



n e t

SNIA VISCOSA

OPEN CALL

PROMOTED BY



Comune di Rieti

www.comune.rieti.it



Monte dei Paschi di Siena

www.mps.it



RENA

www.progetto-rena.it

TECHNICAL SUPPORT



snark - space making

snarkive.eu

| | | |
|-------------------|--|-------|
| TABLE OF CONTENTS | 1 INTRODUCTION | p. 4 |
| | 2 OBJECTIVES AND VISION OF THE CALL | p. 7 |
| | 3 PARTNERS AND PROMOTERS | p. 8 |
| | 4 CONTEXT AND HISTORY OF THE SITE | p. 10 |
| | 5 WHO CAN APPLY | p. 11 |
| | 6 THE CO-PLANNING PROCESS | p. 12 |
| | 7 PROJECT POLICIES | p. 14 |
| | 8 HOW TO APPLY | p. 15 |
| | 9 SELECTION PROCESS | p. 16 |
| | 10 BENEFITS | p. 18 |
| | 11 ANNEXES | |
| | 12 TERMS AND CONDITIONS OF SUBMISSIONS | |
| | 13 PRIVACY POLICY | |

1 INTRODUCTION

The disused Snia Viscosa (a textile manufacturer) plant lies in the heart of Rieti. Despite having been for over five decades one of Rieti's key manufacturing hubs, the site has been abandoned. Therefore, the key objective of this call is creating a working group to devise a strategy for the development of the area, making it once again the productive engine of the city.

photos 1A, 1B, 1C

In recent years, **the redevelopment of dismissed production sites** has been at the core of many discussions in the global development arena. Italy has a strong record of success stories, such as: Città della Scienza in Naples, the ex-Fadda complex in San Vito dei Normanni and Progetto Manifattura in Rovereto.

Città della Scienza di Napoli

Ex Fadda

NEXT SNIA VISCOSA is a call for all **analysts, urban planners and storytellers** passionate about sustainable development. The selected applicants will participate in an **interdisciplinary working group** in charge of devising an innovative strategy to re-develop the ex Snia Viscosa.

Progetto Manifattura a Rovereto

NEXT SNIA VISCOSA is an **experiment in urban regeneration**. This implies not only being part of the project's working group, but also engaging with **national and international experts**.

The selected participants will thus be engaged in a **collaborative planning process** beginning on May 2015. At that time, the participants will have the opportunity to **stay in Rieti** for a period of maximum two weeks.

