



Action Plan for Metropolitan City of Milan



**Città
metropolitana
di Milano**

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Sharing solutions for better regional policies

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

Reminder

The following notes and statements are exclusively meant to focus the Action plan activities.

MCM Action Plan is the result of three years of exchange of experience among the SWARE European partners come out from:

- 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.

The lessons learnt from Sware cooperation have been applied by MCM to its Action Plan and linked to the policy instruments of Lombardy Region (ROP-ERDF 2014-2020).

The lessons “learnt” from Sware Partners clearly influenced the activities of the MCM Action Plan as they contributed to focus the policy instruments of Lombardy Region to reinforce the inland waterways cultural/touristic/economical attractors.

Lead Partner

Association Regio Water (The Netherlands)

Partners

Tipperary County Council (Ireland)

Metropolitan City of Milan (Italy)

Pons Dabunji EGTC (Slovakia and Hungary)

Vidzeme Planning Region (Latvia)

The Province of Zuid-Holland (The Netherlands).

Lessons learnt by MCM from

- a) Association Regio Water (The Netherlands.) Tourism policy on a national, regional and local scale.
- b) The Province of Zuid-Holland (The Netherlands). Good governance and management model. Cooperation among different governance structures (cross-sectoral cooperation). Integration of the regional stakeholders in the existing centralized management system. Cooperation with private business boat companies.
- c) Tipperary County Council (Ireland). Multi governance issues among the stakeholders. Additional key visitor attractions in the region. Citizenship and educational activities. Engagement of volunteers.
- d) Vidzeme Planning Region (Latvia). Adaptation of the existing touristic products to the needs of tourists. Dissemination of the data. Plan of communication.
- e) Pons Dabunji EGTC (Slovakia and Hungary). Involving people to collaborate beyond their own areas. Strategic guidelines for the management of the landscape heritage. A model for a journey service.

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.

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 thematic Lombard 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 have been planned on a territorial scale in order to convince the regional and local municipalities policy makers to support the revitalization of the inland waterways heritage.

Referring Funding. Regional Policy instruments

- Lombardy Region. ROP- ERDF 2014-2020 -AXE III.B2.1
- D.G. Culture, identità e autonomie D.d.s. 30 novembre 2015 - n. 10496. Approval of the public call for Products and Integrated Services related to the valorization of the touristic, cultural and natural Attractors in Lombardy (AXE III- ROP-ERDF 2014-2020 - d.g.r. X/3665 del 5 giugno 2015).
- Lombardy Region. Regional Law 7th October 2016 n. 25: Art. 11 Cultural workshops. Art. 13 Ethnic and anthropological heritage..Art. 19. Ecomuseums. Art. 20. Cultural Itineraries. Art. 22 Ethnography and Social History "AESS". Art. 26 Educational and cultural promotion. Art. 29 Cultural and creative industries. Art. 37 PIC: integrated cultural planning for culture. Art. 38 Cultural informing systems.

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. They will be the backbone of the overarching action plan with the Sware Action Plan's resolutions. The Action Plan activities should be durable in time and continuously refreshed, readapted and re-used for further analysis and action. Doing like this, the Action Plan will ensure durability to the effects of its 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 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.



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- 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.

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;
- 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 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.

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).

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.



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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.

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 Abbatense” - 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 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 ENVISAGED SWARE MCM's PHASE 2 ACTION PLAN ACTIVITIES

Main actions envisaged

The envisaged actions are closely linked to the outcomes of the thematic Lombard 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 have been planned on a territorial scale in order to convince the regional and local municipalities policy makers to support the revitalization of the inland waterways heritage.

Referring Funding. Regional Policy instruments

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MCM Action Plan is finalized to the following actions:

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

It is a pilot project to be carried on by the local municipalities, agencies, local associations and institutions in collaboration with Ecomuseum Martesana under the supervision of MCM. The project is focused along the Naviglio Martesana and it coincides with an already operative network involving many other 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.

