

FINCH REGIONAL ACTION PLAN

for Regione Piemonte



FINCH
Interreg Europe

**Financing impact on regional development
of cultural heritage valorisation**





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Part I – General information

Project: **FINCH - Financing impact on regional development of cultural heritage valorisation (PGI05046)**

Partner organisation(s) concerned: **LP - Regione Piemonte**

Country: **Italy**

NUTS2 region: **Piemonte**

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Project Lead Partner	Regione Piemonte, Italy
Advisory Partner	University of Turin, Italy
Project Partners	Investment Bank Saxony-Anhalt, Germany Lodzkie Voivodship, Poland Regional Development Agency South-West Oltenia, Romania Regional Council of South Ostrobothnia, Finland Thessaly Region, Greece
Regione Piemonte Stakeholders Group members	Compagnia di San Paolo Consulta per la Valorizzazione dei Beni Artistici e Culturali di Torino FAI - Fondo Ambiente Italiano Fondazione Museo delle Antichità Egizie di Torino Fondazione Fitzcarraldo Fondazione CRT Fondazione Cassa di Risparmio di Biella Fondazione Cassa di Risparmio di Cuneo Fondazione Cassa di Risparmio di Vercelli
Project web page	www.interregeurope.eu/finch





Part II – Policy context

The Action Plan aims to impact: Investment for Growth and Jobs programme
European Territorial Cooperation programme
X Other regional development policy instrument

Name of the policy instrument(s) addressed: **Regional Strategy for Sustainable Development**

Shaping and sharing a policy framework for sustainable development

The 2030 Agenda for Sustainable Development, adopted by all United Nations Member States in 2015 is an action programme for people, the planet and prosperity. Signed on 25 September 2015 and approved by the UN General Assembly, the Agenda sets out 17 Sustainable Development Goals - articulated in 169 Targets - to be achieved in the environmental, economic, social and institutional domains by 2030. Every Country on the planet is expected to contribute to addressing these major challenges towards a sustainable path by developing its own National Strategy for Sustainable Development.¹

This unique Agenda fully reflects the European values of social justice, democratic governance and the social market economy, as well as environmental protection. The European Commission has also put the Sustainable Development Goals at the heart of its external action and has aligned all development activities of the European institutions and of its Member States so as to guide them in the final definition of their strategic objectives.

Accordingly, in 2017, in Italy it has been approved the National Sustainable Development Strategy 2017 - 2030² (hereinafter NSDS), the instrument that “defines the national reference framework for planning, programming and evaluation processes at environmental and territorial level to implement the sustainable development goals set by the United Nations Agenda 2030” whose proposed actions and operational instruments must also be reconciled with present binding objectives at EU level.

The NSDS is based on a multidimensional method to overcome economic, environmental and social inequalities and thus pursue sustainable, balanced and inclusive development. This approach implies a wide range of instruments, including budgetary policies and structural reforms.

The Strategy proposal was defined through dialogue and a consultation process involving universities, research institutes and scientific bodies and associations. The Strategy also identifies public policies and legislative measures - defined as “key instruments” - that are needed to achieve its goals.

The methodological approach to the elaboration of the NSDS builds on the shared concept of sustainability as the development model to be achieved as well as on the involvement of all relevant actors. The identified structure of the strategy originates from this vision. The elaboration

1 UN General Assembly, Transforming our world : the 2030 Agenda for Sustainable Development, 21 October 2015, A/RES/70/1, available at: <https://sdgs.un.org/2030agenda>

2 Interministerial Committee for Economic Programming, Italy (CIPE) Resolution no. 108/2017, in accordance with the provisions of Law 221/2015. It represents an update of the former Environmental action strategy for sustainable development (2002-2010)

The NSDS is available (in English) at: <https://sustainabledevelopment.un.org/content/documents/16341Italy.pdf>



of the Strategy was based, indeed, on a participatory process that focused on three main and subsequent objectives:

