed
		Interventions aimed at reducing speed (speed detectors, lane restrictions, etc.) (yes/no)	Once the project is completed

		Review, completion and general arrangement of public lighting, with particular reference to the cemetery area and the Crespi executive villas area (yes/no)	Once the project is completed
		Installation of a sound-absorbing barrier on the fence of the kindergarten on the corner of via Bizzarri (yes/no)	Once the project is completed
14	Completion of the fiber optic network	50% coverage completion by 2023	Once the project is completed at the end of 2023
		Factory connection to fiber optic network (yes/no)	Once the project is completed
15	Census of privately owned assets of public interest and their state of conservation	Number of buildings surveyed	Once the project is completed
		N° di privati coinvolti	Once the project is completed
16	The old wash house: restoration	Procedura di esproprio (sì/no)	Once the project is completed
		Restoration and re-functionalization of the wash house (yes/no)	Once the project is completed
17	Properties owned by the municipality: census	No. of municipal buildings surveyed	Annually
		Creation of a database for data management (yes/no)	Once the project is completed
18	Guidelines for the management of private outdoor spaces intended for garages	Guidelines drafting (yes/no)	Once the project is completed
19	Recovery of the caretaker's house of the hydroelectric plant	Building recovery (yes/no)	Once, when the project is finished
		Resumption of activity with new intended use	Once, when the project is finished

20	Improve accessibility to the hydroelectric plant	Elimination of architectural barriers (yes/no)	Once, when the project is finished
21	Redevelopment of via Privata Crespi	Implementation of works for safety (yes/no)	Once, when the project is finished
22	Revaluation and redevelopment of the former infirmary	Refurbishment of the building (yes/no)	Once, when the project is finished
		Sign an agreement with the Parish of Capriate San Gervasio (yes/no)	Once, when the project is finished
23	Recovery and re-functionalization of the ex-poste building (place of the community)	Assignment of the task for the design by 2023	Once, when the project is finished
		Assignment of the task for the renovation works by 2024 (yes/no)	Once, when the project is finished
24	Reorganization of the municipal archive	Percentage of documents rearranged and cataloged of the material present per year	Annually
		Percentage of digitized documents out of the total upon expiry of the PdG	Once, at the conclusion of PdG
25	Permanent educational laboratory for the students of the Capriate San Gervasio schools	Number of hours of classroom training per class involved	Annually
		No. of field trips per participating class	Annually
		No. of questionnaires administered to students for pre- and post-course evaluation	Annually
26	Strengthening of the theater and planning of cultural events and activities	No. of cultural shows (dance, music, theatre, ...) scheduled for the 2023/2024 season	Annually

		Number of outdoor cultural events scheduled for the 2023/2024 season	Annually
		Number of tickets sold for each performance in the theatre	Annually
		Number of participants in outdoor events for each replica	Annually
27	Creation of a space in the Visitor Center for book loan/delivery	Start of test phase by 2024 (yes/no)	Once, at the end of 2024
		Number of users registered for the service 1 year after the start of the test phase	Once, 1 year from the start of the test phase
		No. of books passed through the Collection Point within the 1st year of opening	Once, 1 year from the start of the test phase
		Definitive introduction of the service (yes/no)	Once, when the project is finished
28	Enhancement of the Track	Implementation of the study (yes/no)	Once, when the project is finished
29	Preparation of the exhibition spaces inside the former factory	Drafting of the final-executive project (yes/no)	Once, in October 2023
		Creation of first exhibition area (yes/no)	Once, 36 months after the issue of the first building permit
		Creation of second exhibition area (yes/no)	Once, 36 months after the issue of the first building permit
		Setting up a permanent exhibition area (yes/no)	Once, when the project is finished
30	<i>Vademecum</i> for the tourist visit	Implementation of the <i>Vademecum</i> by 2023 (yes/no)	Once, at the end of 2023