Lessons learnt from Sware Partners

- a) Improvement and fruition of the tangible/intangible and landscape heritage from Zuid Holland.
- b) Dissemination of the local traditions and identities in their multiform expressions from Vidzeme.
- c) Implementation of the partnership both public and private on a local scale for integrated cultural and touristic plans from Zuid Holland and Tipperary County.
- d) Promotion of the volunteers training from Vidzeme and Pons Danubji.
- e) Participatory planning together with the local community from Vidzeme and Pons Danubji.

2. A correct management of the multiutilities of the towpaths and cycle tracks in close relationship with 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 the Naviglio Martesana in collaboration with Ecomuseum Martesana and the stakeholders 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.

Lessons learnt from Sware Partners

- a) How to put into practice a concrete development of the territory starting from the bike tracks from Pons Danubji.
- b) Strengthen the idea of bike tourism as a fundamental and precious tool to re-unite two countries from Pons Danubji (Slovakia and Hungary).
- c) Improvement and fruition of the landscape heritage from Regio Water, Zuid Holland and Tipperary County.
- d) Promotion of the creativeness, innovation, research, business activities from Zuid Holland.

3. The enhancement of historic, cultural and architectural heritage and of the public and touristic use related to the regional inland waterways system through:

a) 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 and the nearby old burgh of Fallavecchia.

b) The re-making of the local historic, cultural and touristic circuits and traditions along the inland waterways including the system of "Ville di delizia" along the Naviglio Grande from Cassinetta di Lugagnano to Cuggiono/Turbigo in collaboration with Parco della Valle del Ticino, the touristic agencies, the Consortium of the Municipalities of Naviglio Grande, the local associations and stakeholders.

c) 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 as cultural itineraries and attractors at the service of people's leisure and for didactic issues.

Lessons learnt from Sware Partners

- a) How to combine private and public sectors to finalize a project of tourism through a good governance both public and private from Zuid Holland.
- b) Improvement and fruition of the landscape heritage from Regio Water, Zuid Holland and Tipperary County.
- c) Implementation of the partnership both public and private on a local scale for integrated cultural plans from Zuid Holland and Tipperary County.
- d) Participation in the cultural programmes and exchanges on a local scale from Regio Water.
- e) Creation of a network of good practices and stakeholders references in the territory from Zuid Holland.
- f) Promotion of the creativeness, innovation, research, business activities from Zuid Holland.
- g) Valorization and dissemination of the traditions and territorial identities in their multiform expressions by Vidzeme;
- h) How to apply a good governance to the partnership both public and private in order to restore rural buildings from Regio Water.
- i) How to plan a marketing campaign implying local stakeholders both public and private from Zuid Holland and Vidzeme

4. A project of rephension of the soft navigation along Naviglio Martesana in collaboration with Ecomuseum Martesana.

Lessons learnt

- a) Promotion of the creativeness, innovation, research, business activities from Tipperary County.
- b) Implementation of the partnership both public and private on a local scale for integrated cultural plans from Zuid Holland.
- c) Integration with the policy instruments related to the conservation and valorization of the territory, of environmental tourism and welfare from Pons Danubj, Zuid Holland and Regio Water.

- d) Cooperation among the different institutional levels related to the respective functions and competences from Zuid Holland and Regio Water.
- e) How to restore locks and hydraulic works from Regio Water and Zuid Holland.

5. Restoration of Naviglio di Paderno. A study for a project of restoration would permit to rephend the pilot projects to restore the Vinciane locks of Naviglio di Paderno in collaboration with Parco Adda Nord and Ecomuseo Adda di Leonardo.

Lessons learnt

- a) Integration with the policy instruments related to the conservation and valorization of the territory, tourism and landscape from Pons Danubji.
- b) Cooperation among the different institutional levels in the cultural programmes and exchanges on a local and regional scale from Zuid Holland and Regio Water.
- c) How to adopt special care and funding for natural settings from Tipperary County.
- d) How to combine public and private partnership and sponsorship from Zuid Holland and Regio Water.