- drawing up a “Positioning of Italy” document (national reference context), an assessment in terms of Italian performances vis-à-vis the 2030 Agenda’s 17 SDGs and their 169 targets;
- identification of strengths and weaknesses on which to build national objectives/priorities to be pursued; Transforming our world: the 2030 Agenda for Sustainable Development
- elaboration of national strategic choices organized around the 5 areas of the 2030 Agenda and recalling the deep interconnection between economic dynamics, social growth and environmental quality – namely, the three pillars of sustainable development:
 - People: fighting poverty and social exclusion and promoting health and well-being to ensure human capital development
 - Planet: ensuring sustainable management of natural resources, countering biodiversity loss, and protecting environmental and cultural assets
 - Prosperity: affirming sustainable models of production and consumption, guaranteeing decent employment and training.
 - Peace: promoting a non-violent and inclusive society without discrimination. Fighting illegality
 - Partnership: taking integrated actions in the several areas involved.

Italy’s legal system allows local authorities to be an integral part of Italian development cooperation and play an active role in its definition and implementation. Accordingly, given the importance of declining the SDGs on a local scale and provided that some of the areas of competence and responsibilities rely not only on the central administration, the Government – starting in 2018 – published call for tenders inviting the submission of expressions of interest to conclude partnership agreements with regional authorities, the autonomous provinces and the metropolitan cities in order to devise sustainable development strategies at the regional, provincial and local levels.



"We commit ourselves to working tirelessly for the full implementation of this Agenda by 2030. We recognize that eradicating poverty in all its forms and dimensions, including extreme poverty, is the greatest global challenge and an indispensable requirement for sustainable development. We are committed to achieving sustainable development in its three dimensions – economic, social and environmental – in a balanced and integrated manner."

Resolution 70/1 of the United Nations General Assembly, adopted on 25 September 2015
«Transforming our world: the 2030 Agenda for Sustainable Development»



Piemonte: towards a sustainable present

In line with previous regional sustainable actions³ and following the call for tenders launched by the Italian Government, in 2018 Regione Piemonte started the process⁴ of building its Regional Strategy for Sustainable Development (hereinafter SRSvS), the operational tool used to define regional policies, programs and interventions in order to include the goals of the UN 2030 Agenda in its regional policies and in line with the National agreements provisions that set 3 interrelated areas of action structured according to:

- the governance, integrating the institutional system with the territorial one, with the involvement of key stakeholders
- a broad involvement of civil society, right from the start of the process
- definition and monitoring of the strategy, including the construction of reference frameworks for the programming cycle of the 2021-2027 cohesion policy and for the evaluation of policies at territorial level.

The SRSvS sets objectives, methods and tools for building and orienting policies in the 2021-2027 regional programming period in order to ensure a sustainable development transition - from the ecological, social and economic point of view. In this process, principles and criteria of Circular Economy have been taken as a key reference and taken into account as a horizontal principle within the Strategy.

The implementation of Regione Piemonte's SRSvS – that should be definitively approved by the end of 2021 – involved all Regional Directorates and a plurality of local public and private subjects – under the supervision of the regional Directorate for Environment, Energy and Land. At national level is supported by the Ministry of Ecological Transition (previously Ministry for Environment, Land and Sea Protection) with particular reference to the project *CREAMO PA - Competences and Networks for Environmental Integration and Improvement of the Public Administrations*. The dedicated Work Package “Implementation and Monitoring of 2030 Agenda” has been structured with the following thematic areas:

- Preparatory Action: involvement of PA bodies and civil society, both at regional and national level, in order to present the national and international reference framework within which



3 Regione Piemonte Resolution no. 24-5295 of July, 3rd 2017 relevant to the implementation of the Regional Strategy on Climate Change available (in Italian) at:
http://www.regione.piemonte.it/governo/bollettino/abbonati/2017/29/attach/dgr_05295_930_03072017.pdf

4 Regione Piemonte Resolution no. 3-7576 of September, 28th 2018, available (in Italian) at:
http://www.regione.piemonte.it/governo/bollettino/abbonati/2018/42/attach/dgr_07576_1050_28092018.pdf



the WP initiatives are to be developed.

- Involvement of Central Institutions: information activities for PA bodies and civil society, at national level, on progress of implementation and monitoring of 2030 Agenda at local level
- Involvement of Regional Institutions: support schemes for regions and metropolitan cities in drawing up their own Sustainable Development Strategy
- Monitoring and Reporting: preparation of technical documents to outline the evolution of implementation of 2030 Agenda
- Dissemination and Awareness-Raising: organisation of a final conference to disseminate the results of the Working Package.

