



Action Plan for Metropolitan City of Milan



July 2018



Sharing solutions for better regional policies

The SWARE project has been funded with support from the European Commission. This publication reflects the views only of the author, and the Commission cannot be held responsible for any use which may be made of the information contained therein.

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1 METROPOLITAN CITY OF MILAN (MCM) SWARE ACTION PLAN OPERATIVE GUIDELINES DRAFT

Reminder

The following notes and statements are exclusively meant to focus the Action plan activities with recommendations and expectations by MCC as MCC SWARE Action Plan is still in progress to be still approved.

MCM Action Plan Draft is the results of two and a half years of exchange of experience among the SWARE European partners during Sware Project Phase 1 which included:

- Interregional Knowledge Exchange visits (KES)
- Thematic Working Groups (TWG)
- Meetings with the Institutional Learning Groups and Stakeholders (SIG)

The results clearly demonstrate that, although the territorial contexts of the European partners are different from each other, the expected responses and challenges are quite similar.

1.2 Joint Policy Recommendations on Sustainable heritage management of Waterway Regions Action Plan Statements and Notes

The Action Plan is a document providing details on how the lessons learnt from the cooperation will be used in order to improve the policy instruments tackled within all regions. The lessons “learnt” are very important steps to realize what is the most appropriate kind of inland waterways governance, what shared best practices are most suitable to implement the Sware project, what policy instruments are most suitable to reinforce the inland waterways cultural/touristic/economical attractors.

The partners are required, as stipulated in the Sware Grant Agreement, to make their own action plan providing information about the results achieved.

To maximise the effects of the Action Plan, projects should have a clear and strong strategy for the communication and dissemination campaigns.

After European JS’s approval the action plan activities will be transferred and published in the European dissemination digital platform.

MCM will draw a final quality control of the partners’ Action Plans and will contribute, with all the other Sware partners, to draw a draft of the European Overarching Action Plan to be completed and given to European JS’s.



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Timeframe

In September 2018 MCM will draw a draft version of MCM Action Plan and a synthesis of the results of the interactions among the European Sware Partners' Action Plans. These results (Sware Action Plan's resolutions) will be the backbone of the Overarching Action Plan.

In any case the Action Plan activities should be durable in time and continuously refreshed, readapted and re-used for further analysis and action. Doing like this, all the Action Plans by all partners will ensure durability to the effects of their planning and, above all, it would convince the regional and local municipalities policy makers to support the revitalization of the inland waterways heritage on a regional scale. In March 2019, after a survey for comparison and integration with all the other partners' action plans, MCM will contribute to draw the final version of the Overarching project to present jointly to the European Authorities.

The lessons "learnt" are very important steps of the Action Plan by MCM to realize what is the most appropriate kind of inland waterways governance, what shared best practices are most suitable to implement the Sware project, what policy instruments are most suitable to reinforce the inland waterways cultural/touristic/economical attractors.

To maximise the effects of the Action Plan, the projects, envisaged by MCM in its Action Plan (within its area of reference), related to the gained knowledge/experience from the project/project meetings, should have a clear and strong strategy for the communication and dissemination campaigns to be transferred and published in the European dissemination digital platform by the European JS.

1.3 Envisaged Sware MCM's (Phase 2) Action Plan Activities

The envisaged actions are closely linked to the outcomes of the TWG thematic working groups. Some actions have already been identified in the "Dream" phase, filtered in the "Realist" phase and planned in the "Critic" phase. The envisaged actions could contribute to plan some pilot projects on a territorial scale in order to give new impulse to the territory and improve the regional and local policy instruments. The planning ideas which will come out during the dream phase will be re-examined, critically evaluated, re-worked into an operative scale. MCM Action Plan focuses the actions within MCM region area

Timeframe

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support the revitalization of the inland waterways heritage on a regional scale. In March 2019, after a survey for comparison and integration with all the other partners' action plans, MCM will draw the final version of an overarching project to present jointly to the European Authorities.

Players involved

In each country the action plan activities depend most of all on the players both public and private involved. On its behalf MCM involves more than 50 stakeholders (fully representative of the water MCM's area) including the Lombardy Region's Culture and Infrastructures D.G.s in co-planning working groups. Among them the most representative ones are:

- Città Metropolitana di Milano - Metropolitan City of Milan:
Economic and Social Development Department
Infrastructures Department
South Agricultural Park of Milan.
- Regione Lombardia - Lombardy Region: *Culture and Infrastructures D.G.s and Explora (Tourism)*
- Fondazione Cà Granda - Cà Granda Foundation (*Ospedale Maggiore's properties*).
- Fondazione Cariplo - Cariplo Foundation.
- Touring Club Italiano - Italian Touring Club.
- Parco della Valle del Ticino - Ticino Valley Park
- Curia Vescovile Milanese - Episcopal Milan Curia: *Tourism Pastoral Office*
- Consorzio Est Ticino Villoresi - Consortium East Ticino Villoresi.
- Ecomuseo Martesana - Martesana Ecomuseum.
- Consorzio dei Comuni del Naviglio Grande - Consortium of the Municipalities of Naviglio Grande

Beneficiaries

The beneficiaries are the whole inland waterways community. All Sware activities should suit the community as well and give benefit to the residential people, workers, local stakeholders, cultural associations and institutions, young generations. MCM thinks the positive effects on civil society will create new opportunities for green jobs.



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Costs and funding resources

The costs implied are not at the moment foreseen since that depends on the planning capacities of people, companies, associations, agencies, municipalities able to influence the Lombardy Region Institutions and to move the local stakeholders. The costs will take into account the real chances to operate on the ground and carry on an effective project with territorial and social implications. The costs of actions will be based on the actual experience come out from the best practices and the ones which could be envisaged. As a matter of fact, the only concrete and possible reference for funding resources is, at the moment, the POR FESR FUND and the Regional Operative Programme for Culture as specified in the Regional Law n. 25/2016. In addition there are concrete chances to collaborate and make special commitments with important private stakeholders both on a regional and local scale.

Sware Action Plan's main goal

Sware MCM'S Action Plan aims at pointing out some strategical steps as regards the system of the inland waterways and heritage in order to approach the regional and local policy makers and involve them in an overarching project on a Regional and European scale. Thanks to Sware Project it will be possible to analyze and share the respective regional all partners' experiences so as to draw Action Plans in common and close-fitting to all the European partners' choice and decisions concerning policies on a Sustainable Management of the Water Region Heritage and creation of green jobs, as well.