6. For the MCM inland waterways needs of visibility, networking and economic management

a) Digital Web Platform and Marketing network activity in collaboration with the local institutions, associations, trade operators and touristic agencies, with Explora (a new born regional agency) and Foundation Cariplo (Cariplo's Ubigreen Project). The 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.

b) Marketing network activity in collaboration with the local institutions, associations, trade operators and touristic agencies for the creation of a permanent Information and Interpretation Centre.

c) The drawing of an economic management plan which states mixed open/crowd forms of participation and sponsorship with 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.

Lessons learnt from Sware partners:

- a) Dissemination of the regional traditions and identities from Vidzeme.
- b) implementation of the partnership both public and private on a local scale for integrated cultural plans from Zuid Holland and Tipperary County.
- c) Promotion of the professional training of qualified operators from Vidzeme.
- d) Cooperation among the different institutional levels related to the respective functions and competences from Zuid Holland and Vidzeme.
- e) Participation in the cultural programmes and exchanges on a regional and local scale from Tipperary and Regio Water.
- f) How to plan a marketing campaign implying local stakeholders both public and private from Zuid Holland.

Monitoring

The development of MCM Action Plan will be monitored by MCM every 6 months' time.

6 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: ROP-ERDF 2014-2020 – managed by 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, 30.09.2018

**Economic Development, Social,
Transports and Tourism Department**

The Director

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Oggetto : Comunicazione parere in merito al contributo del progetto SWARE al cambiamento dello strumento di Policy regionale.

Facendo seguito all'incontro tenutosi presso Palazzo Lombardia venerdì 18/01/2019, si comunica il parere della Direzione scrivente in merito al contributo del progetto SWARE al cambiamento dello strumento di Policy regionale identificato nell'Azione di cui all'Asse III – 3b.2.1 del POR FESR 2014-2020.

I risultati della 1^a fase di attività del progetto SWARE, in particolare lo scambio di buone pratiche avvenuto con gli altri partners, nonché gli incontri realizzati nell'ambito del Regional Stakeholder Institutional Group, ai quali Regione Lombardia, DG Autonomia e Cultura, ha partecipato attivamente con un proprio rappresentante delegato, hanno generato positive ricadute nella gestione dell'Azione sopra richiamata, che è gestita direttamente dalla Struttura Patrimonio e imprese culturali di questa DG, nonché sulle riflessioni che la responsabile dell'Azione, Dirigente della Struttura citata e una tra i Responsabili dell'Asse III del POR FESR ha esplicitamente riportato al Nucleo attivato per la predisposizione dei bandi connessi all'Azione stessa.

Tale cambiamento nell'orientamento della policy regionale è avvenuto grazie alla condivisione del metodo di lavoro, integrato e partecipativo, sviluppato con il progetto SWARE, metodo che ha permesso di traslare alcuni importanti elementi di innovazione nell'ambito dei meccanismi attuativi dell'Azione III.3.b.2.1.

In particolare è stato richiesto ai soggetti beneficiari di presentare Progetti integrati che mettessero in comunicazione soggetti del settore culturale e creativo con soggetti del settore turistico e commerciale, per lo sviluppo di prodotti e servizi che sinergicamente convergessero su obiettivi condivisi di valorizzazione territoriale a base culturale.



Tale sollecitazione ha avuto anche effetti positivi sulla identificazione delle tipologie di "attrattori" identificati per la convergenza delle azioni di valorizzazione previste. In particolare nel secondo bando relativo all'Azione, sono state individuate, tra le quattro famiglie di attrattori proposti, ben due tipologie coerenti con i contenuti e le evidenze del percorso attuativo del progetto SWARE. Si fa qui riferimento agli attrattori "Patrimonio immateriale" e "Itinerari culturali", che hanno voluto esplicitamente trovare le connessioni nel percorso di costituzione dell'ecomuseo Martesana e nella valorizzazione dell'itinerario culturale che si va sviluppando intorno all'asta dello stesso naviglio.