Regione Piemonte SRSvS structure is outlined as it follows:

- introduced by a supporting "vision" and "mission" that Piedmont gives itself to guide its policies and actions to achieve a "change of step" and relaunch its territories in a sustainable / circular / innovative perspective;
- endowed with a context analysis in which the aforesaid vision and mission will be implemented
- organized into 7 Strategic Macro Areas – detailed into 27 priorities – target of Piedmont sustainable development conversion (that are)
- supported by 5 cross-cutting areas of intervention to be enhanced and strengthened - in accordance with SRSvS objectives - introducing and promoting new tools and innovative processes (e.g. improving Public Administration modernization and strengthening effectiveness and efficiency of public spending)
- completed with an indication of how the SRSvS will address resources - regional and structural funds - in accordance with EU strategic axes (is important to remark that the SRSvS is a guiding policy instrument that does not include a budget or allocate funding)



Part III – Details of the actions envisaged

ACTION 1: Boosting PPP into the Regional Strategy for Sustainable Development

1 Relevance to the project

The inspiration behind Regione Piemonte's actions is mainly connected to the "Living document on financial instruments and regulatory frameworks for the introduction of partnership with private sector" (hereinafter Living Document), a guide⁵ directed and governed at central level by Finch Advisory partner, University of Torino, that has been nourished by FINCH partnership contributions for the enhancement and step-by-step upgrade of skills; it has been constantly updated, after jointly discussing main obstacles and challenges in implementing financial instruments and building linkages among actors operating in cultural heritage and financiers, faced by institutions involved in FINCH Project.

FINCH project collaboration started by the assumption that investments in cultural heritage - as part of a territorial strategy - should contribute both to the development of endogenous potential and to the promotion of social inclusion and quality of life. Anyway the availability of financial resources to do so is often insufficient. Public institutions have tried to interrupt this trend introducing different instruments for increasing private sector participation in the cultural heritage protection and valorisation (like Public-Private Partnerships) that have been detailed in "Living Document".

Nonetheless, different Good Practices⁶ shared and peer reviewed among FINCH partnership focused on elements that have stimulated the discussion on a potential application of the PPP in the cultural heritage field under various aspects such as:

- the involvement of private actors (i.e. NGO'S, cultural associations...) in the maintenance of public cultural built assets and in managing the related services (as in PP4's GP [*Public sector and NGO's cooperating for valorisation of the Cultural Park "Town of Weavers"*](#))
- the inclusion of private actors (i.e. private companies, foundations...) in financing restoration of archaeological sites (as in PP8's GP [*Restoration of the First Ancient Theater of Larissa*](#))
- renovation and refurbishment of a private buildings intended to be used for cultural services open to citizens in favor of the public authority (as in PP7's GP [*Kalevan Navetta – Multiple-Stakeholder-Partnership \(MSP\) for Creating an Arts & Culture Centre*](#))
- private actors and public authorities collaborating to create a multi- stakeholder cooperation for the achievement of a common goal related to the cultural heritage (as in the LP's GP [*Public and Private Partnership to support regional strategic cultural assets' management*](#) and in PP3's GP [*Gardendreams-Historical Parks in Saxony-Anhalt: Marketing Network/private and public cooperation*](#))

⁵ "Living Document" is available on FINCH website at <https://www.interregeurope.eu/finch/library/>

⁶ FINCH Good Practices are available on FINCH website at <https://www.interregeurope.eu/finch/good-practices/>



2 Nature of the action

Piedmont is rich of a wide (natural and) Cultural Heritage, that wisely protected and valorised can contribute even more to the regional territory development, creating wealth and improving conditions and welfare of local communities. Regione Piemonte FINCH Project Team – willing to support local Cultural Heritage valorisation with FINCH interregional learning activity – started an exchange with SRSvS responsible parties in order to contribute to the document drafting and include FINCH aims and objectives into the Strategy. As a result, FINCH Project it has been included and mentioned in the SRSvS as a booster for the development of Public-Private Partnerships (pages 98 and 99).