1.4 Re-Discovering. Re-Storing. Re-Thinking. Re-Imaging

Sware MCM Action Plan activities are referred to:

- re-store what already exists and it is worth being restored;
- re-discover what has been neglected for long time;
- re-think what should be re-considered from other different points of view;
- re-imagine a new re-use of the inland waterways and their heritage.

MCM wants to re-discover, re-store, re-generate, re-imagine the inland waterways heritage and, above all, to re-value the beauty of its water region. Among its goals there is even the promotion of innovative social, territorial and economic development models in order to:

- give "added values" to the natural and anthropic landscape sceneries;
- exhalt the lombard water civilization;



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- exploit the natural/cultural/touristic territorial potentialities from a sustainable point of view;
- support the local cultural creative industries (green jobs).

In perspective MCM wants to achieve and strengthen the possible and positive effects of the Action Plan actions and activities in the Lombard water region so as to achieve a role as regards the inland waterways metropolitan area, thus contributing, together with the Lombard policy institutions to define themes and actions for POR FESR funding resources. Moreover to contribute to create further opportunities for green jobs related to the sustainable exploitation of the inland waterways territorial heritage from a social, touristic and economic point of view.

2 PRIORITY RECOMMENDATIONS BY MCM

In MCM's vision these operative and innovative recommendations should envisage some SWARE actions and activities to carry on Sware Phase 2 and over. All actions and activities should be capitalized independently from SWARE Project phases. That means they are considered as the starting points for territorial and social potentialities in MCM Water Region related to the inland waterways. That is the capitalization of SWARE goals and that's why all these actions and activities should be considered within an overarching (and shared) European Project. These activities include the development not only of the cultural heritage, but even of the communication and dissemination campaigns for education or management.

MCM's Action Plan recommendations regard the following steps and themes:

- a) transnational nature**
- b) audience development**
- c) capacity building**
- d) new business models**
- e) communication**
- f) education**
- g) training**
- h) financial capacity**

a) Transnational nature

Sware programme supports transnational projects that enhance the business skills of the cultural and creative players.

MCM thinks of the heritage of the European Water Regions as something in common instead of something different. Transnational exchanges do not necessarily create new works, but they may



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enable to create new forms of collaboration among partners. Cultural and creative industries are sectors whose activities are based most on cultural values and touristic fruition with a particular focus on young generations and under-represented groups.

b) Audience development

Audience development is about doing something together with people rather than doing something for them. If a project is not disseminated among the community and the stakeholders it would sound as a useless project.

c) Capacity building

A project should build comprehension and, above all, the capacity of building up a system of interpretation and concrete intervention which suits all the expectations by the territorial actors and stakeholders. The projects should imply co-creation and cohesion in the circuit of the touring services so as to focus on the "supply and demand sides". These inputs might include the organization of co-working and co-creation spaces, the development of new business and management approaches, the drawing of a map of people's expectations and other activities linked to entrepreneurial skills in the creative sectors.

d) New business models

An innovative model for intervention is required to be capable of producing sustainable (green) incomes so as to access new market or non-market-orientation possibilities and creative green jobs in order to better understand the economic context and better performance at lower costs. The great chances offered by the new technologies make it necessary to develop and test new models of management and marketing. At the same time, the cultural and creative operators should enhance their financial and business skills to take full advantage of the funding resources at disposal or reachable.

e) Communication

Social canals are very important resources as they contribute to create a digital platform to share results and expectations. There should be as well an interaction with the local communities and audience rather than being confined in a corner of the decisional planning.

f) Education

It's very important to start from the primary school system to make the young generation know and appreciate the water heritage civilization and its implications. Storytelling, as an innovative and detailed method of proceeding, is very important, too, as it offers the opportunity to give people a chance to talk about themselves whatever their background and language are and, above all, to make them feeling being active actors in the social and territorial representation.



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g) Training

Residential people and local stakeholders are the human resources for a sustainable exploitation of the territory in cooperation with the touristic and cultural agencies. Building partnerships and contacts is important since it facilitates the mutual integration and exchanging of the results achieved. Enabling people to gain new skills and knowledge will enrich their professional life and open new channels on the labour market by improving their employability. Training through formal learning or through non-formal activities should be focused on fieldworks.

h) Financial capacity

It's necessary to have sufficient sources of funding to keep the territorial activities alive throughout the whole period during which the actions have been carrying on. The valorization and development of the water heritage, supported by SWARE recommendations, should accompany the (already) existing projects or launch new ones on the basis of the actions and activities submitted (in this case) by SWARE. The Lombardy Region Institution might address its financial capacity also taking into account these SWARE recommendations and guidelines.

3 SOMETHING ABOUT LOMBARDY GEOGRAPHICAL CONTEXT

Lombardy is situated in the North of Italy, between the mountain range of the Alps and the River Po including also beautiful lakes such as Lake Garda, Lake Maggiore and Lake Como/Lecco. Lombardy plays an important role in connecting the Mediterranean area to the European one because of its strategic position along the main route linking Eastern and Western Europe. Also it lies exactly at the intersection of the axis that links the Northern Europe with the Mediterranean Region, in the heart of Europe itself.

- Lombardy's area: sq. Km 23,863.7
- Metropolitan City of Milan's area: sq. Km 1,575.7

Lombardy borders Piedmont to the west, Switzerland to the north, Veneto and Trentino to the east and Emilia-Romagna to the south. 47,1% of the Lombardy territory is flat and 40,5% is mountainous. The Alp chain is characterized by the lakes of glacial origins that stretch partially over the Lombardy territory. The region is crossed in the southern part by the longest Italian watercourses, River Po. Other relevant rivers are Adda, Oglio and Ticino. This region has many national and regional parks. The territory of the Metropolitan City of Milan has six regional natural parks: Parco Adda Nord, Parco Agricolo Sud Milano, Parco delle Groane, Parco Nord Milano, Parco della Valle del Lambro and Parco Lombardo della Valle del Ticino. Half the MCM's territory is agricultural and it features a variety of natural, country and architectural landscapes. Most of this territory is protected by Natural Reserves. The non-urbanised area of the metropolitan territory, including agricultural, natural and water areas, is today protected thanks to Regional Parks & PLIS (Parks of supra -municipal interest).



