



European Union
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State of the Art of

Area of Metropolitan City of Milan

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**Città
metropolitana
di Milano**

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1. Introduction

The challenge is to gather the different public and private stakeholders around the same table in order to create a new sustainable social and economic development of the Milanese metropolitan area based on its rich water system throughout an ideal tourist itinerary able to integrate the wish to experiment a trip around inland waterways system and in particular its along historical ancient canals, not only discovering by walk, bicycle and an integrated transport system, local historical buildings, traditions and typical products in a sustainable way, but also disclosing the potential of creative and innovative Micro and Small Medium Enterprises (MSME) which are currently active or that will be born in this extremely rich territory.

The Metropolitan City of Milan aims at:

- to capitalize and exchange know-how among the partners;
- to build an information system dedicated to the best practices of the Milanese metropolitan water system, especially of historic canals;
- to create and maintain a permanent network for monitoring and evaluation the entire waterways ecosystem.

The Metropolitan City of Milan works for:

- identification of existing experience and research;
- adapt the know-how and methods, distinguishing what is universally applicable from
- the aspects valid at a given location or within a specific area or region;
- model this know-how so that it can then be readily transferred into the policy instrument concerning the metropolitan waterways system and in particular of Navigli system;
- transfer this know how to other European partners in order to improve the development of the tourism potential of the watercrossed areas.

The Metropolitan City of Milan's expected results

- to improve the network infrastructure of the Navigli system;

- to promote the cultural heritage of the Navigli system;
- to incentivate the development of local entrepreneurship (culture and creative industries and green jobs).

1.1. Methodology

MCM just started asking the stakeholders of the territory for sending their best practices and details of their action and initiatives. MCM, after a deep survey of them, chose 10 stakeholders which, in MCM' opinion, seemed to be the most operative and functional to SWARE goals. Among them MCM chose just 5 case study in relationship to their institutional and operative function such as in the workfield of projecting capacity and action ability to operate on territory. The case study, inserted in the State of Art, have been attentively examined by MCM.

The difficulties derive from a lack of coordination among the public authorities operating on the same theme.

The regional context

2.1. The geo-institutional context

Situated in the North of Italy, in the heart of Europe between the mountain range of the Alps and the flow of the Po river, Lombardy represents a bridge to the Mediterranean. It is located in a strategic position, along the main route linking eastern and western Europe. A population of nearly 10 million inhabitants, distributed over an area of approx. 24,000 square kilometres, makes this region in many ways similar to a nation in its own right.

AREA (sq. Km):

Italy	302.072,9
Lombardy	23.863,7
Milan	1.575,7

A dynamic and competitive land, thanks to its fortunate geographical setting and the initiative of its inhabitants, it stands out as a privileged interlocutor on 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.



For population, it is the 3rd most populated region in Europe after Île-de-France and Baden-Württemberg. Lombardy lies exactly at the intersection of the axis that links the Atlantic Ocean with eastern and northern Europe with the Mediterranean region. Besides the Alps and the Padana Plain, the region is also graced by beautiful lakes, such as Lake Garda, Lake Maggiore and Lake Como.

Inhabitants	Total	Men	Women
Italy	60.782.668	29.484.564	31.298.104
Lombardy	9.973.397	4.866.278	5.107.119
Milan	3.176.180	1.533.531	1.642.649

2.1.1 About the territory

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. Part of the region is constituted by moraine. The Po Valley extends in the southern Lombardy while the northern areas are covered by the Alps, whose highest peak is Pizzo Zupò in the Bernina Massif (3,996 mt. high). The Alp chain is characterized by the presence of lakes of glacial origins such as the Lake Garda, the widest Italian lake, that stretches partially over the Lombardy territory. The region is crossed by the longest Italian watercourse, River Po. Other relevant rivers are Adda, Oglio and Ticino. This region has many national and regional parks. A part of the Stelvio National Park, the largest in Europe, lies within Lombardia. The territory of Milan contains six regional natural parks: Parco Adda Nord, Parco Agricolo Sud Milano, Parco delle Groane, Parco Nord Milano, Parco della Valle del Lambro and the Parco Lombardo della Valle del Ticino. Half the Province of Milan is agricultural and flood plain, and most of it is protected by natural reserves. Each of these habitats features a variety of natural, country and architectural landscapes of great interest. The non-urbanised area of the province, including agricultural, natural and water areas, is today protected thanks to Regional Parks & PLIS (Parks of supra -municipal interest).

Surface Kmq 23,863

Mountain	40.5%
Hill	12.4%
Plain	47.1%

Lombardy Region is divided into 11 provinces and the Metropolitan City of Milan (Province of Milan until 31 December 2014) and 1547 municipalities. The Municipality of Milan is the capital of Lombardy. The metropolitan area is the 5th biggest in Europe for population and the 4th for level of urbanization. A dynamic and competitive reality that, thanks to its geographic position and the resourcefulness of its inhabitants, is a privileged actor in the international market.

