

Chapter 2

What Future for Vacant Retail Spaces? Recent Experiences in Italy

Abstract Italy is characterized by a peculiar situation, in which the retail sector crisis has been driven by the joint action of market saturation, horizontal competition and format obsolescence. These factors affect both suburban malls and urban retail systems, and impose that public administrations set up a governance framework in order to support existing activities and provide opportunities for vacant spaces and big boxes. This chapter describes the process of recognition of retail weakening, and introduces a set of answers promoted by local authorities. By the example of some studies and actions developed for the Lombardy and Veneto Regions, as well as for single municipalities, this section summarizes the integrated methodology implemented within a number of recent research studies.

2.1 Identifying an Existing and Pervasive Phenomenon: Dimensions, Geographies and Characters

In Italy, as highlighted by the Revenue Agency's real estate Monitoring Centre (*Osservatorio del mercato immobiliare dell'Agenzia delle Entrate*) in its Report about service, commercial and production sector properties (May 2017), the stock of real estate retail units represents the category with the largest number of units among "non-residential" uses, with approximately 2.5 million units across the national soil.

The retail units are more numerous in the area of the South (26.6%), followed by the North-West (24.4%) and the Centre (21.9%), whereas the values of the North-East (15.9%) and the Islands (11.0%) prove to be lower. When it comes to regions, the largest relative presence of shops is found in Lombardy (with a 14.4% share of shop stock) and in Campania (10.9%). As for the other macro areas, Lazio (9.7% in the Centre), Sicily (8.2% among Islands) and Veneto (7.9% in the North-East) are worth noticing.

Retail units represent nearly 60% of non-residential stock, followed by warehouses with almost 18% and by offices, with slightly less than 15%. If we take purchases and sales into account, shops hold the largest share in the number of real estate transactions, albeit with a lower amount to the stock share (equal to 50.8%).

The Monitoring Centre quotation index evinces increasingly lower values for real estate properties since 2008 (except for warehouses, which grew until 2010, albeit slightly): shops are the “non-residential” segment with the most pronounced loss of value, close to 20% over the last 8 years.

The distribution of the real estate stock of retail units by provincial capitals, as well as municipalities other than provincial capitals, is concentrated for slightly less than one-third in provincial capitals, and for more than two-thirds in municipalities other than provincial capitals. A deflection from this national average is detected in the Centre, where provincial capitals show an incidence in excess of 40%, and the South, where the imbalance in favour of minor municipalities proves, by contrast, to be more pronounced (the data approximates 80%). Lastly, the map of municipal distribution of the shop stock in 2015 reveals the fact that nearly half of Italian municipalities have a number of units registered as shops and workshops below 100.

From the viewpoint of volumes of purchases and sales, among the weightiest regions, Lombardy, which alone represents nearly one-fifth of the national market, shows a fair market rise amounting to 13.9% in 2016. Lazio, Sicily and Emilia Romagna, with market shares ranging between 7 and 9%, grew by approximately 20%, compared to 2015. For the retail buildings, an average quotation was calculated, weighted with the relative municipal stock, divided by region and by territorial area, equal to approximately 1600 €/m², down 2.4% from the average 2015 quotation. If instead we examine the quotations of shops in “provincial capitals” only, we notice that the reference average quotation, by surface unit, is equal at national level to 2205 €/m², down by 4.1% from the 2015 average quotation.

The trend in the main cities with a population exceeding 250 thousand inhabitants, in terms of exchanged volumes, shows a general increase compared to 2015, with the sole exceptions of Naples, Verona and Bologna; the highest rate was recorded in Catania (+42.1%), Genoa (+25.6%) and Bari (+20.7%). Milan retains and reinforces the record as the most dynamic city, with a percentage share of stock purchased and sold exceeding 2% in 2016, opening a gap on Bologna and Turin that settle around 1.8%. The drop in average quotations is spread throughout the big cities, with Rome and Turin displaying the most significant dip, nearly 8% in Turin, and almost 9% in Rome.

Within this framework, in order to understand the dynamics of existing active retail activities, in spite of the growing attention from the press and the retail associations—especially within a local context—on the issue of vacant shops and the process of commercial desertification, there is no official data—at national and/or regional level—on the real size of the phenomenon and on the evolutionary trends underway, which would demand the adoption of suitable methodologies and monitoring tools. Observation of the shutdown of commercial activities found on the reference territory on the one hand, and use of the dynamics of opening up/shutting down commercial enterprises, as proxy of the reduction of utilized spaces, on the other hand, represent the modalities used to assess the phenomenon and its evolution time-wise, whilst simultaneously initiating a debate on the issue of retail divestments, and on its contingent or structural nature (Éupolis Lombardia 2015).

By patching together some empirical evidence and other available cognitive elements of a more qualitative nature (Pellegrini and Zanderighi 2013; Tamini 2013), it emerges that the phenomenon concerns the whole country, albeit with an inconsistent spread across the territory. Secondly, the presence of vacant shops is generally more significant in smaller-size urban centres and in semi-peripheral zones of big cities, where for some years already a growth in critical situations has been reported inside shopping malls as well (Cavoto and Limonta 2014).

A first attempt to quantify the importance of vacant shops on a national level hinges on a 2013 survey conducted by Confesercenti. Based on statistics from the Anama (National Association of Agents and Brokers), real estate agencies and a re-elaboration of data from other sources, Confesercenti has estimated the existence in Italy of approximately 628,000 local units for commercial use, which, as of 2013, were vacant and unused. It is worth highlighting that a valorisation of this data, based on the quotation of the rental per square metre,—and an average surface area of the vacant premises—leads us to quantify a “loss” of around €25 billion (in terms of rentals the real estate property has failed to net), with a lost tax revenue exceeding €6 billion. In addition, the survey has brought to light the fact that the presence of vacant local retail units was significant both in big cities and in provincial capitals. As evinced by Fig. 2.1, the percentage of shops closed down varies significantly across the different cities, as well as across the different geographical areas of the country, moving from the highest percentages (36–37%) of Bari and Bologna, to 29–30% of Rovigo and Cagliari, down to the lowest values (18–20%) of Bergamo and Palermo.

This strong difference in the percentages of vacant shops at local level is due not only to the different impact of economic difficulties experienced by the retail sector, but also to the variety of competitive and environmental circumstances in which

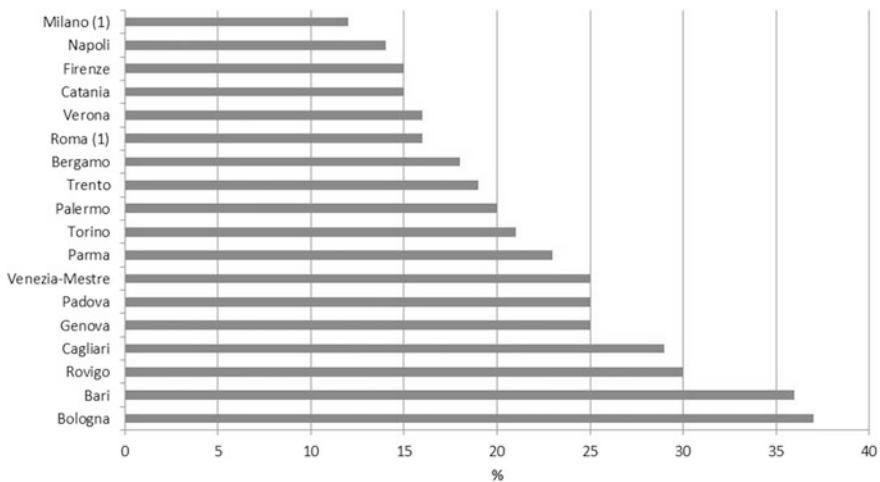


Fig. 2.1 Percentage of shops closed down in the main Italian cities (2014). (1) The main fashion streets are excluded *Source* Confesercenti estimates on statistics from ANAMA real estate agencies

businesses operate. One can only consider, for instance, the possible inadequacy of shop sizes for the development of an offer of new retail services, as well as of the presence of a rather high rental level—especially as regards historic town centres—, compared to what we find in more peripheral areas. In that respect, a recent analysis, conducted by Confcommercio (2017) has highlighted the fact that a 10% increase of the ratio between rental in the city centre and in the suburbs entails, other conditions being equal, an 8% dip in retail activities in the city centre.

Within this context and in order to capture the size of the importance of vacant shops and retail divestments—whilst waiting for researches and analyses to be carried out on an institutional level on this issue, and on its economic and social implications—, we tried to make an estimation, starting from the data provided by the Revenue Office on the stock of real estate units, registered in the building registry under categories C/1 and C/3, which includes real estate properties for use as shops and workshops. As proxy to quantify the size of divested premises, we took into account the number of units for commercial use left vacant for over one year, given that, at infra-annual level, there is a physiological retail dynamics of commencement and termination of activities. By using the information, suitably parameterised, on local units, that are vacant for more than one year, as well as the result of a series of researches undertaken in recent years—both in provincial capitals and in smaller-sized localities across the different geographical areas—, and by calculating such values as a percentage over the Revenue Office data relating to 2016, the estimate of vacant local units for commercial use amounts to 713 thousand units, i.e. 28% of the stock of real estate units, registered in the building registry.

As shown by Fig. 2.2, the number of vacant shops proves to be especially large in central and southern areas, where economic difficulties and shrinkage in consumption have had a greater impact on the dynamics of retail enterprises.

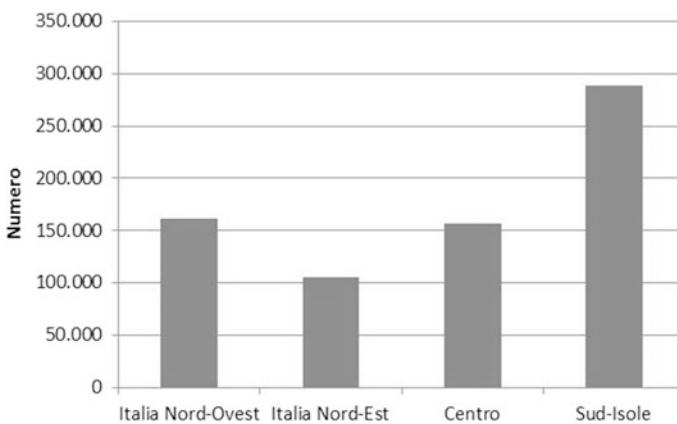


Fig. 2.2 Number of unused local units for commercial use divided by geographical area. Estimated values. *Source* The Revenue Agency (*Agenzia delle Entrate*) 2016

2.2 Re-thinking Urban Retail Systems and Sub-urban Dead Malls: Responsive Strategies for Retail Vacancy

2.2.1 *The Reuse of Large Urban Buildings*

Milan: former garage Traversi in via Bagutta

Milan tested one of the first Italian cases of functional reuse of a large divested container of historical interest, located in the central urban context—within an area of regulation of mobility defined as “limited traffic zone”—, for the settlement of a large retail structure, through the urban planning procedure of monetization of envisaged public and private endowments.