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About population

Lombardy is the 3rd most populated region in Europe. A population of nearly 10 million inhabitants, distributed over an area of approx. 24,000 square kilometres, makes this region similar to a small nation in many ways. Lombardy is a dynamic and competitive land thanks to its fortunate geographical setting and the initiative of its inhabitants. It stands out as a privileged interlocutor in the international economic scenery. Lombard territory, symbol of modernity and development, features natural treasures of great charm, alongside an extremely valuable artistic and cultural heritage.

In brief a dynamic and competitive reality that, thanks to its geographic position and its inhabitants, is a privileged actor in the international market.

About MCM administrative structure

Lombardy Region is divided into 11 provinces plus the Metropolitan City of Milan. "the MCM's area is the 3th biggest metropolitan area in Europe for population (3.21 million inhabitants) and the 4th for level of urbanization. Milan, the capital of Lombardy, is located within the wealthiest Region of Italy (the Lombardy Region). MCM's area is widely considered to be the driver of the regional, and even national, economy. It was first created by the reform of local authorities (Law 142/1990) and then established by the Law 56/2014. It replaced the Province of Milan (31th December 2014) which once included 154 municipalities. Today MCM includes the City of Milan and other 133 municipalities. It has been operative since January 1st, 2015. The Metropolitan City of Milan is headed by the Metropolitan Mayor, who is also the Mayor of the Municipality of Milan, and by the Metropolitan Council. In this policy framework the Mayor of Milan is designated to exercise the functions of Metropolitan Mayor, presiding over a Metropolitan Council formed by 24 Councilors Giuseppe Sala who has been the Mayor of the City of Milan and the Mayor of the Metropolitan City since June 2017 as well. Overall the Metropolitan Conference is formed by 134 Mayors and the Mayor of the City of Milan. The new metropolitan area is conceived for improving the performance of local administrations and to slash local spending by better coordinating the municipalities in providing basic services (including transport, school and social programs) and environment protection.

About Culture

The wealth of Lombard history is expressed by the works of art and monuments scattered throughout its territory. A patrimony endowed with 300 museums and 300,000 registered cultural assets. An artistic-cultural heritage of great value which attracts millions of national and foreign tourists and visitors.



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About the economic system

The metropolitan area of Milan provides a host of excellent opportunities but also sets some of the major challenges typical of a global urban area. A series of indicators proves the vitality of the Lombard economic system. Lombardy is the seat of the Italian Stock Exchange, one of the most important European financial centers and accommodates the largest trade fair site in southern Europe. The reliability of the Lombard economic system is endorsed by the Moody agency report. The privileged geographic position and the entrepreneurial inclination of its people have allowed Lombardy to operate on the national and international scene as an accredited dynamic interlocutor from an economic point of view and to become one of the most industrialized areas all over Europe. An economic system mainly focused on small and medium sized enterprises, but also reinforced by the presence of large industrial groups. Part of the Milan-Turin-Genoa industrial triangle, during the Italian economic boom of the 'Sixties", has played a protagonist role in the European marketfield. The enterprises located in Lombardy are distributed over 16 industrial districts characterized by a significant concentration of production sector-specialized firms and 5 "meta-districts" having strong bonds with the spheres of research and innovation. The districts are specialized in all the traditional "Made in Italy" domains such as fashion and furniture-decoration, but also in all the new technology-dominated ones, such as electronics, industrial automation and robotics. The first five identified meta-districts deal with alimentary biotechnology, non-alimentary biotechnology, design, fashion and new materials. In a highly dynamic industrial context craftwork enterprises still represent one third of the production sector, employing 17% of the Lombard workforce.

About the Metropolitan City of Milan water system

The MCM territory extends southwards to the River Po Valley and includes the River Ticino to the West, the River Adda to the East. It is shaped by 10.000 km of waterways: rivers and canals that traverse it and sometimes border it from the Lambro and Olona rivers to the inland waterways which link the Ticino river (westwards) and the Adda river (eastwards). These water courses link farmsteads and villages and ancient noble villas. The Villoresi canal, thought to be the longest man-made canal for irrigation in Italy, marks the natural southern border of Brianza, an area in Lombardy region wellknown for its hills, lakes and villas.

About the Lombard Navigli (Canals) water system

The heritage of buildings and settlements along the Lombard Navigli is a great and vital resource which includes elements of a wide range of types and dimensions. There are about 350 buildings of various kinds which contribute to the beauty and potential of the Navigli system. Among these, only a few have been converted into some sort of productive or recreational function.

About the MCM homogeneous Zones

The Metropolitan Council of the Metropolitan City of Milan has been formally constituted according to the national law n. 56/2014. The law expressly foresees the partition of the metropolitan areas in homogeneous Zones characterized by geographic, demographic, historical, institutional features. Each zone is functional and articulated at its best to coordinate the territorial activities and promote a better integration of the services with the municipalities' ones. So, according to the Metropolitan Council Statutes, the area of the Metropolitan City of Milan is divided, into seven homogeneous Zones. Considering that the City of Milan is a homogeneous zone apart from this pattern, the established seven homogeneous Zones are:

1. Adda Martesana - 29 Municipalities; 384.082 inhabitants; 273,35 sq. Kms- Green and blue infrastructures for a "Park-City";
2. "Alto Milanese" - 22 Municipalities; 258.743 inhabitants; 215,23 sq. Kms - An attractive and openminded territorial network;
3. "Magentino e Abbiatense" - 29 Municipalities; 213.745 inhabitants; 360,44 sq. Kms – A land for agriculture between production and touristic fruition;
4. "Nord Milano" - 6 Municipalities; 267.696 inhabitants; 49,48 sq. Kms - A city of innovative works, services and housing;
5. "Nord Ovest" - 16 Municipalities; 315.749 inhabitants; 135,82 sq. Kms - A fieldwork for knowledge and innovation;
6. "Sud Est" - 15 Municipalities; 173.267 inhabitants; 179,72 sq. Kms - Developing the "Smart Land";
7. "Sud Ovest" - 16 Municipalities; 238.729 inhabitants; 179,95 sq. Kms - A land for agriculture between historical and modern production.