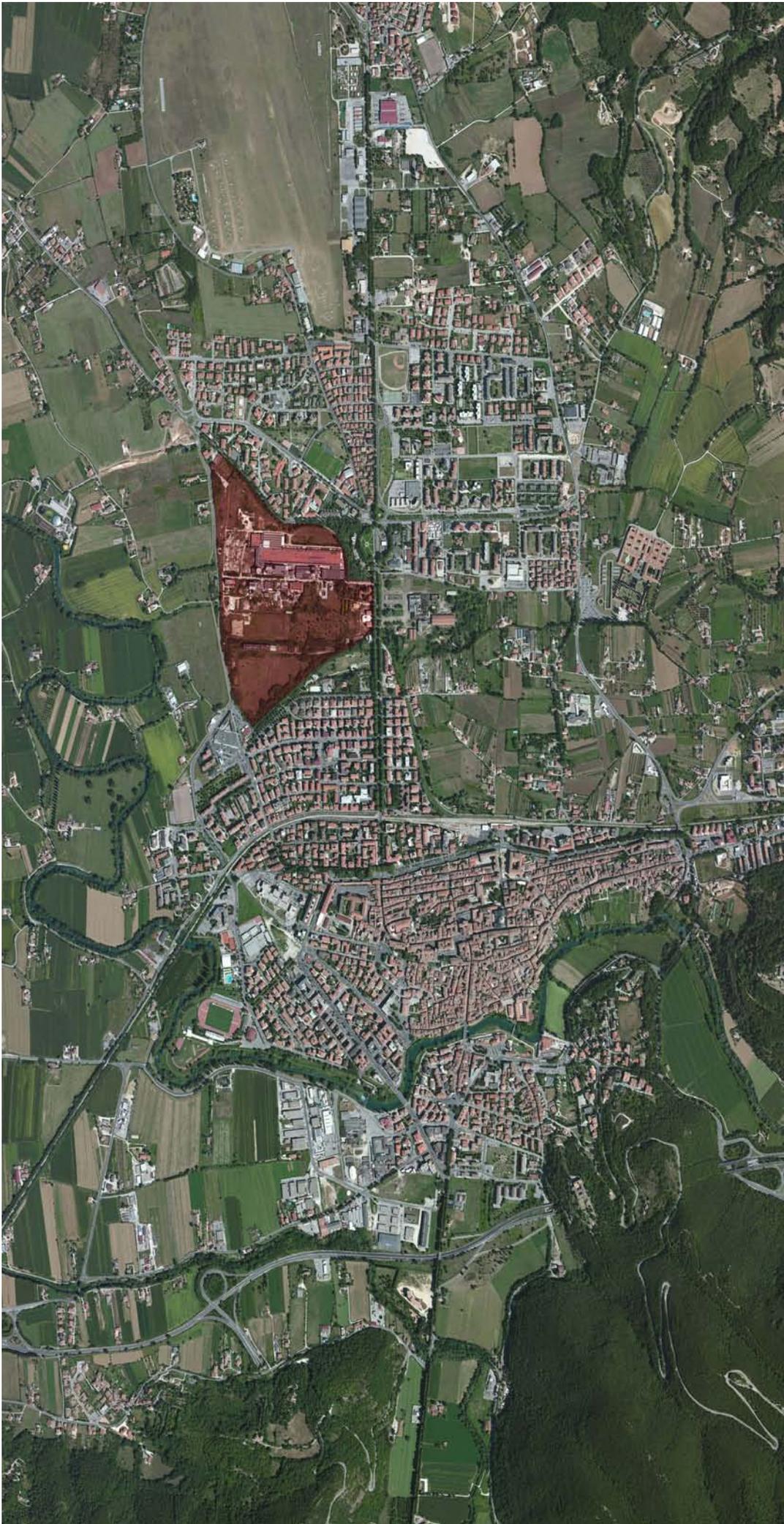


foto 1A



foto 1B



foto 1C

2 OBJECTIVES AND VISION OF THE CALL

This call for ideas was created for selecting people, not projects. It is therefore not a traditional open call. The goal of the call is not to gather ideas for the development of the ex Snia Viscosa. Rather, it aims to set up a pool of professionals for co-planning the future of the site.

In order to achieve this outcome, we need **competences, analyses, planning, as well as narration of the history of the site**. This is to say that we are seeking for people whose approach to complexity can be translated into a vision of a project and tools aiming to raise awareness among people, while keeping an eye on the rest of the world and on the area's specific features. We are looking for people willing to follow a path of mutual exchange within an interdisciplinary team.

A few years back, RENA worked in a similar context in **Auletta**, a town in the province of Salerno. However, there the work was not about an abandoned area but a village not yet completely rebuilt after an earthquake. These two cases, despite the variables related to their different context, share one common point: to find a vision that motivates all the people involved in the path towards change.

CO/Auletta

Just like in the case of Auletta, and perhaps even more, NEXT SNIA VISCOSA aims to be an open path characterized by **transparency**. Every step of it will be monitored and explained to the public, in order to understand what is working and what is not.

The interdisciplinary nature, together with the hybridization between **a vision which is at the same time local and global, must serve exactly this purpose**: keeping a clear mind and an outside view on the co-planning process.

This call and its process aims to make good use of the case studies of redevelopment, both in Italy and abroad, and more in general to capitalize on the experience gained in these types of change-making interventions.

For all these reasons, the goal of this call is to put together **declarations of interest**. Although this call sets some limits, it leaves plenty of space for candidates' initiatives. It also allows the group to be as flexible and efficient as possible.

Promoters:

MUNICIPALITY OF RIETI

Comune di Rieti

The Municipality of Rieti is interested in promoting the project as part of a wider program for the development of the whole community. In particular, the area should undergo a process of environmental remediation and foster the start of new businesses compatible with the local urban context.