The former Traversi garage—a building with a polygonal plan shaped as reinforced concrete supporting structure and built between 1936 and 1938, with a 4950 m² surface distributed over nine floors (one of which underground)—was designed by Architect Giuseppe De Min and was completed on an irregular lot of a fan-like planimetric shape between Corso Matteotti and Piazza San Babila.

The rather reduced volume (the town plan imposed a maximum height of 24 m) and the impossibility of residential use of the lot (due to the irregularity of the lot and to the absence of free fronts in the surroundings) led to the creation of a multi-storey car-lifting garage, deemed in the 30s as suitable for placement in the city centre, within an urban planning context lacking of spaces assigned to the parking of motor vehicles, and “strategically functional to the service activities hosted in the neighbouring buildings”. Besides, the 7-floor volume was designed for the parking of 350 motor vehicles (and a residence for the caretaker), on the underground floor it hosted a car washing and maintenance service, whereas the ground floor was allotted to the reception, the offices and some exhibition spaces.

Intensely used over the years, also with the establishment of a restaurant on the first floor, the garage, opened in 1941, remained active until 2003. The divested garage owned by Giuseppe Statuto was purchased as a detached property by the Aedes Group, jointly with Risanamento S.p.a., and among the first possible scenarios of functional reuse—with the forecast demolition of the existing structure—, an urban commercial aggregate, serving a luxury offer was designed, complete with the underground connection with Piazza del Toro.

In relation to this scenario, between December 2006 and January 2007, the Commission for the architectural and landscape heritage of Milan launched the procedure of “declaration of particularly important historical-artistic interest”, inasmuch as the garage represents an “example of rationalist architecture with a specific garage function, especially significant given the lack of similar structures in Milan” (Fig. 2.3). On 25 June 2007, by decree of the Ministry of Cultural Heritage and Activities and Tourism (Regional Directorate for Lombardy’s Cultural and Landscape Heritage, *Direzione Regionale per i Beni Culturali e Paesaggistici della Lombardia*), the asset was declared to be of historical-artistic interest and, accordingly, subjected to all the protection measures (set out in Legislative Decree No. 42/2004).



Fig. 2.3 Former garage Traversi, via Bagutta, Milan (1938 and 1986). Source <http://www.lombardiabeniculturali.it>

During 2008, with the prospect of activating a combination of ideas relating to the retrieval of the former garage and because of objective spatial and operational limits found in the structure (for instance, the height of the 7 floors equal to 2.80 m), new design indications were laid down by the Milan Commission, through the provision of a functional recovery of the existing building, and the installation of most invasive works (vertical connections, architectural barriers, fire security and prevention, installations) to be placed in those parts of the complex already affected by functional adjustments. The design proposal might envisage the vertical cutting of the attics limited to a few bays and/or the demolition of part of the ceilings in order to retrieve heights suited to the use of the floors affected by the demolition.

In 2009 Aedes, mandated by Mariner, a company owning the real estate as a detached property, together with the Municipality of Milan and the Commission (both of them members of the jury chaired by Alberico Belgiojoso), promoted an international private design contest, in which some renowned international architectural firms were involved. On 15th January 2010, the concept project submitted by Barcelona's E.M.B.T. firm was proclaimed the winner. In February 2010, an exhibition of the projects was organized at the Milan's Urban Center with the aim of drawing public attention back to the issue of the reuse of urban voids (Guaiti 2013).

The E.M.B.T. project, consistently with the Commission's guidelines, seeks original ways to secure the protection of the rationalist building, ensuring a renewed visibility to the curved front and a marked multi-functionality of the building,

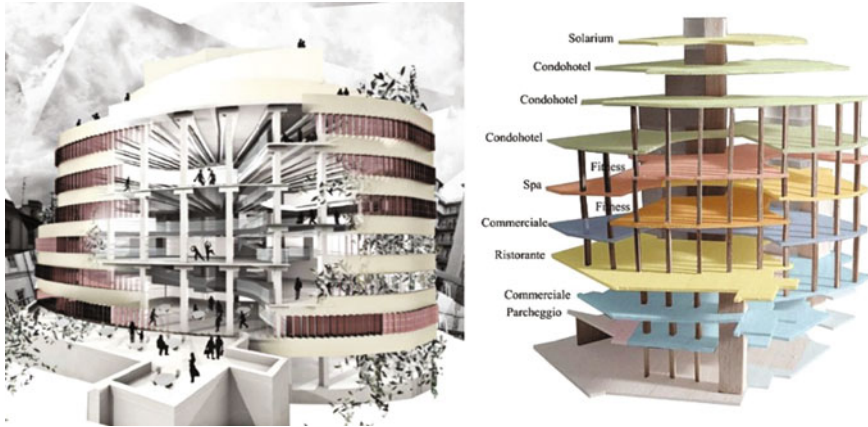


Fig. 2.4 E.M.B.T. project: front view and level-based functional layout. *Source* <http://oldweb.mirallestagliabue.com>

through the conservation of the original materials, and the placement in the facade of a transparent performance casing, while shifting the residential and receptive functions to the upper levels, via the innovative formula of the condhotel, integrated by private services such as spa area, fitness, covered solarium and basement parking (Negrini 2017).

The proposal has the added value of creating a visual link between the different original floors and the double central heights (Fig. 2.4), obtained through a skilful exercise in subtractions, thereby ensuring an increase in level of usability to the new envisaged functions.

After the contest, between 2010 and 2016, a few sales and purchases of the former Traversi garage are worth mentioning.¹ Such a sequence of transfers of ownership over the real estate, although it binds the new subjects to comply with the commitments, signed with the Municipality of Milan in the convention scheme (with reference to the planning and execution of the public works envisaged by the implementation plan), it delivers them from any constraint or obligation to lend continuity and execution to the outcomes of the international design contest.

The urban planning process and the implementation plan concerning the building was adopted on 23rd December 2014 by decision of the city council, and subsequently approved on 23rd December 2015. On 3rd February 2015, the Lombardy Region issued the decree on environmental compatibility, in respect of the preliminary design of a large retail structure, at the end of the procedure of verification of whether it could be subjected to environmental impact assessment.

¹In 2010, the Aedes real estate was bought over by Risanamento through an economic transaction worth around €89 million. In 2011, the building was purchased by Italease, controlled by Gruppo Banco Popolare, for nearly €75 million, which held it in its own real estate portfolio until 2016.

On 9th November 2015, Mariner s.r.l. was issued by the Municipality of Milan with the retail authorization to open up a large retail structure.

In December 2016, Banco Popolare Soc. Coop. sold the former Traversi garage to the private equity fund Hayrish for approximately €70 million through the real estate fund Hita 1, managed by Bnp Paribas Reim sgr.²

In June 2017, the Municipality of Milan signed the convention for implementing the execution plan with Bnp Paribas Reim Italy, an asset management company owning the real estate, and Inail (National Institute for Insurance against Workplace Accidents), that was still the owner of residual portions of Corso di Porta Nuova and Via Fatebenesorelle, along which, in the municipal area adjacent to the current “Play More” sports centre, as agreed upon with Municipality 1, a public service equipment (covered pool) will be created, as territorial endowment by way of deduction from the monetization (for an approximate value of €5 million). The definitive project has already been approved by the municipal administration.

Upon reception of the favourable opinion of the Commission, the implementation plan will have to be finalized within at least five years, regarding public spaces, and seven years, regarding private spaces, from the stipulation of the convention. It envisages the fact that the owners will proceed to restructure the building without demolition of the former Traversi garage. The design will be managed by Hub Project and will be aimed at the re-functionalisation for commercial and/or tertiary and/or private service use (Fig. 2.5). Simultaneously, the plan foresees the implementation of a systematic set of urban planning works and equipment on the areas subject to transfer, or already owned by the Municipality of Milan.

In addition, the convention stipulates that the overall surface of the former garage must be exclusively devoted to the settlement of a large retail structure. At the moment of issuing the relative building right, the operator shall disburse €5.5 million by way of additional monetization, to be destined to the enhancement and redevelopment of the public parking areas linked to the public transport system, as well as to the improvement of urban mobility in general.

Incentives and town planning rewards

The interest and originality of the present case in the Italian context consists in the extensive and flexible, non-restrictive interpretation of the regional rules in force, as it has been provided in the decisional process by the Municipality of Milan on the issue of localisation of a new large retail structure in the central historic fabric, aimed at urban regeneration, expansion of local attractiveness, and containment of the extended expenditure outflows towards the extra-urban Milan territory.

Among the other novel elements, two types of innovation introduced by this case study are worth considering:

²Hita 1 is a real estate fund reserved to professional investors, orientated towards the purchase of value added real estate properties in Italy (real estate properties to be transformed and valorised).

Fig. 2.5 The new design hypothesis (2017). *Source* <http://www.comune.milano.it>



- the prefiguration of *two transformative scenarios* for the intervention of functional reuse of the former Traversi garage (medium-sized vs. large-sized retail surface) made it possible to assess the implementation advantages/disadvantages in respect to the constraints laid down by the regional legislation in force in calculating territorial endowments for large retail structures. It threw light on the urban planning opportunities found in the territorial governance Plan (*Piano di Governo del Territorio*), and economic feasibility of the intervention (capital gain/costs);
- the use of the *urban planning premiums* found in the Milan territorial governance Plan have orientated public interest towards the choice of “*complete*” *monetization of the endowment of areas for public equipment and public use demanded for the large retail structure*, located within a central historic context. This implies: (a) a deduction share through the direct realisation of a public service equipment (covered pool); (b) the remaining endowment share not retrieved by the work, necessary to ensure the overall territorial endowment due in terms of the regional legislation in force, *completely* monetized, due to the impossibility of identifying areas for sale. The simultaneous *annulment of the requested endowment of private parking areas*, brought about by the award of premium to the localisation in a limited traffic zone without time limitations, as

well as the endowments for existing mobility services,³ as envisaged in the regulatory Plan, has shaped the contextual conditions enabling implementation of the reuse project.