4 THE MAKING OF THE ACTION PLAN

4.1 Problem setting

MCM's Action Plan is characterized by some steps which take in due account what already has been done on the ground. There are activities (good practices) carried on by the local stakeholders which presumably would operate all the same without any further aids. In this perspective MCM's Action Plan wants to cooperate with them to reduce the obstacles and, at the same time, to maximize the effects, helping the stakeholders and the local actors to bring an effective benefit to



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the whole water region community. Moreover MCM wants to analyze and focus some features of the metropolitan water heritage through cooperation with the creative cultural industries.

4.2 Problem solving

MCM wants to create the conditions to start a debate about the right approach to the problems and to convey them to logical and profitable solutions as regards the chosen goals and the operative steps to be pursued on a public or private basis. Above all MCM wants to point out the key points to start and accelerate innovative processes for a suitable administration and management of the water heritage and its related local policies for a sustainable exploitation of the cultural, social and touristic resources. Much more, MCM wants to create a network of good practices and a unique management cabin for information and action.

4.3 MCM's SWARE Action Plan working groups

The strategy of the MCM Action Plan is based on the results of the four TWG co-planning working groups (Thematic Working Groups) assessed as a feasible cultural tool whose statements and fieldwork experiences refer to the best practices of the MCM State of Art and to the general context of the Water Region Lombard canals' heritage. The thematic working groups will continue to carry on initiatives over the next two years after Sware Phase 1 and later on through SWARE Phase 2. The co-planning working groups rely on over 50 stakeholders, fully representative of the territory.

The thematic Working groups will deal with the following topics:

- Working group n. 1: bicycle mobility and touristic itineraries (including canals, historic roads and intermobility connection).
- Working group n. 2: infrastructures devoted to exploit natural and cultural heritage from a sustainable point of view.
- Working group n. 3: hosting, restaurants and leisure services.
- Working group n. 4: integrated web platform and territorial marketing.

The four thematic Working groups will take into account the:

- the geographical position and context;
- the good practices already carried on;
- the project management (projects already done, projects in progress, envisaged projects);
- stakeholders involved;
- the Walt Disney method further simplified into two phases: "Dream" and "Reality".

4.4 Pilot Action “Ecomartesana’s Map of Community”

The voice of the territory

Generally speaking, as regards MCM Sware territory, there will be chosen some territorial contexts of the inland waterways area as pilot projects to be carried on by the local municipalities, agencies, local associations and institutions under the supervision of MCM. One of these territorial sectors is focused along the Naviglio Martesana in collaboration with ECOMUSEO MARTESANA as this territory coincides with an already operative network which involves many territorial actors and local stakeholders.

4.5 MCM’s steps in drafting the Action Plan

- a) Elaboration and activation of a strategic digital platform for the representation of the whole system of the Lombard canals.
- b) Contacts with the public and private authorities devoted to the management of the inland waterways heritage.
- c) Contacts with the cultural and creative industries operating in the territory.
- d) Selection of the good practices upon which to build up a systemic plan of actions.
- e) Set-up by MCM of a qualified management cockpit to become a referring point for all the territorial players.
- f) Agreements among the stakeholders for:
 - cooperation
 - communication
 - dissemination
 - capacity building
 - employability
 - green jobs ((business new skills).
- g) Comparing MCM Action Plan’s key points (and steps) with the European partners’ ones.
- h) Analyze the different possibilities for funding resources (both public and private ones).
- i) Drafting a format for an Action Plan in strict cooperation with the European partners to insert key themes and possible actions in common.
- j) Presenting the set of Sware recommendations (to European authorities) as a compact body for influencing the policy makers’ decisions and choices on a European scale.
- k) Launching a Pilot Action for monitoring the effects and results of the Action Plan on the ground.



5 MCM's RECOMMENDATIONS TO ACHIEVE AN OVERARCHING EUROPEAN PROJECT

Recommendation 1 – Exchange of good practices

Action Plan should rely on the identification and exchange of good practices to demonstrate the added-value of integrating such a measure into the mainstream regional and metropolitan programmes (Regional and Metropolitan Strategic Plans). Since the activities envisaged in the Action Plan come out from these “good practices” it would be convenient to learn from these experiences to fix some important key points. Anyway what comes out from a mutual analysis on a European scale among the partners is that there isn't a proper shared/mutual interest even in the adjacent municipalities. Moreover, there are too many bureaucratic limitations and obstacles and, as a matter of fact, few regional and operative territorial acts and guidelines. What is evident is the lack of cooperation even among the sectors of the regional authorities themselves and also among the municipalities and the local stakeholders. Furthermore, in some other cases public stakeholders don't cooperate with the private ones. What is worse is that, in some contexts, the public stakeholders are against the private ones. Generally speaking, there's a great uncertainty about people's issues and the governing authorities in charge of the management of these issues.

Recommendation 2 – Cultural and social governance

The Action Plan should focus on cultural and social governance such as ecomuseums which would provide some useful reasoning how to use innovative tools to better exploit the territorial potentialities through a bottom up process. That would give the policy makers new ideas in finding what is worth of being preserved and developed. Basically what comes out from a direct observation of the governance of the territory is the lack of participation of the community to the decisional governing process. Urban and social affairs are, in most cases, a matter for only legislative specialists. The ecomuseum formula, on the contrary, implies an already operative network involving the municipalities, the residential people, the cultural associations and institutions and the stakeholders as well. That could be a useful social and cultural tool to educate people to understand, recognize, suggest and make recommendations for their everydaylife issues. These suggestions, coming out from a direct and detailed analysis of the territorial and social reality, would trace new perspectives for restoring, regenerating, reimagining the water heritage and, above all, for getting new opportunities for green jobs as regards the valorization of the territory. That would imply a return in term of economic profits as the stakeholders would be part of a territorial process of integrating the economic potentialities on such a territorial scale. The beneficiaries of this approach could be the whole community itself, no one excluded. That's why



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MCM assumes that the “ecomuseum” formula could suit this kind of cooperation and involvement. To this regard MCM suggests it could be useful to make a briefing of the good practices already experienced on the ground in a sort of a “map of community” in strict adherence to the reality of the territory. The map of community could be an important key point in focusing people and stakeholders’ issues and expectations.

Recommendation 3 – A process of bottom up decisional planning

The interregional exchange of experience process among the European partners clearly demonstrate that, in addition to the respective regional action plans where each partner gives recommendations on its own background and perspective, there’s a common need to have an homogeneous activity plan to be shared with a process of bottom up decisional planning. All the partners agree that there is a reasonable ground for recommendations to tackle this issue as the case studies presented have very similar problems related to the management of natural and cultural heritage along the inland waterways. In particular all partners feel the need to experiment new forms of involving the citizens and stakeholders in linking the good practices learnt to touristic and appropriate re-uses.