FINCH Project Team individuated a specific Strategic Macro Areas within the SRSvS – Protect Cultural & Environmental Heritage and Territories Resilience – that could embrace the lessons learned emerged by FINCH Cooperation, with particular reference to the Priority dedicated to the “Valorization of cultural and environmental heritage”.

Accordingly FINCH Team - thanks to the increased conceptual awareness gained throughout the participation and exchanges occurred within FINCH Project participation - proposed to include into the SRSvS a reference to:

- recently launched European Commission initiatives in which Culture and Cultural Heritage have a strong catalyst role in the development of an increasingly sustainable and inclusive Europe (e.g New European Bauhaus⁷ and European Cultural Heritage Green Paper - “Putting Europe’s shared heritage at the heart of the European Green Deal”⁸)
- promotion of innovative and sustainable financing models involving both public and private actors to face decreasing availability of public resources destined to (onerous) conservation and valorisation of cultural built heritage
- Public Private Partnership, as powerful tool to improve urban quality (also in relation to efficient re-use of dismissed spaces to be addressed also to cultural activities or other services accessible to the community) and enhance management of built heritage owned by Regione Piemonte

3 Stakeholders involved

Regione Piemonte

4 Timeframe

The Action started in December 2020 and will end with the final approval of the SRSvS, that should be achieved by the end of 2021

5 Costs N/A

6 Funding sources N/A

⁷ Details on this Initiative are available at: https://europa.eu/new-european-bauhaus/about/about-initiative_en

⁸ <https://www.europanostra.org/putting-europes-shared-heritage-at-the-heart-of-the-european-green-deal/>



ACTION 2: Strengthening PPP skills to support Cultural Heritage valorisation

1 Relevance to the project

The link between this action and the Interreg Europe Project FINCH is also based on previous action “relevance to the project” description with particular reference to the discussion - supported by the Living Document and widely discussed within the partnership - of adopting the Public Private Partnership (hereinafter PPP) to support the protection and the valorisation of cultural heritage with the involvement of multiple actors both in the public, and private, and non-governmental-sectors to carry out the conservation and to sustain the place.⁹

2 Nature of the action

As underlined in the Living Document, PPP has a wide definition not limited to a specific definition in law: in simple words, PPP it is an arrangement between a public authority and a private partner through which the parties - sharing risks, responsibilities and rewards - contribute in the delivery of e.g. public services and infrastructure. PPP includes variegated and heterogeneous set of different contracts, many of them defined at National level, within which subjects can find different roles and functions.

European Commission’s policy has been encouraging the use of Public-Private Partnerships¹⁰ as a potentially effective means of delivering projects: when properly prepared, PPP projects can provide significant benefits to the public sector. However the Living Document clearly reported as potential risk that may lead to an inadequate implementation of PPP the “lack of appropriate strategies for the use of PPPs within an overall investment policy, and of adequate PPP laws and standard contracts, together with the **lack of appropriate administrative capability**”.

Fully aware that in Italian Public Administrations the use of PPP is still underdeveloped and limited to some economic sectors (i.e. health or infrastructures); furthermore PPP techniques, which require multidisciplinary skills in legal, economic, financial sector, do need a consolidate expertise.

To overcome these obstacles, Finch Project Team supported by

- Project shared learning activity
- FINCH Regional Stakeholder competences
- inclusion of PPP into Regional Strategy for Sustainable Development, with particular reference to the Cultural Heritage area (see Action 1)

intends developing a shared culture of public-private partnership, favouring its diffusion and paying particular attention to the creation of specialized know-how for Regional officers focusing on PPP as tool to be used by Public Administrations to transform dismissed public assets through private actors involvement so to respond to (social and) cultural purposes strictly connected to the territory in which these assets are located.

⁹ World Bank, A Framework for Disclosure in Public-Private Partnership Projects, 2016

¹⁰ EU Commission, Green Paper on the modernisation of EU public procurement policy Towards a more efficient European Procurement Market, 27 January 2011, COM(2011) 15 final.
Available at: <https://eur-lex.europa.eu/legal-content/en/TXT/?uri=CELEX%3A52011DC0015>



This in-depth support activity of capacity-building will be designed in order to provide those additional skills necessary to leverage new approaches in regional policy instruments addressed to cultural and environmental heritage valorization in line with FINCH cooperation activity.