Regarding this second element, which characterised the urban planning feasibility of the intervention on the former Traversi garage, we should stress that the regional obligation of endowment of areas for public equipment and public use, concerning the new large retail structures (equal to 200% of the gross floor surface), is hardly arguable in this evolutionary phase of the new urban attractors. It introduces alterations both in terms of dynamics and players, inasmuch as it disregards their localisation in the different settlement fabrics, the existing traffic regulation measures (pedestrian areas, permanent and temporary limited traffic areas), pedestrian accessibility, and the local public transport network, existing within the context of the future settlement. The envisaged regional right of monetization of half of the standard due (50%), with the simultaneous obligation of finding in loco public parking areas to the minimum extent of 100% of the gross floor surface, has factually prevented new central localisations of large urban containers, thereby incentivizing the market of medium-size retail structures in central fabrics, in particular, localized in aggregate form (with the gravitational effect of a large retail structure), yet separate from an authorization viewpoint.

Milan: the reuse of the large containers of Piazza Cordusio

The historic Piazza Cordusio building, designed by Luigi Broggi in the late nineteenth century, as completion of the ellipse of the square and built between 1899 and 1901 for the new premises of the Stock Exchange, later transferred to Palazzo Mezzanotte in Piazza Affari in 1932 and transformed into Post Office palace, was sold by Poste Italiane via an open tender procedure in 2010 to *Cassa di Risparmio di Torino* (Turin's Savings Bank) for €54 million, along with the simultaneous conclusion of a temporary four-year contract of lease in favour of the Italian Post Office that remained active until December 2013. Following the failure by the State to exercise the right of pre-emption, the real estate property was purchased in February 2015 by Kryalos sgr⁴ on behalf of the international Blackstone Group for a value of €132 million, which also includes another historic tertiary real estate property (5800 m²) in Via Santa Margherita in Milan, leased to Unicredit.

Asti Architetti designed a project for the former Post Office palace, based on an intervention of preservation and restoration, and re-functionalisation to commercial

³The extension of the incentive envisaged for the localization of retail services in favour of the historic town centre ("nucleus of ancient formation") and the limited traffic zone called "Cerchia dei Bastioni" (an area targeted by congestion charge), in consonance with the "general urban traffic Plan", has occasioned the annulment of the private parking endowment requested from the new retail structure, being settled in a limited traffic zone without time limitations. The monetization of the surface for public parking areas accordingly falls under those pertaining to the failure of selling areas for services.

⁴Asset management company for the alternative closed-end real estate fund called "Pacific 1" reserved to institutional investors.

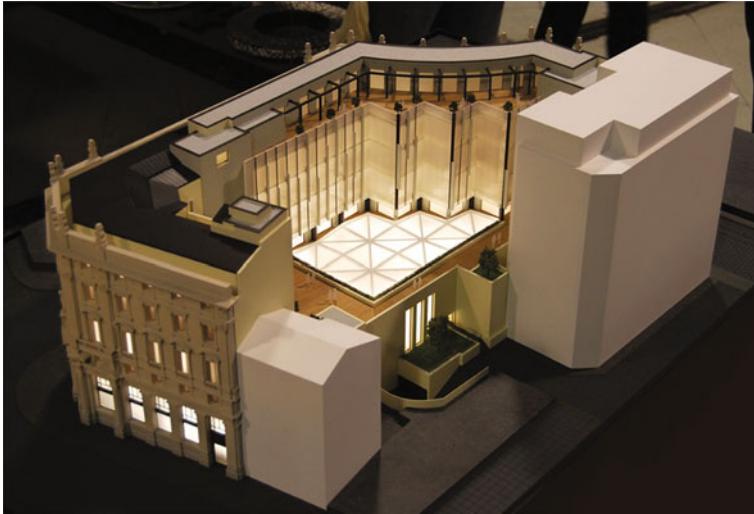


Fig. 2.6 The scale model of the project of reuse of the former Post Office. Source <http://www.astiarchitetti.it>

and tertiary-managerial use (Fig. 2.6), estimated to amount to about €20 million. The total surface is of approximately 10,600 m², of which some 3000 m² are destined to retail activities, that potentially will be authorized as a medium-size retail structure. The structure is articulated on the ground floor and the first floor (at double height) with a space devoted to coffee roasting, to a sales point for different coffee blends, to tasting and supply (Tamburlin 2017). The retailer Starbucks, in partnership with the licensee company Percassi Food&Beverage, will open up in 2018 the first Italian structure bearing the “Reserve Roastery and Tasting Rooms” sign, already present in Seattle, New York and Shanghai, pursuant to a trade agreement with Rocco Princi for the supply of bread and home-made yeast products.

Within this developmental framework, the context of Piazza Cordusio experiment today is undergoing a strong transformation (Bruzzese and Tamini 2014). The progressive de-localization of banking services towards the new directional polarities external to the new central historic centre (e.g. Unicredit in Porta Nuova and in the near future Generali in Citylife) has engendered the emptying of some large containers (Fig. 2.7) and the subsequent process of economic valorisation of divested real estate assets—deemed trophy assets by the real estate market such as, for instance, Palazzo delle Assicurazioni Generali built between 1897 and 1899 on a design by Luca Beltrami and Luigi Tenenti—that anticipate new uses, flows (not just tourist ones) and gravitations within the central Milan context that are going to solicit, for example, an enlargement of the extended pedestrian area already existing near the square.

Palazzo Broggi (formerly Unicredit and, previously, the headquarter of *Credito Italiano*) represents instead one of the most significant real estate properties within



Fig. 2.7 The large divested containers of Piazza Cordusio (2016). *Source* <http://blog.urbanfile.org>

the scenario of the Italian urban market. Built between 1901 and 1902 and likewise designed by Luigi Broggi with Cesare Nava, it is articulated over five above-ground floors plus two basements, for an overall surface of approximately 35,000 m² for commercial use.

Sold in April 2015 to the Chinese fund Fosun for about €345 million, in March 2017 it has been allocated to the “Broggi Fund” managed by Idea Fimit, a new “alternative closed-end real estate fund reserved to institutional investors”, having as relative unitholder a European insurance company controlled by Fusun, orientated towards the development of a functional reuse project, focused on the presence of retail and tertiary services in synergy with luxury hotel accommodation (Fig. 2.8).



Fig. 2.8 The design for Palazzo Broggi (formerly Unicredit). *Source* <http://www.piuarch.it>

Venice: Fondaco dei Tedeschi (formerly Post Office palace)

The Fondaco dei Tedeschi, a compact courtyard building with semicircular arch loggias, facing Canal Grande, originally built in 1228 as a store and as a place of reception and exchange of the Republic of Venice for German and North European merchants, is located near the Rialto bridge in the San Marco district in front of the historic fish market, and it was used over the centuries as retail and hospitality place, in a process of ongoing historical stratification. Destroyed twice by fires, it was rebuilt in its current configuration in 1506 upon a design by Girolamo Tedesco, before being transformed into a customs bureau and offices during the Napoleonic period (1797–1809), and being the subject of restoration and radical architectural interventions during the 1928–1935 phase (removal of turrets in the facade, introduction of the iron and glass covering above the central courtyard, refurbishment of the structural skeleton) for it to house since 1939 the headquarters of the post office that remained active until 2010.

Bought by Edizione Property from Treviso (Benetton Group) in 2008 from Poste Italiane for €53 million, the historic building has been the target of a complex process of restoration and re-functionalisation to commercial use launched in 2009, that cost €35 million. The process, started in October 2016, restored an original luxury department store organized across four levels (Fig. 2.9) with a surface of approximately 9000 m², with 2600 m² of public spaces (“the square effect” of the ground floor inner courtyard, the event and exhibition “pavilion” on the horizontal glass covering, the panoramic “covered roof” terrace) and 2400 m² of services (art and culture), as part of an overall logic of integrated and complementary use of space.

The OMA Rotterdam architectural firm of Rem Koolhaas, partnered by Ippolito Pestellini Laparelli, together with Francesco Moncada and Silvia Sandor, flanked by Jamie Fobert, in charge of the interior design, designed architecture and coordination. The building is managed by the DFS (Duty Free Shop) company from the LVMH (Louis Vuitton-Moët Hennessy) group, specialized in luxury travel goods.

Fig. 2.9 The localization.
Source <http://oma.eu>





Fig. 2.10 The design of the inner spaces, the ground floor public square and the horizontal glass covering. Source <http://oma.eu>

Koolhaas inserts three design elements of partial displacement of the traditional approaches, including the disciplinary one, to the issue of the conservation of an asset subjected both to a landscape and a cultural constraint. They are the following: (a) the escalators⁵ with the aim of creating a new public route through the building as experience to feel the space from new viewpoints; (b) the glass covering suspended over the central courtyard, equipped with a new floor, likewise in glass, used as event pavilion and conceived to be a cultural and meeting place for residents and for users of the retail offer services; (c) a “covered roof” terrace which, by standing above the inner layer of the roof, extends throughout its length and represents one of the main attractive destinations of the design, in synergy with public use of the inner courtyard, revisited in accordance with its historic role of covered urban field (Fig. 2.10).

This intentional public vocation, assigned by the design to a part of the retail structure, represents one of the distinguishing innovative elements of this particular intervention of functional reuse of a large divested central urban container. This process has been governed by the Municipality through the definition of the contents of the convention accessory to the building permission by way of derogation, signed in November 2011 and aimed to ensure public use of the multi-storey volume, a landscape-bound monumental asset. The owning subject’s commitment has in fact revolved around a variety of actions: enabling direct and free-of-charge public use of wide spaces internal to the Fondaco, acknowledging in the Municipality’s favour the gratuitous use of the event hall for its own institutional initiatives, use of the “campiello” (the open space on the ground floor that hosts a restaurant designed by Philippe Starck) for cultural events for at least ten days a year, and payment to the Municipality itself of an economic contribution in the

⁵The escalator represents one of the “architectural elements” (the topic of the XIV international exhibition of architecture run by a Rem Koolhaas in 2014 at the Venice Biennial Festival titled “Fundamentals”) that recur in the interventions and in the studies conducted by the author at the Harvard Graduate School of Design (Koolhaas et al. 2001).

form of public benefit of €6 million for the change of intended use compared to the original managerial activity.