Recommendation 4 – The governance of the territory

In all European partners’ situations there is an evident lack of a tourism strategy and cooperation among the public and private partners. The governance of the territory has many facets which don’t take into the right account the need for a unique strategy, thus losing in energies and global vision. Moreover there isn’t enough cooperation among the governing authorities, the local stakeholders and the municipalities relating to heritage and tourism management. In some cases they even oppose to tourism as they think tourism doesn’t belong to their everyday life and standard of living. There’s even a general trend which puts local heritage against touristic needs as people think heritage doesn’t bring any economic benefit to them. That’s why it is so difficult to connect infrastructures for heritage and tourism needs. Moreover there’s a lack of well-trained volunteer guides. Another problem upon which to reflect is how to involve the silent local and “against” stakeholders.

Recommendation 5 – A unique cabin of coordination

The use of the web platform and information issues is useful when it’s unique for all users. That is demonstrated by the European partners’ need for a collaborative network. In other words, all the good practices already experienced by the European partners in their respective fields and contexts (most of them were, anyway, quite isolated cases) clearly and undoubtedly demonstrate there is an urgent need to have a unique cabin of coordination of all initiatives for an appropriate, coherent and strategic social governance.

Recommendation 6 – Local tourism development policies

Touristic promotion also implies the implementation of supporting actions on a strategic asset for local tourism development policies. The role of touristic promotion of the overall system of the inland waterways is fundamental since it represents an adequate background to boost the increase of tourism in general. MCM is aware that tourism promotion consists of a comprehensive and integrated supply of services and opportunities. Therefore, it would be useful to increase the links between regional marketing, touristic promotion and transport policies by meeting the new consumers' needs and by making tourism seasons longer. The new challenges for sustainable tourism and touristic promotion of the inland waterways should consider the following aspects:

- tourism is of vital importance to growth thanks to the communication and information technologies;
- tourism is one of the economic sectors with the most potential for growth and job creation, in particular for young people;
- at international level, tourism is extremely competitive when the touristic destinations are adapted to all sorts of cultural itineraries;
- the importance of protecting consumers in particular by promoting quality services;
- the need to complete and achieve genuine equality of treatment among touristic operators;
- the need to promote the combination of the inter-mobility connection (cycling, railways and lake routes);
- national and regional authorities are invited to stimulate inland waterway tourism as a recreational waterway network on the basis of international agreements.

Recommendation 7 - Cross-border bike and boat sharing system.

There isn't a sufficient cross-border bike and boat sharing system. Cycling network is underdeveloped (no maps, no connections, no touristic services). There aren't any friendly transport options, no marketing strategy, no customer journey services. Moreover there's no adaptation of the already existing touristic itineraries and products to the needs of the residential community. The improvement of the network infrastructures has become a priority. As regards cycling and walking tours there's a limited number of rest stops and service stations along the itineraries. Moreover there aren't enough and efficient landing places along the inland waterways. The itineraries should be implemented and supported by the following actions:

- development of soft navigation;
- expansion of the cycle and pedestrian paths;
- actions and events for revitalizing the cultural and touristic circuits;
- development of hotel accommodation and other hospitality infrastructures;
- development of marketing projects to promote the inland waterways' area incentivating small local businesses in the medium and long term.



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Recommendation 8 - The reconstruction of a cultural identity

Thematic multisectorial approach practices should be much more focused on young generations and under-represented groups. There's a need for interactive educational experiences and for visual storytelling activities in the Regional cultural heritage guidelines. The Action Plan is relevant if it concerns all the social, cultural, economic, aspects and resources of the inland waterways. The Action Plan should make everyone participate in the reconstruction of a cultural identity in order to better amalgamate the wishes and needs of everyone. These activities should be replicable in other social and geographic contexts, thus suiting the Interreg exchanges as relevantly stated in SWARE goals. Thus the Action Plans would contribute to improve the instruments of the policy makers.

Recommendation 9 - Local entrepreneurship

Local entrepreneurship should be much more involved in improving the local infrastructures for navigation, recreational tourism and, above all, for accommodation (hotels, restaurants, B&B, holiday and rural houses...). There's a need to boost the connection between the small businesses and tourism to develop the wide-area marketing campaigns on the cultural heritage of the inland waterways' area. The development of the inland waterways infrastructures should meet the commitment of the local entrepreneurs.

Recommendation 10 – Specific calls for funding

It's fundamental to influence the regional policy authorities in making specific calls for funding the inland waterways heritage as there isn't enough funding for financing and marketing the inland waterways heritage. Governing authorities should implement the legislative tools to increase the cooperation with private business companies as regards the territorial potentialities. Moreover governing authorities should promote these territorial potentialities by promoting local performance events through website, leaflets, brochures, etc. More attention should be given in providing additional "visitor key attractions" for the industrial cultural heritage.

Recommendation 11 – Aids for funding

Some activities within the SWARE project are not considered as State Aid relevant for funding as they aren't adequately market related. This means some SWARE actions can't be carried on without a specific aid from Europe. At the moment, there aren't any appropriate and sufficient legislative issues concerning the inland waterways heritage.



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The Lombard triennial and annual Operative Programme for Culture (see art. 9 of the Regional Law of 7th October 2016, n. 25 “Politiche regionali in materia culturale – Riordino Normativo”) have not at the moment a specific programme devoted to the inland waterways heritage. That’s why it would be very important to better understand how to proceed from a legislative point of view.

Recommendation 12 – European assets

National recommendations are strong if they are supported by European assets. That’s why MCM thinks an overarching (European) project is absolutely necessary to achieve effective results even in the local strategy. These recommendations should be supported by local administrative agencies in collaboration with both public and private stakeholders beyond any specific and thematic area limitations. There’s an urgent need for the integration of the local stakeholders into a centralized management system.