Beneficiaries:

- regional officers and managers involved in the care and enhancement of the cultural and environmental heritage and in the promotion of the resilience of the territories; 5 regional Directorates have been individuated as potential beneficiaries:
- Financial Resources and Real assets
- Culture and Trade
- Coordination of European Policies and Funds – Tourism and Sport
- Environment, Energy and Territory
- Public works, Soil defence, Civil protection, Transports and logistics;
- officers and managers working for Regione Piemonte instrumental agencies dedicated to cultural and environmental issues

Main contents:

- enhancement of current management models;
- “bottom up” cultural heritage successful experiences: characteristics, strengths, opportunities and weaknesses
- in-depth analysis of the new regulatory instruments for the management of cultural heritage
- analysis of potential public administration partners: hybrid organizations, private companies, Third sector partnerships, associations, social enterprises, cooperatives, etc.
- Code of the Third Sector and tools for cooperation with the PA

Methodology:

- cycle of webinars, as a temporary substitute for physical meetings – due to Covid 19 restrictions
- multidisciplinary training approach aiming at providing participants with innovative tools, especially PPPs management models, through knowledge transfer and presentation of concrete cases (at regional or national level)
- release of an operational "handbook" on PPP summarising the indications emerged during the meetings and including a set of indicators for ex-ante, ongoing and ex-post evaluations relevant to the different forms of public-private partnership instruments

3 **Stakeholders involved** *(please indicate the organisations in the region who are involved in the implementation of the action1 and explain their role)*

The Regional Stakeholder involved is Fondazione Fitzcarraldo, an independent foundation for planning, research, training and documentation on cultural, arts and media management, economics and policies, at the service of those who create, practise, take part in, produce, promote and support the arts and culture. The Foundation aims to contribute to the development, diffusion and promotion of innovation and experimentation in the aforesaid fields of activity, also through the systematic search for collaboration agreements and synergies with local, regional, national and international authorities and bodies. Since 1993 Fitzcarraldo has been holding



training courses and professional development programmes, conferences and international projects focused on project management, strategic planning, marketing and fundraising, audience development.

Since 2006, Fondazione Fitzcarraldo promotes “ArtLab”, an inspiring and powerful, independent platform dedicated to innovating policies, programmes and practices in and through arts and culture.

Finally Fondazione Fitzcarraldo is also part of the Cultural Observatory of Piedmont (hereinafter OCP): it was established in 1998 on the basis of a Memorandum of Understanding which involves Regione Piemonte, the Municipality of Turin, the two bank foundations Compagnia di San Paolo and CRT Foundation, IRES - Economic and Social Research Institute of Piedmont, the Chamber of Commerce of Turin, the Italian General Association of Performing Arts and – as anticipated – Fondazione Fitzcarraldo. The OCP develops and tracks observatory activities through the creation of databases on performances promoted and implemented in the regional territory, gathering local, statistical data and information on the cultural sector. Moreover, OCP carries out scientific activities such as data processing, analysis, research and impact assessment.

Yet this action may also see contribution and experiences shared by FINCH Kindred Projects¹¹: these are European projects and initiatives that share FINCH efforts related to the conservation, valorisation, management and exploitation of cultural heritage with the involvement of private actors and the use of financial instruments.

4 Timeframe

Action 2 will be designed and provided throughout FINCH Second Phase

5 Costs

For this activity is estimated that a total amount of 10.000,00 euro will be required

6 Funding sources

Thanks to the inclusion of FINCH and PPP in the SRSvS, the training activity aforementioned will be financed by regional funds assigned for personnel training activity in line with the Regional Law n° 23/2008 related to the “Discipline of the organization of regional offices and provisions concerning management and staff” and the "Piedmont Regional Guidelines for staff training” with particular reference to the “Objective Training” meant to satisfy specialized needs, immediately attributable to skills improvement (ie evolution of legislation, simplification of procedures).

11 Further details on FINCH Kindred Projects are available at: <https://www.interregeurope.eu/finch/kindred-projects/>





www.interregeurope.eu/finch