The current national and sub-national (regional) regulations allow the approval of urban development projects fostering new business creation (always in respect of national regulations and European environmental directives).

The Municipality of Rieti supports NEXT SNIA VISCOSA for this reason, as well as to revamp a wider area of the city and create new job opportunities. The aim is to create a unitary project that puts the best minds in motion, inspiring passions and dreams of all of those wanting to revitalize the community, building a local development model based on Rieti's assets.

MPS BANK

Banca Monte dei Paschi

Banca Monte dei Paschi di Siena, as the owner of two-thirds of the ex-Viscosa complex, is ready to act as a catalyst and facilitator towards innovative projects for the redevelopment of the area. MPS and the **other owners** have unanimously agreed upon the co-planning process with the common purpose of boosting the attractiveness of the area, and the whole Rieti with it.

In 2010, MPS started a remediation plan on the portion of the land it owns. The remediation of another portion of land has already been outsourced and operations will begin in 2015. However, the issue remains open and it is expected to be addressed in the final redevelopment project.

RENA

RENA

RENA is an association of citizens and organizations, inspired by civic and independent values, who strive for an open-minded Italy in which it is possible to experiment innovative policies, in which issues are faced in a collaborative and transparent manner, and both public and private participants are conscious of their responsibility towards communities.

One of RENA's main work streams is the development of local communities as RENA wants communities to be the creators of their own change. That is why RENA is willing to put its knowledge and good practices at their service.

RENA aims at turning Rieti into a **national experimental laboratory** for local development policies and collaborative governance. The redevelopment of the ex SNIA Viscosa is the right opportunity to test visions of developments, forms of governance and action plans on which to build future smart communities. It is necessary for citizens, public institutions, scientific communities and private companies to look back at the cities in which they live. This is what RENA will try to do with Rieti by allowing local energies to join their efforts with innovation pioneers around Italy.

Technical support:

SNARK

snark

snark – space making works in the fields of relational design, decision-making processes and co-planning – participatory paths for shared understanding of complex events.

Starting from the assumption that the public is not simply a premise for action and scope, but a product of constant negotiation between individuals, locations and authorities, Snark focuses on analyzing and stimulating production through an array of tools and approaches: service design, relational art, co-design following the “cultural probes” method, narration theory and storytelling.

snark works on urban planning issues with particular attention to collective processes. Snark operates with public and private actors on various scales, from defined public spaces to territorial strategies – from individuals to communities. In the context of this open call, Snark will facilitate the co-planning process, providing each participant with all the tools and relational support that are needed for its successful outcome.

4 CONTEXT AND HISTORY OF THE SITE

Rieti's region is characterized by alternating **rural and urban elements**. Despite the wide range of natural resources available, Rieti has historically faced challenges in building efficient communications infrastructures, thus making itself vulnerable to negative business cycles.

Rieti's economy was initially founded on agriculture. However, the opening of two industrial plants between the second half of the XIX century and first half of the XX century marked a shift in its economic structure. First, with the opening of the very first sugar refinery in Italy in 1873. Second, with the establishment of the Supertessile in 1928, later renamed **Snia Viscosa**, which employed more than 4,000 workers from all over Italy, and the Montecatini chemical plant (1937).

These last two plants were at the center of an integrated industrial system, expanding over the western side of the Rieti's main axis Viale Maraini, benefiting from the presence of a watercourse and railway connection with Rieti's train station.

During its operations, Snia Viscosa suffered dramatic shocks due the fluctuations of international markets. Following a first shutdown in the 1980s, further attempts at restarting production were made with scarce success.

The area covers a total surface of approximately 318.142 m² (31,81 ha) and has been entirely abandoned since 2007. It is a crucial **urban void**, with many residential areas being built north of it in recent years.

Furthermore, the area's land shows signs of contamination, which have already undergone partial remediation but will need further analysis and interventions.