6 ENVISAGED SWARE MCM’S PHASE 2 ACTION PLAN ACTIVITIES

Main actions envisaged

The envisaged actions are closely linked to the outcomes of the TWG thematic working groups. Some actions have already been identified in the “Dream” phase, filtered in the “Realist” phase and planned in the “Critic” phase. The actions, so envisaged, could contribute to plan some pilot projects on a territorial scale in order to give new impulse to the territory and improve the regional and local policy instruments. The planning ideas which will come out during the dream phase will be re-examined, critically evaluated, re-worked into an operative scale.

MCM’s Action Plan is related to the following

MCM’s Pilot Action planned activities

1. Pilot Action “Ecomartesana’s Map of Community”. The voice of the territory.

Generally speaking, as regards MCM Sware territory, there will be chosen some territorial contexts of the inland waterways area as pilot projects to be carried on by the local municipalities, agencies, local associations and institutions under the supervision of MCM. One of these territorial sectors is focused along the Naviglio Martesana in collaboration with Ecomuseum Martesana as this territory coincides with an already operative network which involves many territorial actors and local stakeholders. The map will lead to the re-discovery of the tangible and intangible water heritage at the basis of the local historic identity. The map includes an innovative “living” representation of the territorial identities (residential people and new immigrants). From this



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point of view MCM wants to carry on a pilot action in order to understand the territorial changes and, at the same time, to verify the effects of this innovative kind of approach to the territory. The Lombardy Regional Operative Programme for Culture clearly has this perspective.

Location: the Municipalities and authorities of Gessate, Cernusco sul Naviglio, Gorgonzola, Bellinzago Lombardo, Inzago

Cost: c.a. euro: 45.000

Funding: Art. 37 PIC. Regional Law 7th October 2016 n. 25. Regional Policy on the reorganization of rules for Cultural Heritage. Lombardy Region.

Art. 1 (Goals)

- a) improvement and fruition of the tangibile/intangible/landscape lombard heritage.
- e) valorization and dissemination of the lombard traditions and identities in their multiform expressions;
- f) implementation of the partnership both public and private on a local scale for integrated cultural plans;
- g) promotion of the professional training of the qualified operators.
- h) promotion of the volunteers training supporting the professional operators;
- i) integration with the policy instruments related to the conservation and valorization of the territory, tourism, craftsmanship, environment, landscape, training and welfare;
- k) participation in the cultural programmes and exchanges on a regional, national, international scale.

Art. 11 (Cultural workshops).

Art. 29 (Cultural and creative industries).

Art. 37 (PIC: integrated cultural planning for culture).

Lessons learnt: MCM learnt from all partners how to collaborate in a participatory planning to be carried on together with the local community (residential people, visitors, stakeholders).

2. A correct management of the multiutilities of the towpaths and cycle tracks into close relationship with cycle and soft mobility. Within this statement MCM's DG Infrastructures will carry on a project of locating and realizing some cycle service stations and info points along Naviglio Martesana in collaboration with Ecomuseum Martesana and the operators of the area. This need comes out from the necessity to combine the technical care of the shores along the inland waterways with the bicycle lanes and pedestrians paths.

Location: all the Municipalities, authorities and local stakeholders of Ecomuseum Martesana facing Naviglio Martesana.

Cost: c.a. euri: 150.000.

Funding: MCM Department of Infrastructures. POR FESR Cultural Creative Industries.

Art. 37 PIC. Regional Law 7th October 2016 n. 25. Regional Policy on the reorganization of rules for Cultural Heritage. Lombardy Region.

Art. 1 (Goals)

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- f) implementation of the partnership both public and private on a local scale for integrated cultural plans;
- g) promotion of the professional training of the qualified operators.
- h) promotion of the volunteers training supporting the professional operators;
- k) participation in the cultural programmes and exchanges on a regional, national, international scale.

Art. 29 (Cultural and creative industries).

Art. 37 (PIC: integrated cultural planning for culture).

Art. 38 (Cultural informing systems).

Lessons learnt: MCM learnt from Pons Danubji MCM how to put into practice a concrete development of the territory starting from the bike tracks. In this specific case Pons Danubji demonstrated how to strengthen the idea of bike tourism as a fundamental and precious tool to reunite two countries (Slovakia and Hungary).

3. An articulated project of rephension of the soft navigation along Ticino River starting from Naviglio Grande (in Turbigo) to Milan and then, from Milan to Pavia through the Naviglio Pavese. Next year (1819-2019) Naviglio Pavese will celebrate its date of construction. The rephension of the navigation is strictly related to the "Idrotour" Interreg Project: Italia-Svizzera 2007-2013. Navigation from Locarno - Milano - Venezia ("LO-VE-MI"). There's a need for a study to revitalize and urge the project to its conclusion:

Location: all the Municipalities, authorities and local stakeholders of Naviglio di Pavia facing the canal, above all the town of Pavia.

Cost: c.a. euro: 60.000.

Funding: POR FESR. IDROTOUR" Interreg Project: Italia-Svizzera 2007-2013. Navigation from Locarno - Milano - Venezia ("LO-VE-MI").

Art. 37 PIC. Regional Law 7th October 2016 n. 25. Regional Policy on the reorganization of rules for Cultural Heritage. Lombardy Region.

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- h) promotion of the volunteers training supporting the professional operators;
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Art. 11 (Cultural workshops).

Art. 29 (Cultural and creative industries).



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Art. 37 (PIC: integrated cultural planning for culture).

Art. 38 (Cultural informing systems).

Lessons learnt: MCM learnt from Zuid Holland and Regio Water how to combine private and public sectors to finalize a project of tourism through a good governance both public and private. See the case study of the Port of Rotterdam.

4. The re-making of the local historic, cultural and touristic circuits along the inland waterways including people's everyday life issues and moments. Among them there should be mentioned the system of "Ville of delizia" along the Naviglio Grande from Cassinetta di Lugagnano to Cuggiono/Turbigo in collaboration with Parco della Valle del Ticino, the touristic agencies, the Municipalities, the local associations and stakeholders. There's a need for a strategical study for visiting tours:

Location: the Municipalities of Naviglio Grande (Cassinetta di Lugagnano, Robecco sul Naviglio, Cuggiono).

Cost: c.a. euro: 60.000.

Funding: Parco della Valle del Ticino. The Municipalities of Cassinetta di Lugagnano, Robecco sul Naviglio, Cuggiono. Consorzio dei Comuni del Naviglio Grande. Private touristic agencies and local stakeholders.

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- k) participation in the cultural programmes and exchanges on a regional, national, international scale.

Art. 11 (Cultural workshops).