Within this framework, we should stress that the decision-making process has been characterised by some heated conflicts on a local scale, simultaneous to a marked public municipal wish to activate the project consistently with the investigative activity, the opinions, and the technical prescriptions of the Commission of Venice and Lagoon and the “technical-scientific Committee” established at the Ministry of Cultural Heritage and Activities and Tourism and headed by Giovanni Carbonara.

It is interesting to note that the arguments of the two reviews lodged by the association Italia Nostra Onlus in 2013 and in 2014 against the Municipality of Venice and the Ministry of Cultural Heritage and Activities and Tourism was consolidated and dismissed by judgment of the Regional Administrative Tribunal (TAR) for Veneto dated December 2014 and, following a further objection, dismissed by judgment of the Council of State in June 2015. Emphasis was laid on the fact that “the redevelopment of the building for retail purposes did not entail any situations of public interest, a circumstance bound to occasion lack of an essential prerequisite to apply the institute of permit to build by way of derogation, or rather the commercial nature of the initiative would be in direct conflict with the public interest justifying the said derogation”. In the reasons for judgment by the Regional Administrative Tribunal (TAR), it is stressed that “the notion of public interest is irrespective of the public or private nature of the asset and has as its reference the existence of a ‘collective usability’ deemed worthy of protection which, in turn, might also be compatible with an intended commercial use of the buildings”.

The Council of State further remarked that the building aspects, covered by derogation, “relate to an already existing building, that has fallen into private ownership following its divestment from State assets, in currently precarious maintenance conditions, the recovery of which is sought in compliance with landscape and historical-artistic constraints” and that the “sacrifice” of the planning prescriptions and of the order therein encapsulated “(...) has a comparatively minimum weight, compared to the attendant improvements with regard to a series of concurring public interests likewise entrusted to the care of the local administrative authority (recovery, accessibility, usability, occupational increase, etc.)”. The reasons for the 2015 judgment lastly underline that “it is not necessary for the public interest to relate to the public character of the building or its use, as it is enough for it to coincide with the beneficial effects for the community at large, which potentially result from the derogation, within a logic of contemplation and temperment, suited to the specificities of the case, and falling outside purely financial considerations”, thereby introducing a series of new expressions of the collective value of attractive large urban containers, often integrated with cultural productions (Fig. 2.11), that serve the purpose of a critical reflection (Dal Co et al. 2016) about the potential public effects of these new processes of functional reuse of divestments within a central historic context as well as in other territorial contexts.



Fig. 2.11 The event hall in covering and the “covered roof” terrace. *Source* <http://oma.eu>

2.2.2 Transformation of the Medium- and Large-Size Extra-Urban Containers

Among the different strategies of public response to the phenomenon of retail divestment, we should bear in mind two interesting cases, both in terms of method and achieved results, that have involved the retrieval and functional reuse of two medium-size retail structures, no longer active, that are located in the municipalities of Pioltello (Milan) and Castellanza (Varese).

Pioltello (MI): a demalling project orientated towards the settlement of new public services of general interest

The study of the project for the reuse of the retail structure located in Pioltello (MI) (37,045 inhabitants) concerns divestment of a medium-size retail structure (2500 m²) during its phase of maturity, recovery and quick re-functionalisation into a new centrality of supra-local services.

A medium-size retail structure (grocery store) was closed down and unused due to a re-localizing strategy of the retail enterprise as a result of the need for extension, renewal of the physical structures and the layout, and improvement of public accessibility. Within a few years, through a strategy shared between the public administration and the private players, the abandoned surface has been transformed into a territorial healthcare hub, structured around the presence of outpatients' clinics and services of ASL (Local Healthcare Unit) Milano 2, of Melegnano's Azienda Ospedaliera (Hospital Company) and the Auxologic Institute with a specialist outpatients' clinic, a sampling point and a diagnostic imaging service.

The building retrieval and the functional reuse of the building—located on the northern edge of the municipality of Pioltello, in a strategic position facing the flows of the Cassanese provincial road, in proximity of the D'Annunzio residential quarter, the town hall and the multiplex UCI Cinemas (formerly Kinopolis)—has represented an opportunity to increase the endowment of public services of general interest at a local and supra-municipal level.

From the viewpoint of the architectural layout, the divested retail building had the typical characteristics of a medium-sized retail structure (Table 2.1). The edifice

Table 2.1 Demalling of the former Esselunga structure in Pioltello (MI): dimensional characteristics

Medium-sized retail structure (Esselunga)	Healthcare hub
Covered surface: 8234 m ²	8234 m ²
Surface destined to standard: 13,000 m ²	14,900 m ²
Retail surface: 2500 m ²	1750 m ²
Parking areas: 12,000 m ²	5100 m ²
Outside green arrangements: 1000 m ²	9800 m ²
Date of construction: 1980	2010–2012
Date of commencement of divestment: 2003	Inauguration: December 2012

exhibited a rectangular map (60 × 70 m), with a prefabricated modular structure in reinforced concrete, organized over two levels: an above-ground floor approximately eight metres high, which included the retail space and the storage area; an underlying floor that hosted the parking spot and some technical and service areas for the retail area staff. The entrances were located on the western side towards the parking space where the main access for the users was found, and on the southern side towards the loading and unloading area.

The design intervention of reuse as healthcare hub (Fig. 2.12), promoted by *Pioltello Salute S.r.l.* (a company established ad hoc by *Fondazione Istituto Auxologico Italiano* with the two general contractors Polis Engineering e Cipiemme), which cost approximately €12 million and was completed in September 2012, has been achieved through interventions of spatial and structural modularity of the former retail container necessary to modify its building type, architectural language and functioning from a perspective of sustainability and technological innovation. The retrieved edifice is the outcome of a process of opening and enlargement of the building, by altering the habitability of the inner environments and the spatial image outwards, without any substantial demolition and reconstruction interventions.

**Fig. 2.12** Demalling of the former medium-size structure bearing the Esselunga sign in Pioltello (MI)

In detail, the key actions of the project are traceable to different scales of intervention (Antoci and Carena 2013):

1. Reinforcement of the public axis along the area of the former Esselunga structure, the municipality and the residential quarter through a green connection that consists in the creation of a new urban park, linked to the already existing adjoining green areas located east of the former divested building. The area of the green surface having the function of acoustic barrier is set up as protection of the new multi-functional healthcare centre from the intense roadway traffic of the Cassanese road;
2. Creation of a wide technological cover superimposed on the existing volume. The image of the building is improved, as it turns into a landmark, without however, modifying the imprint of the volume on the ground. The container is endowed with the new infrastructure that may be equipped with photovoltaic panels, in line with energy saving principles;
3. The opening of a new double-height central space, corresponding to the central structural bays, with the aim of transforming the type of building from closed and introverted to permeable and open (Fig. 2.13), equipping it with a connective ring space between different functional areas, grouped together in the same healthcare hub that retains inside its own autonomous distributive system and dedicated accesses from the outside. In the functional mix, there are also some retail and supply activities, which make direct use of the view onto the main front;
4. Removal of the ground around the perimeter of the walls of the floor, previously underground, freeing and availing for use a large portion of surface previously occupied and yet unused. The excavation work around the building has generated the design of the new accesses on the ground floor and on the lower floor, respectively linked to the external space by an aerial gangway and by reduced green slopes.



Fig. 2.13 Demalling of the former medium-size structure bearing the Esselunga sign in Pioltello (MI): Facade and internal courtyard

Chronology of the authorization and execution process

The medium-sized food retail structure (supermarket bearing the Esselunga sing), in activity since 1980, was divested in 2003, when the owning company transferred the existing retail authorisation inside the municipal territory (around 2 km away), extending it into a large structure of approximately 5000 m², into a new container located near the “Padana Superiore” (SP 11) provincial road.

The area where the retail structure had been built in 1980 was originally comprised within a service area and was part of a low-cost social housing Plan, implemented through the participation of a plurality of Municipalities grouped in a consortium. The Municipality of Pioltello granted the leasehold for 90 years to the retailer Esselunga, aimed at the fixed-term use and construction of a medium-sized retail container, located near the SP Cassanese road and the local catchment area of the D’Annunzio residential quarter.

In the late 90s, upon agreement with the municipal administration, Esselunga decided to transfer its own retail authorisation to a larger-size real estate property offering a better roadway accessibility. Starting from 1999, the operator gave up the leasehold right and the retail area fell back into the assets making up the municipal real estate portfolio, with the commitment by the administration to change the intended use back to its original and prevalent function of public service. In order to avoid effects of competition with the new superstore located on the “Padana Superiore” provincial road, the Municipality and Esselunga agreed on the impossibility of establishing food retail surfaces into the former scope of retail divestment.

The interventions of transformation of the abandoned edifice and the divested retail area were activated through the conclusion with Pioltello Salute (grantee of the area) of the deed signed 27th May 2010, establishing the percentage of affordable housing and sale of the real estate property subject to the following obligations:

1. Completion of a real estate unit (668 m²) inside the new healthcare hub to be sold to the Municipality of Pioltello;
2. Deductible works of redeveloping green and parking areas around the real estate, remaining in the ownership of the Municipality;
3. The service of maintenance of the real estate portion sold to the Municipality for 10 years from date of finalization and testing of the works.

The healthcare hub named after Don Franco Maggioni was inaugurated on December 2012.

Actors involved

Municipality of Pioltello

The role of strategic orientation, promotion and management of the initiative was performed by the Municipality of Pioltello, capable of involving other public subjects, such as Azienda Ospedaliera of Melegnano and Asl Milano 2, supported

by Fondazione Istituto Auxologico Italiano, through the establishment of the Pioltello Salute Company, sold the real estate property in 2010. The aim of the Municipality has been to transform and re-functionalise the divested retail building owned by the municipality, with a view of implementing a public service of general interest at a supra-municipal scale through alienation of one of the assets of its own real estate portfolio.