*A4a/b Rieti and its territory /
Natural assets*

*A5 The state of the economy
and competitiveness of Rieti*

*A2 History and development
of the area),*

*A1 Layout of the site and
buildings*

*A3 Note on the status of land
remediation*

5 WHO CAN APPLY

This open call addresses all those actors (**local, national and international**) working in the areas of urban planning, local development, and territorial innovation, that are willing to participate in an interdisciplinary and open process for the future development of the area.

Applications are welcome from **experts, researchers and professionals** of all ages, either as individuals or on behalf of **professional groups** (associations, research centers, start-ups, architecture and/or town-planning firms).

Examples of potential candidates for this project include: public administrators and civil servants, architects, engineers, urban planners, landscape architects, environmental experts, artists, designers, photographers, economists, collaborative design experts, communication and storytelling experts, open data experts, European planning experts, facilitators, geologists, entrepreneurs and social innovators, cultural coordinators, investors, semiologists, historians, technology experts, participatory planning experts, and other profiles integrating different professional skills and disciplines.

A maximum of **10 submissions** will be selected.

Selected applicants will join an **interdisciplinary group**, which will work in close contact with the territory and the **local community** for the development of participatory, multidisciplinary and planning activity.

The group will be addressing various challenges in the administrative, financial, environmental, historical, infrastructural and technological field. They will need to demonstrate the ability to plan in a collaborative manner, understand local needs and develop effective and meaningful reports.

6 THE CO-PLANNING PROCESS

Selected applicants will first join the co-planning process from their respective locations, while latter development stages will take place on-site in Rieti. They will become part of the ex Snia Viscosa redevelopment working group, which will include:

- Stakeholders and local advisors;
- Mentors and social innovators, both national and international;
- RENA's network of individual and collective associates, including teachers from the Summer School on Good Governance and Responsible Citizenship and the Sharing School.

www.progetto-rena.it/rete/

www.progetto-rena.it/summerschool

www.sharingschool.it

Following the communication of the open call results, selected candidates will be contacted to provide all necessary information and plan their stay in Rieti.

The co-planning process includes a **stay** of maximum fifteen days in Rieti from May 6 to May 24, 2015. The purpose of the stay is to gain extensive knowledge of the context and stakeholders involved, as well as to foster a collaborative and horizontal working method. Participants will be supported by qualified mentors which will ensure that there is consistent growth of knowledge among the group. These mentors will also oversee the general quality and potential outcome of the resulting work. Group activities, visits and meetings will be paired with sessions of revision and processing of the area development plan document. The working languages for all activities will be **Italian** and **English**.

All activities will aim to ensure **transparent communication** with the city and the stakeholders involved, as well as involve new potentially interested parties.

The residence will be developed in three phases:

1. A phase of **research, active listening and observation**, with visits to the ex Snia Viscosa; meetings with the area's landowners and the other stakeholders operating in the territory (businesses and administrations); meetings with local advisors, citizens and professionals willing to help the project by sharing their knowledge and experience about the specific area, and more in general about the city;
2. A **co-design phase**, in which participants will join thematic working groups (according to the Project Policies stated in paragraph 7), teaming up with mentors, members of the evaluation committee and the whole facilitation group;
3. A **phase of processing and shared elaboration** of the final document, which will contain a **vision of development** for the future of the ex SNIA Viscosa, including potential scenarios and feasibility assessments demonstrating their capability of responding to the needs of the community, public administration and stakeholders.

The project created during this stay should include:

- A **comprehensive model for the redevelopment of the area**, sustainable both in environmental and economic terms;
- Potential **investors** interested in supporting the project;
- Fundraising options;
- Benchmark comparisons with other projects for the recovery of dismissed areas;
- Solutions for leveraging **local social and cultural resources**;
- Harmonization of the area with the surrounding territory;
- The different **stages of the redevelopment process**, including project needs and milestones.