Art. 29 (Cultural and creative industries).

Art. 37 (PIC: integrated cultural planning for culture).

Lessons learnt: MCM learnt from Zuid Holland and Regio Water how to restore villas and organize visiting tours.

5. The re-use of the rural buildings (farms) and burghs for didactic and leisure goals along the Naviglio di Bereguardo (Morimondo Abbey and its surroundings) in collaboration with Fondazione Cà Granda, Ospedale Maggiore di Milano's rural properties) as cultural itineraries and cultural attractors at the service of people's leisure and for didactic issues. There's a need for a strategical study for visiting tours and didactic itineraries with info points and rural workshops:

Location: the Municipality of Morimondo (Naviglio di Bereguardo). Parco della Valle del Ticino.

Cost: c.a. euro: 50.000.

Funding: Parco della Valle del Ticino. Fondazione Cà Granda. The Municipality of Morimondo. Lombardy Region POR FESR, Cultural Attractors.

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- i) integration with the policy instruments related to the conservation and valorization of the territory, tourism, craftsmanship, environment, landscape, training and welfare;
- j) cooperation among the different institutional levels related to the respective functions and competences in the cultural field;
- k) participation in the cultural programmes and exchanges on a regional, national, international scale.

Art. 11 (Cultural workshops).

Art. 29 (Cultural and creative industries).

Art. 37 (PIC: integrated cultural planning for culture).

Art. 38 (Cultural informing systems).

Lessons learnt: MCM learnt from Tipperary County Council how to apply a good governance to the partnership both public and private in order to restore rural buildings and build a network of good practices relating to natural setting and rural work.

6. The rephension of the project ABBEYS ROAD in partnership with Parco Agricolo Sud (Milan), Parco della Valle del Ticino (5 churches' circuit), Foundation Cà Granda (Ospedale Maggiore of Milan). The project would implement the touristic planning and contribute to the valorization of Morimondo Abbey, its cultural (religious) itineraries and the nearby old burgh of Fallavecchia by the Foundation Cà Granda (Ospedale Maggiore of Milan). The 5 churches' circuit by Parco della Valle del Ticino isn't only a religious circuit as it includes food points and cultural visits to the



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historical buildings of the area. There's a need for a strategical study for restoring rural buildings and creating a network of good practices and stakeholders references in the territory.

Location: the Municipalities of Parco Agricolo Sud (southwards Milan), above all, the east/southern areas. Morimondo and Fallavecchia (Municipalities)

Cost: c.a. euro: 80.000.

Funding: Parco Agricolo Sud Milano (MCM). Parco della Valle del Ticino and the municipalities located along the itineraries. Local stakeholders (products brand). B&B network. Farms providing Km 0 agricultural products. Touristic agencies.

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Art. 11 (Cultural workshops).

Art. 29 (Cultural and creative industries).

Art. 37 (PIC: integrated cultural planning for culture).

Lessons learnt: MCM learnt from Zuid Holland, Regio Water and Tipperary County Council how to restore buildings and create a network of rural production.

7. A project of rephension of the soft navigation along Naviglio Martesana and the restoring of Conca dell'Incoronata in Milan and along Naviglio Pavese (re-attivating Conchetta and Conca Fallata locks). Even a project of partnership with the stakeholder Museum Salterio - Officina del gusto (tasting rural local products) in Moirago along Naviglio Pavese to connect the itineraries of fruition of the rural local km "0" products. There's a need for a study for visiting tours.

Location: the Municipality of Moirago. Parco Agricolo Sud.

Cost:: c.a. euro: 50.000.

Funding: Parco della Valle del Ticino. The Municipalities of Moirago. Parco Agricolo Sud. Touristic agencies and local stakeholders.

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- i) integration with the policy instruments related to the conservation and valorization of the territory, tourism, craftsmanship, environment, landscape, training and welfare;
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Art. 11 (Cultural workshops).

Art. 29 (Cultural and creative industries).

Art. 37 (PIC: integrated cultural planning for culture).

Art. 38 (Cultural informing systems).

Lessons learnt: MCM learnt from Zuid Holland and Regio Water how to restore locks and hydraulic works and how to connect rural heritage to touristic fruition.

8. Restoration of NAVIGLIO di PADERNO. A study for a project of restoration would permit to rephend the pilot projects which have been done years ago to restore the locks and basins of Naviglio di Paderno. That would permit the boats to sail without interruptions from the Lake of Lecco to Milan through Naviglio of Paderno and Naviglio Martesana The navigation is at the moment totally interrupted because of Adda Rapids and the abandon of the Vinciane Locks along Naviglio of Paderno, thus diminishing the value of a section of territory which coincides with Ecomuseo Adda di Leonardo (Adda Valley). This valley “Forra di Paderno” is very important as next year there will be the celebration of the anniversary of Leonardo da Vinci’s death even in relationship with the great interest showed by the international community towards this part of the territory which stands for the background of the painting “The Virgin of the Rocks” by Leonardo da Vinci.

Location: the Municipalities situated along Naviglio of Paderno: Imbersago, Paderno d’Adda, Cornate d’Adda. Parco Adda Nord. (Trezzo sull’Adda).

Cost: the study for the restoration of Naviglio di Paderno is estimated: c.a. euro: 80.000.



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The organization of the visiting tours (infopoint, signposts, ecomuseum activities, multimedia tools) in Ecomuseo Adda di Leonardo's area: c.a. euro: 60.000.

Funding: Parco Adda Nord. The Municipalities situated along Naviglio di Paderno: Imbersago, Paderno d'Adda, Cornate d'Adda. Touristic agencies. Local stakeholders.

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Art. 11 (Cultural workshops).

Art. 29 (Cultural and creative industries).

Art. 37 (PIC: integrated cultural planning for culture).

Lessons learnt: MCM learnt from Tipperary County Council how to adopt special care and funding for natural settings and from Zuid Holland and Regio Water how to combine public and private partnership and sponsoring.

9. Digital Web Platform. The making of a digital web platform would permit to manage the knowledge of the territory and, at the same time, to better interpretate people's needs and expectations, local stakeholders' projects, opportunities, as well. The web platform comes out from the necessity to make public and private stakeholders speak each other and to educate them to play a unique role in the search for fundraising. That will ensure the support of a permanent working group, a sort of MCM management cabin to better respond to the public and private issues as a permanent source of information and updating. The cabin is very useful to prepare even the monitoring Sware phase which is a part of Sware project itself. In this perspective there might be a strict cooperation between MCM and Explora (a new born regional agency) for collecting touristic and marketing data. And with Foundation Cariplo, too, for registering data on environmental initiatives (Cariplo's Ubigreen Project).