		Distribution of 500 flyers promoting the Vademecum by 2024	Once, at the end of 2024
		Publication of the digital version of the Vademecum on the website of the Municipality of Capriate San Gervasio by 2023 (yes/no)	Once, when the project is finished
31	Strengthening of the participatory museum	Creation of at least 1 new character by 2023 (yes/no)	Once, at the end of 2023
		Creation of at least 1 new character by 2024 (yes/no)	Once, at the end of 2024
32	Monitoring of tourist flows	Implementation of flow monitoring solution (yes/no)	Once, when the project is finished
		Start of test phase by 2024 (yes/no)	Once, at the end of 2024
		Identification of the future service manager (yes/no)	Once, when the project is finished
33	Working table for the organization of the integrated tourist offer	Organization of 5 meetings (general or thematic) by 2024	Once, when the project is finished
		At least 30 participants at the tables	Once, when the project is finished
		1 article in the local press dedicated to the table's activities	Once, when the project is finished
34	Identification of a network of tourist itineraries in the area and between UNESCO sites	15 mapped POIs	Once, when the project is finished
		5 km of routes mapped on the basis of the Route Data Service included in the TExTOUR platform	Once, when the project is finished
		10 QR codes on installed panels	Once, when the project is finished
		10 attractions included in the mapped routes	Once, when the project is finished

35	Collaboration with commercial players (bakeries, restaurants, bars) for an integrated offer	Nº of trips per day during weekends, public holidays or high season for tourism	Once, when the project is finished
		Number of passengers transported per inhabitant	Once, when the project is finished
36	Coordinated image of the site and logo: corrective actions	Logo update (yes/no)	Once, when the project is finished
37	Update of the multilingual tourist app / radio devices to support the visit	App update (yes/no)	Once, when the project is finished
		Preparation of audio guides (yes/no)	Once, when the project is finished
		Spanish language translation (yes/no)	Once, when the project is finished
		No. of app downloads per year	Annually
		Number of accesses to audio guides per year	Annually
38	Creation of multilingual printed material to support the visit	Print English version (yes/no)	Once, when the project is finished
		Print French version (yes/no)	Once, when the project is finished
		Print Spanish version (yes/no)	Once, when the project is finished
		Print German version (yes/no)	Once, when the project is finished

## 7.4 Monitoring the achievement of strategic objectives

Monitoring the impacts that site management shows over time must necessarily refer to two elements, the achievement of the strategic objectives identified for the site and the contribution aimed at consolidating the vision. Furthermore, as already mentioned, the achievement of the strategic objectives must in turn lead to the achievement of the 2030 Sustainability Objectives, as an additional tool for verifying the effectiveness of the management model implemented.

ID	Project Title	Goal 3 Good health and well-being	Goal 4 High-quality instruction	Goal 7 Affordable and clean energy	Goal 8 Decent work and economic growth	Goal 9 Industry, innovation and infrastructure	Goal 11 Sustainable cities and communities	Goal 12 Responsible consumption and production	Goal 13 Climate action	Goal 15 Life on land
1	Definition of the new governance system						✓			
2	Establishment of a control room to monitor the management plan						✓			
3	Definition of a buffer zone for the UNESCO site						✓			
4	Impact assessment on the UNESCO heritage due to the transformations of the factory						✓			
5	Mobility and parking plan						✓			
6	Study on the integration of renewable energy systems in the context of the UNESCO site			✓		✓	✓	✓	✓	
7	Detailed plan of public green areas						✓		✓	✓
8	Enhancement and expansion of the pine forest: the green heart of Crespi d'Adda.						✓			



ID	Project Title	Goal 3 Good health and well-being	Goal 4 High-quality instruction	Goal 7 Affordable and clean energy	Goal 8 Decent work and economic growth	Goal 9 Industry, innovation and infrastructure	Goal 11 Sustainable cities and communities	Goal 12 Responsible consumption and production	Goal 13 Climate action	Goal 15 Life on land
9	Walking between nature and history: definition of a nature trail between Adda and Brembo		✓				✓			✓
10	A new balcony overlooking the Village: preparation and re-functionalization of the Panoramic Point		✓				✓			
11	Volunteer days dedicated to green maintenance						✓			
12	Feasibility study for the recovery of "industrial water"						✓		✓	
13	Redevelopment via Crespi						✓			
14	Completion of the fiber optic network				✓	✓				
15	Census of privately owned assets and their state of conservation						✓			
16	The old washhouse: restoration						✓			
17	Properties owned by the municipality: census		✓				✓			
18	Guidelines for the management of private outdoor spaces intended for garages						✓			
19	Recovery of the caretaker's house of the hydroelectric plant						✓	✓		