Esselunga Spa

An additional subject, active in the decision-making process, was the retailer Esselunga. The surveys and the reflections pertaining to the local offer market and to the profiles of roadway accessibility have orientated the choice towards lending preference, over the retrieval and enlargement of the existing structure, to the establishment of a new big box (superstore) within the same municipal territory. The reasons for the re-localisation of the medium-sized retail structure must not, however, be identified exclusively in the strategy of dimensional increase of medium-size retail structures. The new localisation on the SP “Padana Superiore” provincial road happens to be more advantageous in terms of potential catchment area, due also to the agreement concluded with the Municipality of Pioltello, at the time of the waiver of the leasehold right, which bound the public subject, from a localisation and urban planning perspective, not to allow the settlement of new food retail functions in the divested structure, a prescription hardly tenable nowadays with regard to the current EU and State legislative framework.

Evolutionary scenarios: the public strategy of reconversion of the divested real estate

The project of reuse of the divested medium-size retail structure in Pioltello proved to be an important and winning local-scale action, one capable of involving both private and public actors in sharing a common goal of redevelopment and re-functionalisation of an unused and abandoned urban planning context. This process, incentivized by a clear choice of the administration, by a good organisational capacity of the players, and by a demalling project orientated towards the settlement of new integrated functions of public interest, shows us the feasibility, in terms of both economic and environmental and decisional sustainability, of pursuing the choice of recovery and transformation of divested retail structures.

Castellanza (VA): the “product-related” reuse of a former divested medium-size structure

The strategy of public response to the divestment of a medium-size retail structure, bearing the Esselunga sign and located in the municipality of Castellanza (VA) (14.397 inhabitants), likewise represents the outcome of the re-localising decision by the retail enterprise brought about by needs of dimensional expansion, and greater product-based articulation and differentiation of the retail offer.

The building divested in 2006 was located near a roadway junction, where the State roads of Sempione and Busto Arsizio-Saronno and Corso Matteotti (entrance axis to the municipality) converge, which is characterized by the aggregate

Table 2.2 Reuse of the former Esselunga structure in Castellanza (VA): dimensional characteristics

Format	Divestment: medium-size food retail structure
	Reuse: medium-size non-food retail structure + supply store
Gross floor surface	4000 m ²
Authorised retail surface	2200 m ²
Parking surface	3900 m ²
Issue of the permit to build	1969
Divestment	2006
Opening of new non-food retail surface and supply store	2014

**Fig. 2.14** Reuse of the former Esselunga medium-size structure in Castellanza (VA)

presence, inside the municipality of Castellanza, of different types of retail activities (clothing activities, sales of furniture and DIY, and several supply stores) and by a large food retail structure bearing Il Gigante sign, of 6700 m². The structure was surrounded by the clear-cut surface dedicated to the parking on a single level (Table 2.2) and the open space was characterized by the absence of green spaces.

The new non-food retail space (Fig. 2.14), opened in 2014, was subsequently allocated to an internal restructuring design of the divested structure, thereby solving static and decay issues that used to characterize it, including the collapse of the covering, while leaving the internal distribution unchanged.

Chronology of the authorisation and implementation process

The medium-size food retail structure (supermarket bearing the Esselunga sign), made operational through the grant of the building permission in 1969, in October 2001 started to show layout and obsolescence problems. The access ways and the parking areas were deemed insufficient and non-functional: the logistics and goods-handling areas were too limited for the operator's needs, and in general the structure proved inadequate to meet the consumers' demand, as they switched to other new retail structures, more recent and attractive, that opened up within the gravitational area.

In 2004, the convention between the Municipality of Castellanza and the Esselunga Company was concluded for the purchase of the real estate by the municipal administration, starting from the moment when its retail activity terminated. In December 2006, a new large-size Esselunga retail structure was inaugurated within the same municipal territory, while the former retail structure was closed down.

July 2017 witnessed the promotion of a competition inviting ideas on the redevelopment of the area, the winners of which were proclaimed on 30th November 2007. In December 2009, the decision was taken to demolish the former Esselunga building. The area was included in the design of a sports hub called *Ecoparco* that concerned the entire valley floor of the Olona River, inclusive of the sports hall and the market square. The intervention proved very costly: approximately €9 million with a further €6 million necessary for the market square and sports hall. In the intention of the municipal administration, the realization will have to be borne by the private subject that is going to be awarded the relevant public tender and is going to manage the overall area for such a period, as to enable the depreciation of the investment. In January 2011, the call for bids for the *Ecoparco* was unattended, since the economic operators interested in the investment asked for the project to be supplemented with the creation of an outdoor swimming pool, in order to increase the offer to the summer months as well. Whilst waiting for a new invitation to tender, in May 2011 the administrative elections confirmed the outgoing mayor.

In December 2011, by resolution of the city council, the decision was taken to confer the right of gratuitous thirty-year usufruct of the former ex Esselunga real estate on the public company “Castellanza Patrimonio s.r.l.”, subject to the obligation to produce income, retaining the use for commercial purposes. In March 2012, the association “noi amiamo Castellanza” proposed to the municipal administration the realisation of a farmer market in the former Esselunga area.

June 2013 saw the definition by Castellanza Patrimonio of the tender notice for the allocation on lease of the former Esselunga property, with the starting price set at an annual €200,000 rental. During the lease, the real estate property will have to maintain the pre-existing use for commercial purposes. In this case, too, the tender excluded the proposals of retail activities in the retail food product sector (besides the prohibition against: wholesale food retail, hotels, discos, gyms, clinics and labs for medical analyses, horse racing agencies, gaming halls and houses, masseurs, beauty salons and equipment for aesthetic/therapeutic gyms), the maximum size of which, in the event of settlement of retail stores, was bound not to exceed 2500 m² of retail surface.

In August 2013, the property was allocated on lease through the public auction procedure, pursuant to the method of secret bid over the basic rental, to the “Bella Store Srl” company headed by Chinese clothing entrepreneurs. In June 2014, the new medium-size non-food retail structure bearing the New Angel sign was inaugurated. As completion of the surface covered by the call for bids, in July 2014 a supply store (restaurant bearing the Wok Like sign), adjoining the clothing retail activities, was opened.

*Actors involved***Municipality of Castellanza**

Territorial body that purchased the former Esselunga department in a strategic position, in the urban centre, close to the Olona River, with the original public objective of functional redesign of the riverfront area, recovery of its environmental-landscape value and settlement of public functions. Given that this project was not realised, due to the economic costs and the lack of willingness on the part of private investors, the Municipality decided to confer the former Esselunga edifice on the public company Castellanza Patrimonio Srl (sole shareholder: the Municipality) along with the establishment of a thirty-year usufruct that enabled, through the invitation to tender for the allocation on lease of the property, the reuse and economic valorisation of the public building formerly used for commercial purposes.

Esselunga Spa

Company owning the medium-size retail structure of Castellanza divested on account of relocation with extension into a new large-format container of superstore type (approximately 4400 m²) within the same municipal territory. The reasons for the divestment are essentially traceable back to:

1. The prohibition against increasing the retail surface of the existing medium-size structure laid down by the local governance tools for the territory;
2. Localization no longer adequate in gravitational terms, being in the same primary catchment area guarded by other retail signs of food offer, dimensionally larger and in direct competition (e.g. Il Gigante).

Noi amiamo Castellanza

Association made up of citizens who have carried out the request to use the Esselunga area for different public activities. It expressed a critical position towards the municipal administration, inasmuch as the divested structure might have been reused in a more original and creative manner through projects of collective interest.

2.3 Recent Experiences: From Practices to an Integrated Methodology

2.3.1 Public Policies Supporting Urban Retail System: Urban Retail District

From a viewpoint of enhancing the potential for corporate growth, productivity and innovation, with special regard to micro, small and medium-sized companies, and facilitating the competitiveness of the national productive system within the

European and international context, at a national level, the model of retail districts (*Distretti del Commercio*)—sort of Italian version of BID—has been pushed and formally defined as “retail districts are productive areas and initiatives, in which citizens, enterprises and social groups, freely united, carry out retail as a factor of enhancement of all the resources that the area disposes of.”

On the occasion of the formal recognition, the Veneto Region will have the chance to collect from the 51 Districts, identified by the 2014 call, a series of homogeneous data for possible comparisons regarding the actions undertaken and the results achieved in an attempt to restore any clusterizations, and critical assessments on the evolution, currently underway, of the retail district phenomenon, with a view to steering the future regional action.

From 2008 to 2013, the Veneto Region has financed the “strategic regional Project to revitalize historical and urban centres and redevelop retail activities aimed at ‘experimenting innovative organizational models and coordinating public and private initiatives’ and orientated “towards an integrated and unified management of the processes for developing the urban economy, with specific regard to retail activities and the overall offer of services in the historical and urban centres.”

Within the legislation currently in force on the regulation of retail activities at fixed sites, retail districts are defined as “areas of municipal or inter-municipal relevance, where citizens and enterprises, freely united, carry out retail as a factor of innovation, integration and enhancement of all the resources offered in the area, in view of increasing its attractiveness, regenerating the urban fabric and supporting the competitiveness of its commercial polarities.” [Regional law No. 50 of 2012 art. 3(1)(n)].

Article 8 of the same regional law stipulates that the Municipalities, “separately or jointly, through the initiative of organisations of retail enterprises and consumers”, submit the proposal of identification of retail districts to the regional Council, which approves them pursuant to its own resolution. In addition, “in order to enhance the peculiar characteristics of such contexts, the Region promotes the same policies of development and innovation of retail activities, conducting experiments with sales hours”.

Lastly, retail districts have enjoyed further recognition in regional Regulation no. 1 of 2013 which, in the compensatory measures laid down for the new Large retail outlets (“social responsibility component”), among the various rewards the economic operator might activate, introduces a potential qualitative action on urban and central contexts. Alongside a commitment to its implementation, this action foresees the presentation of a project promoting retail activities in historical and urban centres that contemplates a partnership with the municipal administration, as well as other economic operators (articles 7 and 8 of the regional law on model of integrated programs and retail districts).

In October 2014, the approval on a trial basis of the call for a funding of pilot-projects, with an overall public contribution of 7776.925 €, aimed at identifying the retail districts, has represented the first concrete implementation of the regional regulatory provision orientating public and private subjects towards new

forms of economic and social aggregation for the development of retail services and urban economy.