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Location: all the Municipalities and authorities situated along the Lombard Navigli. Touristic agencies. Local stakeholders. Public Authorities of reference.

Cost: a study for making and managing the digital web platform, grouping studies and workshops: c.a. euro: 50.000.

Funding: Art. 37 PIC. Regional Law 7th October 2016 n. 25. Regional Policy on the reorganization of rules for Cultural Heritage. Lombardy Region.

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Art. 11 (Cultural workshops).

Art. 29 (Cultural and creative industries).

Art. 37 (PIC: integrated cultural planning for culture).

Art. 38 (Cultural informing systems).

Lessons learnt: MCM learnt from Vidzeme how to deal with communication programs and management of multimedia social tools.

10. Marketing network activity in close contact and collaboration with the local institutions, associations, trade operators and touristic agencies for the creation of a permanent Information and Interpretation Centre (beyond Sware 2 phases). This centre should be managed by a technical secretariat to supervise the scientific adherence to the initial rules and scientific quality. Basically there's an urgent need for a feed back about the technical data and the emotional responses of citizens through social websites.

Location: All the Municipalities and authorities situated along the Lombard Navigli. Milan (Metropolitan City of Milan). Touristic agencies. Local stakeholders.

Cost: a strategical study for marketing campaigns: c.a. euro 50.000.

Funding: Art. 37 PIC. Regional Law 7th October 2016 n. 25. Regional Policy on the reorganization of rules for Cultural Heritage. Lombardy Region.



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Art. 11 (Cultural workshops).

Art. 29 (Cultural and creative industries).

Art. 37 (PIC: integrated cultural planning for culture).

Art. 38 (Cultural informing systems).

Lessons learnt: MCM learnt from Zuid Holland and Regio Water how to plan a marketing campaign implying local stakeholders both public and private.

11. The drawing of an economic management plan which states mixed open/crowd forms of participation and sponsorship. In this plan there should be a clear reference to the social responsibility of enterprise and to the possibility of deducing some expenses for cultural activities from the financial charge of each stakeholder. This action could be negotiated in order to be included in the next 2021-2027 Regional POR FESR.

Location: All the Municipalities and authorities situated along the Lombard Navigli. Milan (Metropolitan City of Milan). Touristic agencies. Local stakeholders.

Cost: a strategical study for economic management plan: c.a. euro: 50.000.

Funding: Art. 37 PIC. Regional Law 7th October 2016 n. 25. Regional Policy on the reorganization of rules for Cultural Heritage. Lombardy Region.

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- f) implementation of the partnership both public and private on a local scale for integrated cultural plans;
- g) promotion of the professional training of the qualified operators.

Art. 11 (Cultural workshops).

Art. 29 (Cultural and creative industries).

Art. 37 (PIC: integrated cultural planning for culture).

Art. 38 (Cultural informing systems).

Lessons learnt: MCM learnt from Zuid Holland and Regio Water how to work in collaboration with the public authorities and the local stakeholders both public and private.

Implementation and monitoring

MCM will assure its Action Plan through the Action Plan implementation and monitoring. MCM means constantly monitoring and reporting every 6 months what is happening in the territory as a result of the envisaged actions.

6.1 Further MCM Action Plan's envisaged activities

There are other envisaged activities about:

- Re-adapting the making of the ships to the modern inland waterways navigation.
- Creation of a unique commercial “brand” (special certification) for the local products.
- Valorization of the ecological network with a particular attention to the natural/rural/productive Heritage such as the “Marcite Landscape” that is a detailed system of irrigation of the surrounding rural fields.
- Transfer of plot of lands from the Metropolitan City of Milan to public uses for water sports, cycling services, pedestrian tracks, leisure activities infrastructures and locations of events;
- Consorzio Est Ticino Villoresi. Museum of the Italian/Swiss Waters. Youth Hostel and cultural association “Centro ex dogana austriaca”.
- V’Arco Villoresi (Blue and Green Corridors) between the Lombard Rivers Ticino and Adda.
- Politecnico University in Milan. Energy Department. A project of restoring the layer waters and the surface and underground waters. Project of re-using the small water power stations. A project for increasing the heat pumps to save up costs. A project of restoring the abandoned industrial water power stations such as the historical Heat Power Station in Turbigio.
- Creation of a unique “brand” and an adequate communication plan about the production and supply chains of agricultural and local food products (consortiums, hotels, restaurants, producers, district shops) which put in evidence their products.

The products should response to precise quality standards and be regulated by a unique and shared guide lines. In this perspective it would be important to give application incentives for local district services and cultural associations and touristic operators, as well.

- Training on the technical knowledge about agriculture, housebuilding, craftsmanship.
- Start up of a digital web application (with geo-references) on water heritage.

7 ENVISAGED LOMBARDY POLICY INSTRUMENTS

Policy recommendations

The policy instrument is still a crucial objective of the thematic MCM Action Plan. All actions will be planned to achieve the policy goal while monitoring the working process through quality indicators to be defined in the course of the fieldworks. There are other emerging strategies that will be considered by MCM Strategic Plan for some little interventions.

MCM Sware Action Plan is focused on:

- LOMBARDY POLICY INSTRUMENT: FESR POR (European Regional Development Fund). DG (General Department) “Autonomy and Culture” in partnership with DG “Infrastructures, Transports, Sustainable Mobility”.
- REGIONAL LAW of 7th October 2016, n. 25 “Regional Policy for Culture - Reorganization of the policy procedures” (published in “Official Bulletin of the Italian Republic on Monday 05 June 2017) which specifically refers (art. 9) to:
 - a) Triennial Programme for Culture
 - b) Annual Operative Programme for Culture

In particular to the following articles:

Art. 19. Ecomuseums

Art. 20 Cultural Itineraries Art

Art. 22 Archives of Ethnography and Social History

Art. 35 Procedures for financial regional support

Art. 36 Beneficiaries of the regional funding

Art. 37 Integrated Plans for Culture (P.I.C.)

Art. 42 Funding for Culture

Date: Milan 31.07.2018