2.1.2 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 thousand registered cultural assets: An artistic-cultural heritage of great value, which during 2015 attracted over 37 million tourists and visitors, about half of which were foreign.

2.1.3 About economic system

A series of indicators proves the vitality of the Lombard economic system: the gross domestic product (GDP) represents not less than 20% of the national value. Lombardia is the seat of the Italian Stock Exchange, one of the most important European financial centres, and accommodates the largest trade fair site in southern Europe, with an area of over 2 million square metres. The reliability of the Lombardia economic system is endorsed by the Moody agency report, which conferred a very high rating (Aa1) on the region.

The privileged geographic position and the entrepreneurial inclination of its people have allowed Lombardia 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 in 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', Lombardia has addressed the challenges of modernisation, playing a protagonist role as one of the four Motors for Europe, the network of the most advanced European regions which includes Baden-Württemberg (Germany), Rhône-Alpes (France) and Catalunya (Spain). Enterprises based in Lombardia are approx. 800 thousand, distributed over 16 industrial districts (local production systems characterised by a significant concentration of production sector-specialised firms), and 5 "metadistricts" (production areas of excellence having strong bonds with the spheres of research and innovation). The districts are specialised 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 metadistricts deal with alimentary biotechnology, nonalimentary 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.

2.1.4 Description of the Metropolitan City of Milan (MCM)

The Metropolitan City of Milan (Italian: Città Metropolitana di Milano) is a metropolitan city in the Lombardy Region, Italy. Its capital city is the city of Milan. It replaced the Province of Milan and includes the city of Milan and other 133 municipalities (comuni). It was first created by the reform of local authorities (Law 142/1990) and then established by the Law 56/2014. It has been operative since January 1, 2015.

The Metropolitan City of Milan (CMM) is headed by the Metropolitan Mayor (Sindaco metropolitano) and by the Metropolitan Council (Consiglio metropolitano). Since June 2017 Giuseppe Sala, as mayor of the capital city, has been the mayor of the Metropolitan City. The new Metropolitan municipalities, giving large urban areas the administrative powers of a province, are 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. 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 mayors of municipalities within the Metro municipality.

Milan represents the most important metropolitan city in Italy, essentially for its strategic position (exactly in the middle of corridore 5 from Lisbon to Budapest and corridore 1 from Genoa to Amsterdam), for its economic strengths (Milan is the capital of design and of fashion) and for its relationship with other metropolitan cities worldwide.

Located within the wealthiest region of Italy – the Region of Lombardy – Milan Area is widely considered to be the driver of the regional, and even national, economy.

The metropolitan area of Milan is Italy’s main economic and industrial crossroads, providing a host of excellent opportunities but also setting some of the major challenges typical of global urban areas.



Thanks to its historic central position with respect to north-south and east-west European flows, the area of Milan can benefit from an integrated and far-reaching transport system. The national motorway network – which has its main hub in Milan – is currently being boosted to support incoming traffic volumes and new links between areas inside or close to the metropolitan area.

Roads (km):

Milan area	1.703
Lombardy	4.707
Italy)	73.555

Source: Istat, Update 31/12/2012

The location and coverage of the region: Lombardy - square km 23.863,7 - Metropolitan area of Milan square km 1.575,7.

Lombardy Region covers the whole territory of Lombardy. MCM covers great part of it, the same area (and more) which corresponded to the area of the previous Province of Milan. It corresponds quite exactly to the area of the water system of Navigli (historic canals).