Based on the ascertained findings of the projects received, and through a subsequent measure, the Council approved the identification of 26 retail districts, out of the 53 proposals submitted, 2 of which were not admitted to the evaluation. The choice among the total or partial admitted contributions complied with the qualitative criteria and the properties set out in the call (Attachment A). Sixteen pilot-projects were admitted to a co-funding that covers 100% of the request, whereas the remaining 10 districts received a share amounting to 70% of the request.

The comparative picture that emerged among the pilot-projects on retail districts (Table 2.3) highlighted the need of further reflection on the following issues:

- An extended participation by Municipalities (78), separately and jointly: of the 51 proposals admitted to the evaluation, 38 concerned s, whereas 13 aimed at the establishment of territorial districts (at an inter-municipal level). More specifically, out of 26 applications admitted to funding, 17 consisted in urban retail districts and 9 in territorial Districts.
- A rich and sophisticated system of approaches to the issue of urban and territorial district intensity, linked to the problem areas, as well as to the potentialities of the local realities, where the pilot-projects are located. A plurality and heterogeneity of actions, where initial attempts to integrate town planning regulation and policies, orientated towards urban attractiveness and consolidation of local retail, emerged.
- An important monitoring work carried out more as a strategy of control and implementation of the district itself than as a tool for reading and interpreting the concrete effects and impacts of district policies on the local socio-economic, commercial and regulatory dynamics.

Towards a regional recognition of retail districts

Within the process of formal recognition of the set of retail districts identified by the 2014 call, and in order to assess the different pilot-projects, the Veneto Region drew up a stock of qualitative criteria and performance indicators. They have been prefigured in order to be applied and measured both to co-funded districts and to those identified by the Veneto Region, while waiting for the subsequent enhancement actions.

The aim of performance indicators is to understand whether the actions undertaken, as part of a retail district partnership agreement or as part of a local, but not necessarily district-based governance, have generated positive effects inside the local retail concentration. It is a way of testing both the effectiveness and the extent of the returns, which may be applied to single actions, like for instance monitoring the number of participants in a planned event, or the responsiveness of parking areas during specific events or moments of the day. This kind of testing may also be applied to more complex strategies, in order to check whether their application has improved the general state of the retail network in the medium term (e.g. economic

Table 2.3 Retail districts identified by the Veneto Region: specific objectives

Ranking	Emerging theme
1	District as an element to increase the attractive capacity of the <i>Parco delle Dolomiti</i> territory
2	District as an engine of development of the theme of reception of new investors, tourists, flows, etc.
3	Need to find again a Centre as a reference point for retail, social life and culture
4	Activation of the public stand as a driver for attractiveness and catalyst for visibility
5	Creation of a district quality card as certificate of high offer and service standard
6	The inter-provincial dimension of territorial districts: an exploration
7	Golf courses, parks and quality food and wine offer as attractive elements for the District
8	New fair space as springboard for new investments
9	Integration and enhancement of the various retail formats operating across the territory as opportunities
10	Promotion of food and wine excellences
11	Relationship with the Italian Chef Federation (FOC) as opportunities
12	Construction of a fabric linking central concentration and external polarities to the centre
13	Retail district inside a tourist Municipality
14	Continuation of the path traced by the previous calls
15	Attractive tourist-religious sites (<i>Basilica Madonna dei Miracoli</i>)
16	Preserving and reinforcing the existing system
17	Deseasonalization of a district linked to winter tourism
18	Promotion of agro-food production chain and industrial District of art furniture
19	Territorial district encompassing a multi-channel offer—integration of fixed-site retail + markets
20	Enhancement of the retail offer and integration with the tourist one
21	Coordination of a “multi-centre” district, divided into axes and central area
22	Retail district based on a business network
23	Consolidation of the existing offer system and inclusion of strategic contexts
24	District as an element in the construction of territorial cohesiveness
25	Role of local retailers associations as district spokesman/partners
26	Tourist municipality attracting a chiefly foreign presence

trend in the turnover of commercial service activity within the area or the agglomeration), the demand for ground floor spaces for the establishment of new activities (increase/decrease of the real estate values of ground floors and disused/vacant spaces), and the level of system efficiency, in providing a service to residents and visitors (index of accessibility of some services).

It is a matter of identifying this punctual ex-post analysis on a multi-criteria approach, specifically aiming to assess the attractiveness, the quality of the offer or even the overall sustainability of the district. An interesting aspect is that this kind

of analyses may relate not only to the performances of the retail sector in a narrow sense, as it may also in many instances extend as far as including aspects linked to the perception of the places by their inhabitants and regular users (sense of security, perception of decay, ...). This element serves to emphasize once more that the state of the retail offer and the services has an impact on the quality of the experience of regular city users, and that, at the same time, we may alter the image of a context or a strand of urban fabric, as a consequence of a series of targeted interventions.

The study dedicated to the impacts of the district serves, for example, to stress the externalities of the interventions carried out and implemented in the medium term. That is why indicators pay heed to the perception of accessibility and welcoming quality of the district from the users' viewpoint, as well as their knowledge of the offer by the district and its initiatives. In addition to these aspects, it is relevant to measure the feeling of satisfaction of both users (consumers included) and operators making up the partnership agreement.

An element of innovation emerging from a comparative analysis of the pilot-projects relates to the need to create a set of indicators capable of checking both the trend pertaining to single actions and the results in absolute terms of the district. Together with the attempts provided, for instance, by the districts with Belluno and Portogruaro as leading Municipalities, it is worth mentioning the interest in the creation of a monitoring platform of the district submitted by the neighbouring Municipalities of Lendinara, Motta di Livenza, Verona, Malcesine and Villafranca di Verona. In fact, the use of a monitoring platform resorting to performance indicators has a strategic and innovative value, associated with different aspects included in the regional call, since the creation of a series of indicators suitable for comparison of more than one district allows to assess the effectiveness not only of the individual actions, but also the pilot-project itself in the medium- to long-term. This should enable us to contextualize and compare a district implementing a specific project with other retail districts at a Veneto regional scale (pursuant to a criterion of verification and benchmark tests), which, in view of a future creation of a network of subjects promoting local realities, might be part of an inter-regional system.

Qualitative criteria and performance indicators

Given this scenario, within a methodological approach of a multi-criteria character, in order to proceed with a formal recognition and a new policy of competitive, strategic and qualitative revamping of the districts identified by the Veneto Region,⁶

⁶To give an example, the Lombardy Region in 2012 adopted, as reference for the definition of quality standards in managing the Districts, the Quality Mark (QM) certification path elaborated by the Tocema Europe association (Town Center Management). To obtain recognition, candidates filled out a questionnaire that identified a series of basic standards the district had to prove to possess (self-certifying conformity with a required parameter and producing adequate supporting documents) divided into 3 categories: (1) partnership and operators (2) vision and strategy (3) actions implemented, assessment and proactivity.

value added elements are represented by the presence of the following indicators and contextual conditions:

1. the activation of *studies and researches of a technical-scientific nature* aimed at identifying critical areas and opportunities and identifying operational and strategic tendencies concerning the local economic and retail system, accessibility to pedestrians and cyclists, sustainable mobility, the dynamics of the real estate market, the legacy of vacant spaces to be redeveloped, the ties with the tourist and cultural vocations of the area, and communication at municipal and supra-local level (territorial brands);
2. the promotion of *tenders and competitions for ideas* on the topic of urban redevelopment and regeneration, local economic and retail enhancement, urban decor and public space, qualification of building heritage destined to economic activities and services, energy and environmental sustainability;
3. the definition of *active policies on the reuse of vacant ground floor spaces and large disused containers found* in the urban and central municipal networks as a result of new methods of town planning regulation, selective use of economic compensations pertaining to the localization of medium and large retail outlets in the area, promotion of innovative local partnerships with real estate properties, and forms of tax concessions;
4. the participation in *strategic and/or programmatic inter-municipal round tables* (including in the form of observers, voluntary associations of Municipalities and activities of extra-territorial sharing and joint participation) aimed at activating policies of retail and economic development on a vast scale, communication and territorial marketing actions, integrated projects of enhancement of local and supra-local attractiveness, synergies with the agro-food production chains and services associated with tourist reception;
5. the presence of a *stable governance and a local community*, extended to groups and business networks, that has built a process of coordination between the different urban economic activities, with a control room escorted by professional profiles well-versed in the issue of unified management of the city centre and the historical fabric (e.g. profile of the district manager), capable of lending visibility and recognisability to the territory (e.g. through active participation in decision-making activities at municipal, inter-municipal and regional level, through the attendance of fairs and national or international theme-based events showcasing the retail district as an element for the promotion of urban and territorial attractiveness);
6. the planning of *innovative monitoring actions* targeting the local urban system which, beside the traditional studies on pedestrian, cycling, road access and local public transport flows, on real estate values, on the quantification of business closures, on the numerical availability of parking lots, and on the perception of security, offers a non-sectoral and not purely quantitative dimension of the multiple characteristics and specificities of the examined context and the effects and impacts of the various district policies.

2.3.2 (Oriented) Policies for Urban Retail Systems

The active policies reproduced in this section of the book collect a set of approaches to the phenomenon of retail divestment at a central urban scale that have anticipated over time, in partial forms and with an experimental character, methodologies of fact-finding investigation, intervention actions, good contractual practices between public and private subjects and design guidelines susceptible of being reproduced (not always) in other territorial contexts as well.

Fare Centro, Forlì

The Emilia-Romagna Region, within the scope of policies of redevelopment of the cultural and environmental heritage, has launched several experimental projects aimed at defining an operational tool in support of Municipalities in order to plan the valorisation of historic town centres. Through the operational program of the European Regional Development Fund (ERDF 2007–2013), the Region has funded 38 projects, for an overall contribution of €40.7 million.

In particular, the *Fare Centro* (Making Centre) project coordinated by the Municipality of Forlì (117,946 inhabitants, Istat, January 2017) has represented a good practice of interaction between different subjects, from the municipal administration to the individual property owners, from the professional associations (retail, crafts and services) to the local operators, who in 2010 gave birth to a mixed company (“Forlì nel cuore”) aimed at an experimental project of integrated intervention on the natural retail centre existing in the historic fabric of the city.