Following the stay, the working group will engage in a **national and international consultation with experts**. RENA's ongoing activities will offer the first opportunities for this consultation:

- The second edition of the **Festival of the Communities of Change** in Bologna is the chance for sharing the proposed development method. The Festival will feature contributions from other similar urban redevelopment projects in other areas of Italy.
- A second discussion will take place towards the end of November 2015 at the **RENA General Assembly** in Naples. The redevelopment of city suburbs will be one of the assembly's themes on the agenda. This will provide an occasion for meeting potential investors and institutional representatives.

www.progetto-rena.it/festival

The redevelopment of the area must follow a **unifying policy** able to overcome any current separation of properties. It must be able to respect the territory's spirit, traditions and resources. The project will need to follow principles of sustainability and innovation, without precluding any specific solutions or functions.

The aim is to allow the ex Snia Viscosa to become the engine of this transformation; a **green economy hub combining innovation, research, education and culture in the same productive environment**. Special attention must be addressed to promoting Rieti's unique features: **water** (diversity and quality of water resources), **air** (the Rieti area basin's peculiar structure has made it a world-renowned center for practicing gliding) and **soil** (highest quality agricultural food chains, typical products and a long history of research and experimentation on various crops, such as wheat).

#urbanplanning

- Designing a single urban project, including both the Supertessile (Area A) and Montecatini (Area B);
- This reconversion project is part of a more complex process of urban regeneration of the area between the train station (Rieti's old town) and the ex Snia Viscosa;
- The area will need to absorb energy and material flows activities that are unsustainable inside the old town.

#environment

- Environmental remediation processes for contaminated areas are currently being arranged;
- Recovering and improving the natural value of the area, with special attention to the watercourse (Rio della Salce) that flows through its various parts;
- Solid integration with the environmental context of the surrounding area (Velino river and crop fields);
- Stating principles of environmental sustainability in all phases of the project application (e.g. zero impact, alternative energy sources and sustainable building materials, etc.).

#urbanmobility

- Developing an integrated model of sustainable urban mobility, and implementing it in the area redevelopment;
- Reorganizing the current road network, integrating it with the existing bike lanes, and improving the use of the area by building suitable infrastructures.

#memory

- Particular attention should be paid to how the redevelopment relates to preexisting structures (notable industrial archaeology elements found inside the area), with the aim of preserving their historical and cultural value. It should be noted that there are no Superintendence constraints on the area;
- The historic and community identity value the area holds towards the whole city.

A4a/b Territory analysis

The territory of Rieti is seen as the driving force of central Italy's green economy: a competitive, active, dynamic and efficient community, open to innovation and international relationships.

8 HOW TO APPLY

Candidates can submit their application either as individuals or on behalf of a to the e-mail address opencall@nextrieti.it **by March 31, 2015** (23.59 local time). E-mails should not exceed 10 MB size.

Any request for clarification must be sent by **February 28, 2015**. All questions and the related answers will be published on the project's website.

www.nextrieti.it

In their applications, candidates should carefully explain their motivation to participate, their skills and experiences, and any analytical value they can contribute to the project.

More specifically, the submission must contain:

- A **statement of interest** (4,000 characters maximum, including spaces) in the potential development of the area, explaining their interest in the project and the relevant skills they can contribute. This document should be in text form. Graphic elements are allowed:
- A **Resume and/or portfolio**;
- A presentation document (maximum 2,000 characters, including spaces) illustrating the potential working method, or the contribution they are planning to develop during the residence.

The **points** to be developed in the application are:

- Specific motivation, both in personal and professional terms;
- Curiosity in the area and the planning path;
- What knowledge they are expecting to gain;
- What kind of contribution they will bring to the working group in terms of organizational skills, team work, analytical skills, planning, interdisciplinary skills, etc.;
- What specific personal / professional / educational experience they can use to enrich their contribution
- What working method / technology / practice they would like to apply or share;
- What instruments they are planning to use (observation tools, technologies, etc.).

For professional group applications, it is preferable to submit both individual and collective documents. Please make sure to describe the skills of each individual along with the working group contribution.

Applications will be evaluated on the basis of the following:

- skills and expertise shown by candidates;
- disciplinary results and overall potential to contribute to the definition of the development proposal;
- understanding of the local context;
- motivation shown in the expression of interest;
- experience with similar projects (joint planning, urban regeneration, etc.).