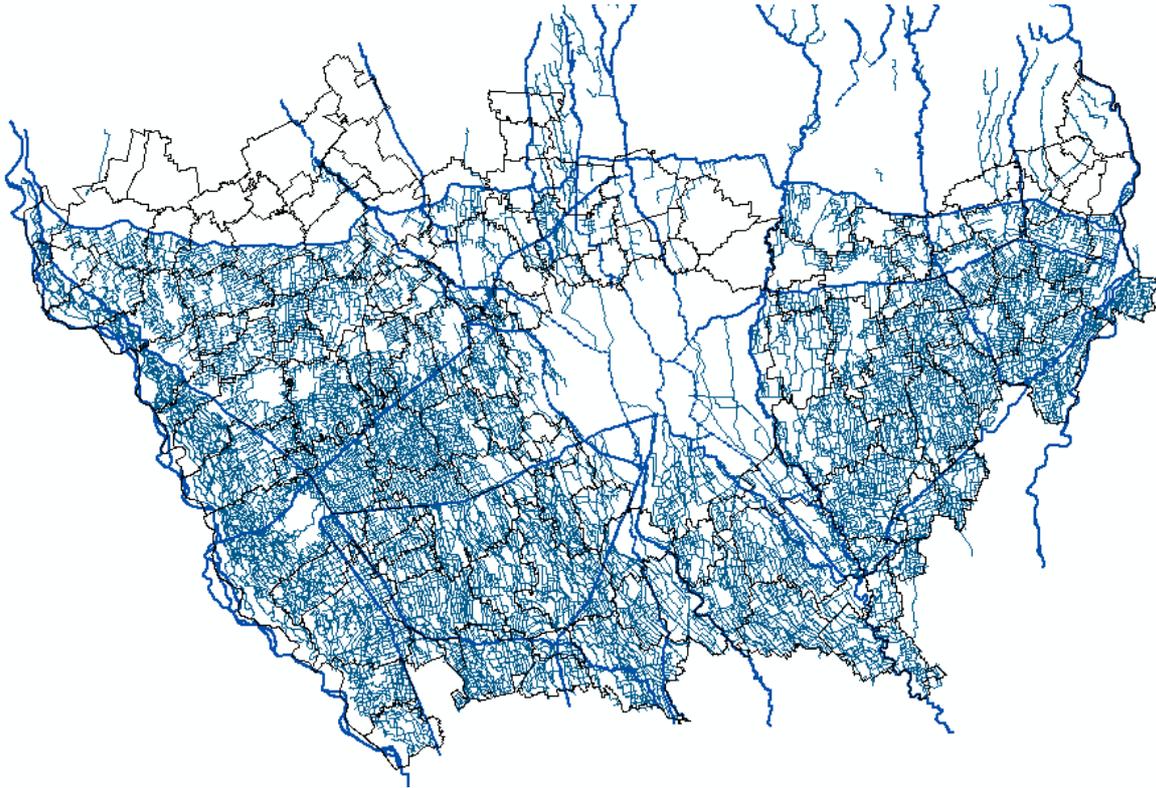
The scale is both natural as it comprises lots of natural reserves and parks and rural as it includes great part of the Padana Plain (Pianura Padana) with its agricultural districts. But the scale is as well urban as it includes the largest city of all, Milan and other cities with their industrial district and heritage.

2.1.5 About the water system

Its territory extends over a stretch of the Po Valley and includes the River Ticino to the west, and the River Adda to the east. It is shaped by 10.000 km of waterways: river and canals that traverse it and sometimes border it from the Lambro and Olona Rivers to the numerous canals, the Navigli Milanesi which link the River Ticino (westwards) and the River Adda (eastwards). These water runs link farmsteads and villages and ancient noble villas. The Canale Villoresi, thought to be the longest man-made canal in Italy, marks the natural southern border of Brianza, an area in Lombardy noted for its hills, lakes and villas.

2.1.5.1 About the water system of the Navigli (historic canals)

The heritage of buildings and settlements along the Navigli is a major resource and includes elements of a wide range of types and dimensions. From farmhouses to mill, control boxes and tollbooths to landing-places. There are about 350 buildings of various kinds which contribute to the value, beauty and potential of the Navigli system. Among these, only a few have been converted for some sort of productive or recreational function, brought to life again so that they can be developed and enjoyed by all.



The system of the Navigli is based on the following canals:

Naviglio Grande: built in 1179 – 1257 from River Ticino to Milan (no locks)

Naviglio Martesana. Built in 1456 – 1463 from River Adda to Milano (Numerous locks).

Naviglio Pavese. Opened to navigation in 1819 from Milano to Pavia (Numerous locks).

Naviglio of Bereguardo. Built 1412-1457 from Abbiategrosso to Bereguardo (Numerous locks)

Naviglio of Paderno. Initially conceived by Leonardo da Vinci and Giuseppe Meda, it became operative in 1777. From Paderno d'Adda to Cornate d'Adda (Numerous "Vinciane" locks).

2.2 The socio-economic context

Lombardy's strong economic system is one of the richest regions in the EU. Although the Italian economy was severely hit by the world economic crisis, the GDP per capita of Lombardy remains among the highest in Europe and was 36,100 Euros in 2013 (26,500 in Italy and 26,600 in the EU). Even though regional GDP slightly decreased from 2011 to 2013 (-1.4% vs. -2.9% in Italy and +2.3% in the EU) Lombardy remains the second richest region in Italy after South Tyrol, with a GDP per capita which is about 36% higher than the national and the EU average. With 358,187 million euros, it is the second largest GDP among European regions (Eurostat, 2013 data) and represents one fifth of National GDP. Despite sluggish economic growth the Lombard economic system, which is strongly oriented towards

export, has recovered in 2011 the levels reached before the outbreak of the crisis in 2008. Thanks to its fortunate geographical setting and its dynamic business system, it is also the first Italian region both for its volume and value of commercial exchange with foreign markets. Lombardy is the seat of the Italian Stock Exchange, one of the most important European financial centres, and accommodates the largest trade fair site in southern Europe, with an area of over 2 million square metres. The reliability of the Lombard economic system is endorsed by the Moody agency report, which conferred a very high rating (Aa1) on the region.