ID	Project Title	Goal 3 Good health and well-being	Goal 4 High-quality instruction	Goal 7 Affordable and clean energy	Goal 8 Decent work and economic growth	Goal 9 Industry, innovation and infrastructure	Goal 11 Sustainable cities and communities	Goal 12 Responsible consumption and production	Goal 13 Climate action	Goal 15 Life on land
20	Improve accessibility to the hydroelectric plant		✓				✓			
21	Redevelopment of the Crespi private road		✓				✓			
22	Reevaluation and redevelopment of the former infirmary	✓					✓			
23	Recovery and redevelopment of the former post office building	✓					✓			
24	Reorganization of the municipal archive		✓				✓			
25	Permanent educational laboratory for the students of the Capriate San Gervasio schools		✓				✓			
26	Strengthening of the theater and planning of cultural events and activities		✓				✓			
27	Creation of a space in the Visitor Center for book loan/delivery		✓			✓	✓			
28	Enhancement of the track		✓				✓			
29	Preparation of the exhibition spaces inside the former factory		✓				✓			
30	<i>Vademecum</i> for the tourist visit						✓	✓		

ID	Project Title	Goal 3 Good health and well-being	Goal 4 High-quality instruction	Goal 7 Affordable and clean energy	Goal 8 Decent work and economic growth	Goal 9 Industry, innovation and infrastructure	Goal 11 Sustainable cities and communities	Goal 12 Responsible consumption and production	Goal 13 Climate action	Goal 15 Life on land
31	Strengthening of the interactive museum		✓							
32	Monitoring of tourist flows						✓	✓		
33	Working table for the organization of the integrated tourist offer						✓			
34	Identification of a network of tourist itineraries in the area and between UNESCO sites	✓					✓			
35	Collaboration with commercial players (bakeries, restaurants, bars) for an integrated offer					✓	✓	✓		
36	Coordinated image of the site and logo: corrective actions						✓			
37	Update of the multilingual tourist app/radio devices to support the visit		✓				✓			
38	Creation of multilingual printed material to support the visit		✓				✓			

## **7.5 Reporting**

### **Periodic reporting**

This is a periodic report which constitutes one of the fundamental mechanisms for monitoring the protection and conservation of sites. Every 6-8 years, UNESCO requests a report from all World Heritage sites which makes it possible to evaluate the application of the World Heritage Convention, to which the first part of the report is dedicated and intended for the National Focal Points, and the safeguarding of the 'Outstanding Universal Long-Term Value, which is ultimately sent by the Focal Points to UNESCO. Information on the state of conservation and the changes that have been made is also provided, facilitating local cooperation and information exchange.

The information and data that populate the Periodic Reporting constitute an important basis for knowing the needs and requirements of the site and for photographing the various aspects which can then find an adequate assessment and response in the Management Plan. The third cycle of Periodic Reporting for the period 2018-2024 is currently underway.

### **Reactive reporting**

It is the instrument adopted by the World Heritage Committee to ensure that member states undertake to adopt adequate legal, scientific, technical, administrative and financial measures to safeguard the site without leading to direct or indirect damage to the Outstanding Universal Value of the Well. Reactive monitoring therefore ensures that the best measures are taken for the protection, conservation and presentation of the site.

In the event of significant renovations or new constructions that could modify the Outstanding Universal Value of the property, the World Heritage Committee must be informed as soon as possible in order to be able to express a judgment on the actions that States want to take. The Heritage Impact Assessment is the tool with which UNESCO requires that the impacts of transformations on the Universal Value of the site be assessed and which mitigation measures can be implemented to prevent the transformation from altering the value of the site.

### **Preventive reporting**

ICOMOS (International Council on Monuments and Sites) is an advisory body to the World Heritage Committee, whose members oversee World Heritage sites in the context of preventive monitoring, observing developments, carrying out site visits and drafting annual reports.