The selection will be performed jointly by the proposing entities, partners and technical partners, supported by a panel of experts in local development, dismissed industrial sites development, investment policy and promotion, urban planning, startups and innovation. The panel will provide cross-cutting expertise in the working group and it includes:

Andrea Di Benedetto

Entrepreneur, founder and CEO of 3logic MK, a company focused on augmented reality and also founder of Tunia and Spazio Dati. He is vice-president of CNA at a national level and president of the Navacchio Technological District, where he is responsible for the relationships with the companies occupying the site for the structuring of innovative services. Andrea is also a member of the Boards of Directors of the University of Siena and a founding partner of Wikitalia.

Annibale D'Elia

Researcher and specialist in training and orientation, Mr. D'Elia is the Director of the Office of Youth Affairs and Legality of the Puglia Region, where he works on web strategies for new public policies in southern Italy. After a career as a musician, he attended the University of Bari and the University of Florence, and he was the co-founder of a company that was named the best young company in Italy in 2000. Annibale is a member of the Ministry of Economic Development's task force on innovative start-ups (established in 2012) and also of the steering committee of the Ministry of Education, Universities and Research. He is also the coordinator of Bollenti Spiriti, the program for young people promoted by the Region of Puglia.

Carolina Pacchi

Researcher at the Polytechnic University of Milan, Ms/ Pacchi focuses on local problems and urban policies planning, activism and participation and urban social innovation. Carolina took part in research projects that focus on the local, urban and territorial level of innovation paths in Italy and Europe. Ms. Pacchi is a founding member of Avanzi and regularly attends national and international meetings on the above-mentioned topics.

Ernesto Somma

Full professor of Industrial Economics at the University of Bari Aldo Moro and coordinator of the Interdisciplinary Programme Board in Marketing. Mr. Somma is an expert in policies for local development, innovation and support to start-ups Mr Somma is Senior Advisor in charge of the special projects of the National Agency for Investment Promotion and Enterprise Development (Invitalia SpA). He also held similar positions at the Presidency of the Council of Ministers and in some public companies.

Fabrizio Barca

Statistician and economist, specialist in territorial development policies, public administrator. Mr. Barca was the Italian Minister for Territorial Cohesion during Mario Monti's government. Today, Mr. Barca is the Director General of the Ministry of Economy and Finances.

Gianluca Salvatori

Managing Director of Fondazione Euricse, a research institute located in Trento that promotes innovation in cooperative, social and non-profit enterprises for the production of goods and services. Gianluca was assessor of programming, research and innovation for the Autonomous Province of Trento. Mr. Salvatori is also the founder, President and Managing Director of Progetto Manifattura Domani in Rovereto, a company promoted by the provincial administration to regenerate an abandoned industrial site and turn it into a green economy innovation cluster.

Palma Librato

Architect, PhD in architectural planning for Mediterranean countries, Ms. Librato is the President of GAB, an architecture think tank, and the scientific coordinator of the Pugliarch International Festival of Architecture.

The results will be announced by the promoters, who will arrange with the selected participants the logistics of their stay in Rieti.

10 BENEFITS

All **expenses** related to participants' stay in Rieti (travel and lodging, local transfers, etc.) will be covered by the project promoters.

The selected participants not residing in the Rieti province will be hosted in a residential building.

The selected participants will receive compensation for travel expenses.

Furthermore, the promoters will support and account for any request of **professional development credits** submitted by the selected professionals to their relevant Professional orders.

11 ANNEXES

A1 Layout of the site

A2 History and development of the area

A3 The status of land remediation

A4a/b Rieti and its territory / Natural assets

A5a/b The State of the Economy and Competitiveness of Rieti

12 TERMS AND CONDITIONS OF SUBMISSIONS

By submitting their applications, the candidates accept the terms and conditions set forth herein.

The promoters will not claim ownership of any submission received; the act of submission constitutes a declaration of authorship.

13 PRIVACY POLICY

The data collected by the promoters through this open call will be processed according to the Italian Personal Data Protection Code, d.lgs. 30 June 2003, n. 196.

In accordance with the Italian law n. 241/90 and following amendments, the administration is responsible for the compliance with this warning.