Le risorse finanziarie, messe a disposizione per il bando di cui si parla nel paragrafo sopra riportato, complessivamente ammontano a 5 milioni di euro, di cui 4 indirizzati agli attori culturali/creativi e uno agli attori turistico/commerciali; si può affermare che, trattandosi di 4 famiglie di attrattori, l'ammontare interessato direttamente al cambiamento di registro operato in assonanza con il progetto SWARE sia al momento di circa 3 meuro.

Questo è solo un primo risultato, perché il bando è ancora in corso e solo a inizio febbraio saranno pubblicate le graduatorie definitive per il finanziamento dei progetti integrati valutati ammissibili. Molto probabilmente tale cambiamento di policy potrà riguardare in modo più efficace i prossimi passaggi attuativi, laddove i prossimi bandi collegati all'Azione III.3.b.2.1. è previsto che si sviluppino in sinergia con i Piani integrati della cultura: nuovo strumento di programmazione proposta dalla DG Autonomia e cultura nell'ambito della legge regionale di riordino in materia culturale.

Cordiali saluti.

LA DIRIGENTE

BENEDETTA SEVI



English summary of the Letter of intent of DG Culture

Objective: communication of the evaluation regarding the contribution of the project SWARE to the changes in the regional Policy Instrument- ROP ERDF 2014-2020.

Following the meeting held at Lombardy Building venue on Friday 18/01/2019, here find the consideration of the writing General Direction regarding the contribution of the project SWARE to the changes in the regional Policy Instrument - the ROP ERDF 2014-2020 as identified in the Axis III. 3b.2.1. Action.

The Axis III.3b.2.1. Action is managed directly by the Heritage and Cultural Enterprises Department of this DG.

The 1st phase activity results of the project SWARE, and specifically the exchange of good practices with the other partners, as well as the meetings made within the Regional Stakeholder Institutional Group, to which the Lombardy Region, DG Autonomy and Culture, participated actively with a delegated representative, generated positive impact both in the management of the above mentioned Action and in the decisions that have been taken while preparing the related calls.

Such change in the Regional Policy instrument orientation has happened thanks to the sharing of the integrated and participated work method, developed with the project SWARE, method that has allowed to transfer some important innovation elements in carrying out the Axis III.3.b.2.1. Action.

Particularly to the beneficiaries have been requested to introduce integrated projects that put into communication subjects coming from the cultural and creative sector with subjects from the tourist and commercial sectors, to develop products and services that would synergistically converge on shared objectives of cultural exploitation of the territories.

This solicitation also had positive effects on the identification of the types of "attractors" needed for the convergence of the foreseen exploitation actions. Particularly in the second Call for proposals of the Action, two types of attractors were identified in coherence with the contents and the evidence of the SWARE project out of the four families of attractors proposed.

They were the "Intangible Heritage" and the "Cultural Itineraries" attractors, that explicitly have some connections between the process of setting up the Martesana Ecomuseum and the development of the cultural itineraries along the Martesana canal.

The financial resources made available for the mentioned Call amount to 5 million euros, out of which 4 addressed to cultural / creative actors and one to tourism / commercial actors; it can be affirmed that, considering 4 families of attractors, the amount directly involved in the change operated in the SWARE project direction is currently about 3 m. euro.

This is only a first result, because the Call is still ongoing and only at the beginning of February the final rankings will be published for the financing of the eligible integrated projects.

Most probably, that change in the policy instrument will influence more effectively the next implementation steps, when the next calls related to the Axis III.3.b.2.1. Action are expected to be developed in synergy with the integrated culture plans.

These plans are the new planning tools proposed by the DG Autonomy and Culture within the regional law of reorganization in cultural matters.

Best regards

BENEDETTA SEVI