As regards the issue of revival of unused ground floor spaces in the central fabric, this mixed-type entity (consortium-type cooperative) has worked on different types of projects: from the creation of synergies to increase the attractiveness of the historic and urban centre for investors and franchising operators, to the permanent or temporary occupation of vacant shops (Inti et al. 2014) in view to create an ongoing retail flow; from the reduction of the perception of decay and abandonment of the city centre, to the creation of cultural events for the city.

From an operational viewpoint, the intervention revolved around some preparatory phases for the action design:

- November 2011—creation of a database of vacant spaces found in the historic town centre divided by name, sign, state of utilization, target of the offer, maintenance conditions, photographic shot and number of views onto the road;
- December 2011—building registry analysis of all the data collected, and identification by name of the property owners;
- January 2012—organisation of meetings and public debates with the different owners, aimed at illustrating the objectives and the work methodologies, and at gathering the participation of private subjects willing to avail *Forlì nel cuore* in the vacant units, in order to experiment the first initiatives of attraction in the inner spaces, of temporary reuse and of covering empty shop windows with signs and graphics consistent with the historic fabric.



Fig. 2.15 “Spazio agli spazi” action, September 2012. Source <http://www.forlinelcuore.it/>

This action translated in September 2012 into the *Spazio agli spazi* (Space to the spaces) project with the promotion of an open call for tenders to collect the applications—organized by “Forlì nel cuore” with the contribution of Municipality, Province, Chamber of Commerce and the local credit institutions—for the inclusion in the vacant spaces of exhibitions and shows, cultural animation activities, workshops and artistic stage-events for non-profitable reasons (Fig. 2.15), where the vacant units have been granted to the identified associations on a rental-free basis (the staging, cleaning and utility expenses resting on them).

During the selection phase, stakeholders were chosen among those players that ensured a more continuous presence (from two to three months), paying regard to a minimum period of one month. It is worth noting that in the first 2012 edition of the project, *Forlì nel cuore* received 47 requests for temporary use, 40 of them from cultural, artistic and volunteer associations and 7 from private subjects (not envisaged by the tender notice). 11 requests related to creative lab activities, 18 to theme-based workshops and 12 to exhibitions, with activities addressed to a plurality of contexts and age groups. Selection of the initiatives and the program for the use of free spaces, through a rotation mechanism, has been coordinated by the departments of Productive Activities, Culture, Youth Policies and Environment of the Municipality of Forlì in collaboration with *Forlì nel cuore*.

At the same time, since November 2011 the municipal administration has been structuring ongoing forms of its *Fare centro* action (2012–2019) through the establishment of a fund for promoting leases of properties for non-residential purposes in the historic town centre, with a first annual provision of €100,000 (for three years), deriving from the economic compensation provided by two large-size retail structures for support to urban retail. The aim of this initiative was to:

- Facilitate the reuse of containers for non-residential purposes, with the aim to promote the quality of views onto public spaces and combating the perception of decay, associated with the presence of abandoned shop windows;

- Implement the settlement offer for non-residential purposes in the historic town centre, thereby facilitating the launch of new activities or the repositioning of existing stores in contexts more extensively traversed by flows, thus contributing to increase their quality, viability and security;
- Strengthen the traditional distribution network (product- and type-related characteristics, size) that, together with the development of medium-size structures (as protection of proximity), tend to improve the capacity of attraction of the residential catchment area and the share of fluctuating population;
- Contribute to enhance the vocation of the natural central retail context, including tourist aspects, through the activation of new enterprises. The involvement of economic operators and franchising chains is envisaged by flanking the franchisor in the strategic identification of the vacant space where to lodge its own franchisee, in terms of internal layout and complementarity with the functional mix found in the area.

The central objective of the *Fare centro* project was to support the new retail enterprises in the urban fabric through access to funding until resources were exhausted, and by setting up the following innovative tools: an advantageous standard contract of lease; a database of the vacant spaces to orientate the localisation choice; direct contacts with the owners and technical support during the start-up phase (Fig. 2.16).

As a distinguishing element of this process, that saw the application of 67 entrepreneurial entities, a new form of lease contract for historic town centre is worth mentioning, whose aim it is to make the rental costs more sustainable for the new economic activities. This was the result of cooperation between the department for economic development and productive activities, the associations of real estate owners and an advisory subject for the development of a commercial network of the historic town centre. The contract, with a six years' duration, envisages a variable rental set by consensus between the owner and the lessee, as a percentage of the amount of the annual business volume achieved in any single calendar year by the economic operator. Regardless of the amount of its own business volume, the latter warrants, payment of a minimum guaranteed annual rent.

Finalità smart		Finalità sostenibilità		Finalità innovazione		Finalità competitività		Finalità rafforzamento partenariato	
Soluzioni progettuali	Contributo alla finalità	Soluzioni progettuali	Contributo alla finalità	Soluzioni progettuali	Contributo alla finalità	Soluzioni progettuali	Contributo alla finalità	Soluzioni progettuali	Contributo alla finalità
Data base interattivo delle attività esistenti nei locali del centro storico in funzione e non utilizzati	XX			Contratto d'affitto condiviso con le associazioni dei proprietari, minimo fisso e quota percentuale del fatturato, redatto da Fori nel Cuore	XX	Costituzione fondo comunale Euro 100.000 per inserimento di nuove attività commerciali in negozi sfitti del centro storico	XX		
<p>XX Contributo Cardine, ruolo fondamentale per il raggiungimento della finalità progettuale X Contributo Complementare, ruolo utile al raggiungimento della finalità progettuale</p>									

Fig. 2.16 Matrix of design goals. Source Indis Unioncamere (2013)

From a viewpoint of interplay of actions and with the aim of intervening on phenomena of decentralization of the residence towards external contexts, the Municipality of Forlì has additionally accompanied these ongoing measures of economic incentive to the economic activities of the historic town centre, and this according to the forecast since 2011 of a 9 per thousand increase in the rate for vacant residential units and for the related fixtures, that is compulsory if no contract of lease has been registered for at least two years, regardless of the use of utilities.

Brescia Open

Brescia Open is a project of integrated reuse of unused ground floor spaces within the scope of the historic town centre of the municipality of Brescia (196,970 inhabitants, Istat, January 2017), activated in 2014 and coordinated by Consorzio Brescia Centro,⁷ with the participation of Confesercenti, the residents of the historic town centre and the municipal administration, and with the contribution of the Lombardy Region and the Chamber of Commerce.

The project was structured around different levels of intervention:

- Reuse of a vacant retail store in a capacity as temporary showcase (one month) for short-term artistic exhibitions, with the lighting covered by the Consortium and no lease rental;
- Temporary reuse of a vacant space as showcase for retail purposes: in this instance, the lighting is covered by the tenant and the lease rental defined according to product type, location and surface;
- Activation of a temporary store,⁸ with expenses resting on the lessee and a rental to be agreed upon;
- The real estate unit in question can turn into a temporary showcase orientated towards its reuse on lease or as an element of attraction for the commercial axis: in this instance the lighting is supplied by the Consortium and the contract is one of an interest-free loan.

Seven months after the launch of the project, sixteen former retail spaces have taken part in the initiatives of Brescia Open with a score of ten units leased through standard contracts of lease (six years) and a surface temporarily set aside as exhibition space (Fig. 2.17).

From the last report by the consortium dated May 2015, it emerges that the number of vacant spaces managed by the project were twenty-eight, distributed homogeneously within the area of intervention (eleven in Corso Palestro, six in Via Dante and eleven in Via Martiri della Libertà). Twenty-two units have been

⁷*Consorzio Brescia Centro* was founded in 2006 as a non-profit organisation addressed and devoted to the problems concerning the coordination, mutual enhancement and collaboration between retail activities in the historic town centre of Brescia, within the perimeter of the Veneto walls.

⁸Format revisited and accompanied in 2017 by the Municipality of Bolzano by the project headed “Store again” from the shop sharing capable of building synergies and complementarity between different subjects within a single shared retail space.



Fig. 2.17 Activation of the pilot project and reuse of an empty space, Corso Palestro. *Source* <http://www.comune.brescia.it/>

rented through the consortium, while thirty artists painters, sculptors and collectors (out of eighty who applied), were able to exhibit free of charge, on a monthly rotation basis. The spaces have also been used by public bodies and by such associations as Brescia Musei (Brescia Museums), the municipal Department for school and Brescia con Gusto.

An interesting element of the project worth considering is the process of emulation (“contagious effect”) noticed within the context of the historic town centre that has led some owners of the vacant stores, who were not affiliates to the project, to keep their own unused spaces lighted up and in conditions consistent with protection of the decorum of the historic town centre.

Pop Up Lab, Toscana

Pop Up Lab is an experimental bottom-up project of new practices of temporary reuse of abandoned spaces in Tuscany’s historic town centres. The initiative, with a social and cultural matrix, activated in 2014, exploits the local creative resources, involving the local bodies through four phases:

1. Recovery of vacant spaces: identification of closed and unused surfaces found in the historic town centres and making them available for the project, thanks to the agreement with the owners;
2. Collection of new ideas: launch of a call for ideas open to individuals and groups, formal and informal, who put forward proposals and projects aimed at reactivating the unused units;
3. Promotion of the *riaprire la città* (reopen the city) action: the winners of the call for ideas (pop uppers) use the spaces earmarked for them to implement the ideas submitted for free, and organize social, cultural and retail activities for the first three days of the event, with the possibility of keeping their activity operational throughout the following month (Fig. 2.18);
4. “Creating of connections” through the organisation of workshops, exhibitions, workshops, performances, and informal moments of dialogue with experts.

The regional Authority for the warranty and promotion of participation took also part in the project, which saw the affiliation of six Municipalities in the provinces of



Fig. 2.18 Reuse practices. Source <http://www.popuplab.it/>

Florence, Pistoia and Pisa (from Empoli to Campi Bisenzio, from Cascina to Quarrata, having between 26,000 and 48,000 inhabitants) with a role of collaborative governance, where the administrations identify vacant spaces and, consensually with the owners, place them at the disposal of the initiative.

The Pop Up Lab project was financed up to 60% by the Tuscany Region and for 40% apportioned among a number of Municipalities, and has involved about fifteen open spaces in each city, with an average age of participants of 30 years. The project activities ranged from a dressmaking lab that makes use of technologies and sewing machines, to co-working spaces; from gardening courses to reuse of skills in the carpentry sector to create a line for surfers and skaters. In the process, the various Municipalities showed an active role, which, in some instances, incentivized the private subjects to sell the spaces with tax relief, and, in other instances, contributed to the project directly.

Returnable vacancy, Mantova

The *Sfitto a rendere* (Returnable Vacancy) initiative has been promoted by a young association called RUM—Rianimazione Urbana Mantova (Mantua’s Urban Regeneration), that comprises skills involving architecture, communication, economy and history. The project was included in a process that in June 2014 involved both RUM and the city of Mantua (49,308 inhabitants, Istat, January 2017) in the “Hai del sale? (Do you have any salt?)” project, that was awarded the tender organized by “Tempo ai Giovani (Time to young People)” (call: “Culture as a common asset”), with the aim of enhancing neighbourhood relationships, and cooperation in sharing material goods (bicycles, books, objects and products) as well as immaterial ones, such as know-how, skills and knowledge. Together with the “Hai del sale?” proposal, the Cariplo tender also funded the “Returnable Vacancy” intervention that ensures continuity with the route pursued, focusing more on the critical aspects of voids in the urban fabric.

The first action meant to activate a monitoring body on vacant spaces, mapping out the retail divestments found in Mantua’s historic town centre. The survey updated the Confcommercio 2009 data, and reflected a geography of 145 divested retail spaces, amounting to 32% of the municipal territory, with a worsening trend of 6 activities closed in 5 years (Fontana 2016).



Fig. 2.19 Decal and RUM’s web portal. Source <http://www.sfittoarendere.it>

In September 2014, the intention of various owners to place the vacant stores at the disposal of the project on a free of charge loan over a limited period, from one to three days, was ascertained through the *La vetrina che vorrei* (My favourite shop-window)” initiative. Through a process of involvement and sensitisation towards the issues of urban regeneration, the RUM association utilized a tool kit of procedures and cost estimate for temporary reopening processes of retail units that involved three levels of detail: external space, exhibition layer and internal surface (Fig. 2.19).

The reflection on the different contractual types has steered RUM towards contracts interest-free loans for use (with user charges resting on the user) for the instances of intervention from one to seven days. As for the intermediate instance of a month’s lease, two possibilities have been envisaged: an interest-free loan for use or a regulated rental, where RUM acts as a mediator between lessee and landlord. In both instances, utilities are excluded and the regeneration timeframe does not exceed one month (lest the fees of registration with the Tax Office be incurred). Lastly, for longer-term projects (four months), a “contract of temporary lease for other than residential use”, with an escalating monthly rental (utilities excluded), has been envisaged.

In continuity with the previous actions, in September 2015, the experimental project “ideAzione” was activated with the aim to develop the historic town centre and the purpose of facilitating the temporary openings of vacant spaces, as well as of attracting new subjects and new activities, in order to combat the high costs for entrepreneurs to enter in the local market. “IdeAzione” materializes in the activation of a shared working space that hosts six professionals linked to the arena of creativity and the digital sector in a reality describable as co-working. The subjects involved, several fixed tenants and three rotating ones, work together in order to contribute to the redevelopment of the historic town centre through events and activities that generate a leverage effect capable of involving the various local stakeholders.

Lastly, an urban regeneration intervention promoted by RUM envisaged to cooperate with Ufficio Mantova e Sabbioneta Unesco world heritage, and involved a vacant space identified in the central context of Via Verdi. From December 2015 to March 2016, the former divested surface hosted the “Mantova e Sabbioneta Heritage Center” dedicated to the Unesco site where the institutional activities were presented to the citizens, introducing Mantua’s role as the 2016 Italian capital of culture.

Appendix

Milan: former garage Traversi, Via Bagutta

Specific project features	Implementing subject and role		Type of action		Policy innovation
	Type	Action	Direct incentives	Indirect incentives	
Functional reuse and building restructuring without demolition of a large divested container located in the historic town centre	Public/private	Public protection: Building declared to be of historic-artistic interest Attention-seeking behaviour by the public regulator and by the private operator in compensatory terms	<ul style="list-style-type: none"> – For the medium-size retail structure scenario: an endowment of private parking areas not required (for localisation within the scope of limited traffic zones) – For the large-size retail structure scenario: the total monetization of parking areas required by the regional legislation in force is envisaged (200% slp) 	Use of the deduction of planning fees for works of redevelopment of another central urban context (direct realisation of a covered swimming pool with annexed servizices) as guarantee of percentage part of territorial endowment	<ul style="list-style-type: none"> Rendering of two transformative scenarios Use of the total monetization of the parking area endowment required for large-size retail structures, mainly devoted to the enhancement of the mobility system and the existing parking areas

Venezia: Fondaco dei Tedeschi, San Marco district

Specific project features	Implementing subject and role		Type of action		Policy innovation
	Type	Action	Direct incentives	Indirect incentives	
Project of redevelopment and re-functionalisation of a large divested container located in the historic town centre	Public/private	Leading role played by the public subject with an investigative and evaluative role of the commission and the technical-scientific committee established at the ministry of cultural heritage and activities and tourism	Permit to build in derogation from the urban planning instrumentation in force on grounds of public interest, in compliance with the landscape and historical-artistic constraints	Issue of retail authorisation for large retail structure directly from the municipal Suap (one-stop business advisory centre) for localisation in the historic town centre (cf. Regional Law Veneto 50/2012, Articles 19.4, 21.5)	Public use of part of the retail structure Format integrated with cultural and creative productions (annual scheduling)

Piolto (Milan)

Specific project features	Implementing subject and role		Type of action		Policy innovation
	Type	Action	Direct incentives	Indirect incentives	
Closing as a result of relocation of the market context Town planning redevelopment Unitary and agreed management	Public	Publicly owned Responsibility of public body	Regulatory: introduction of a new urban use category Awarded surface rights to new public type services and activities	Contractual type between public bodies and private businesses	Introduction of a new service function for the community Incentive mechanism for energy efficiency in the redevelopment of the abandoned building

Castellanza (Varese)

Specific project features	Implementing subject and role		Type of action		Policy innovation
	Type	Action	Direct incentives	Indirect incentives	
Closing as a result of relocation of the market context Retail valuation (new type of non food based sale and supply activities)	Mixed	Responsibility and decisions of public body	Regulatory: retail use confirmed Fixed ceiling rent	Economic: Public auction to identify subjects willing to rent the building	Activation of the public auction method to reassign economic value to an abandoned building Introduction of a new functional mix Fixed ceiling rent established for the re-use of abandoned building

References

- Antoci, R., & Carena, S. (2013). *Demalling: un tema emergente nelle politiche di governo del territorio. Principi insediativi, integrazioni normative e proposte progettuali normative per l'asse Milano-Malpensa*, tesi di laurea magistrale in Pianificazione Urbana e Politiche Territoriali, Scuola di Architettura e Società, Politecnico di Milano.
- Bruzzese, A., & Tamini, L. (2014). *Servizi commerciali e produzioni creative. Sei itinerari nella Milano che cambia*. Milano: Bruno Mondadori.
- Cavoto, G., & Limonta, G. (2014). The demalling process in Italy. *Lusofona Journal of Architecture and Education*, 65–84.
- Confcommercio. (2017). *Demografia di impresa nei centri storici italiani*. Roma: Ufficio Studi Confcommercio.
- Confesercenti. (2013). *Indagine sulla desertificazione commerciale*. Roma: Confesercenti.
- Dal Co, F., Koolhaas, R., & Molteni, E. (2016). *Il Fondaco dei Tedeschi, Venezia, OMA. Il restauro e il riuso di un monumento veneziano*. Milano: Electa.
- Éupolis Lombardia. (2015). *Analisi delle criticità e delle opportunità di sviluppo del fenomeno della dismissione commerciale nell'ottica dell'attrattività urbana*, Rapporto di ricerca, Milano.
- Fontana, G. (2016). *noVACANCY. Politiche attive per la rigenerazione urbana: indirizzi progettuali per il riuso delle dismissioni commerciali*, tesi di laurea magistrale in Architettura, Scuola di Architettura Urbanistica Ingegneria delle costruzioni, Politecnico di Milano.
- Guaiti, A. (2013). *Dismissioni come occasione di centralità urbana: ex Garage Traversi e Distretto Quadrilatero della Moda a Milano* (tesi di laurea magistrale in Architettura) Scuola di Architettura e Società, Politecnico di Milano.
- Koolhaas, R., Leong, S. T., Inaba, J., & Chung, C. J. (2001). *Harvard design school guide to shopping*. Taschen: Köln.
- Indis Unioncamere. (2013). *Rivitalizzazione economica e rigenerazione urbana. Sviluppo di percorsi programmatici e progettuali per le reti cittadine e per le imprese del commercio e dei servizi*. Roma: Copygraph.
- Inti, I., Cantaluppi, G., & Persichino, M. (Ed.). (2014). *Temporioso. Manuale per il riuso temporaneo di spazi in abbandono*, Milano, Altra Economia.

- Negrini, S. (2017). *Riuso e rigenerazione urbana: il dismesso diventa ospitale. Proposte progettuali per una nuova ricettività milanese* (tesi di laurea in Scienze dell'Architettura). Scuola di Architettura Urbanistica Ingegneria delle costruzioni, Politecnico di Milano.
- Pellegrini, L., & Zanderighi, L. (2013). *Il sistema distributivo italiano. Dalla regolazione al mercato*, Bologna, il Mulino.
- Tamburlin, V. S. (2017), *Il recupero di grandi contenitori dismessi come opportunità per nuove centralità urbane. Una proposta progettuale a Udine* (tesi di laurea magistrale in Architettura). Scuola di Architettura Urbanistica Ingegneria delle costruzioni, Politecnico di Milano.
- Tamini, L. (2013), *Deadmalls e ghostboxes. La dismissione commerciale negli Stati Uniti e in Italia: stato dell'arte e scenari progettuali. AUDIS Associazione Aree Urbane Dismesse.*



<http://www.springer.com/978-3-319-70871-3>

Re-activation of Vacant Retail Spaces
Strategies, Policies and Guidelines

Tamini, L.

2018, VIII, 96 p. 28 illus., 8 illus. in color., Softcover

ISBN: 978-3-319-70871-3