The economy of Lombardy is characterized by a wide variety of industries ranging from traditional sectors, such as agriculture and livestock to heavy and light industries. The service industry has also had a strong development in the recent decades. Lombardy's production system is still one of the most developed in Italy and in Europe: at the end of 2012 there were 71.2 enterprises per 1000 inhabitants, one of the highest rates of entrepreneurship in Europe (43,8 enterprises per 1000 inhabitants), of which more than 99% were small and medium-sized enterprises. SMEs dominate the market, from a shareholding point of view mostly family owned businesses with the exception of few very large firms.

More than 40% of the total firms of the region are based in Milan and its province, and the main sectors are: mechanical, electronics, metallurgy, textiles, chemicals and petrochemicals, pharmaceuticals, food, publishing, footwear and furniture. The service sector is also very well developed and mostly related to international trade and financial services. The Italian Stock Exchange, one of the main European stock markets, is based in Milan, and the Milan Trade Fair is the largest exhibition space in Europe. In the recent past also the touristic industry highly increase its share on contribution to the regional GDP.

Listed within the top 10 cities for investment project in Western Europe in the period 2003 - 2014 and mentioned as one of the preferred destination for investing in the real estate sector*, Milan is an excellent business environment and a dynamic city. A city that attracts business value: the Milan Metropolitan area accounts for nearly one third of all foreign-invested firms in Italy, more than 30% of their employees and 34% of their turnover.

A strong specialization in the service sector: the Universal Exposition Expo Milano 2015 has confirmed the role of the city as a capital of business and finance, and a magnet in attracting flows of tourism from the world.

A hub for talent: with its 8 universities and 2 international schools, Milan area stands out for the quality of its human capital and education system at all levels.

An international city: Milan hosts over 100 consulates and foreign commercial offices and is in a central position in northern Italy. The city has three international airports and primary transport infrastructures.

2.2.1 Demographic statistics

Metropolitan City of Milan		Population structure (main age classes)		Age classes		Gender	
			total%	Males %	Females %	Males %	Females %
Population 01.1.2016	3 208 509						
Density inh/km2	2 036,31	Under 14	13,84	51,51	48,49	14,74	13,00
Population 1/1/2006	3 064 958	15 - 65	64,95	49,89	50,11	66,97	63,05
Population change 2006/2016	143 551	Over 65	21,21	41,72	58,28	18,29	23,95
Population change% 2006/2016	4,68	total		48,38	51,62		

Lombardy Region		Population structure (main age classes)		Age classes		Gender	
			total%	Males %	Females %	Males %	Females %
Population 01.1.2016	10 008 349						
Density inh/km2	419,40	Under 14	14,07	51,49	48,51	14,84	13,34
Population	9 475 202	15 - 65	65,20	50,31	49,69	67,18	63,31
Population change 2006/2016	533 147	Over 65	20,73	42,35	57,65	17,98	23,35
Population change% 2006/2016	5,63	total		48,82	51,18		

2.2.2 Labour market conditions and its change in the past 6 years

Age class	15-64 years					
measure	percentage values					
Population	total					
	activity rate					
	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>
Lombardy Region	68,8	68,5	69,8	70,5	70,7	70,8
Metropolitan City of Milan	70,9	70,5	71,5	72,0	72,6	73,4
	employment rate					
	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>
Lombardy Region	65,0	64,6	64,5	64,8	64,9	65,1
Metropolitan City of Milan	66,7	66,3	65,9	66,3	66,4	67,4
	unemployment rate					
	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>
Lombardy Region	5,5	5,7	7,4	8,0	8,2	7,9
Metropolitan City of Milan	5,8	5,9	7,7	7,7	8,4	8,0

The employed workforce in Lombardy in 2015 were 4,255 million: the 66,4% of which employed services, 31.7 % in the industrial field and the remaining 1.9% in agriculture. In 2013 the regional employment rate was 69.3% vs. a National and EU average of 59.8% and 68.4% respectively. In the same period the regional unemployment rate was 8.2%.

2.2.3 Economic accounts and their change in the past 10 years

Growth rate of GDP (1)						
Geographical areas	2000-07 (2)	2007-14 (2)	2012	2013	2014	2015 (3)
Lombardy	9,5	-4,5	-2,8	-1	-0,9	...
North West	8,7	-7,6	-3,3	-1,7	-0,8	1
North East	9,2	-8	-2,7	-1,4	-0,2	0,8
Center of Italy	11,9	-8,4	-3,1	-1,5	0,4	0,2
Center North	9,7	-7,9	-3,1	-1,5	-0,3	0,7
South and Islands	4,5	-12,7	-2	-2,5	-1,1	1
Italy	8,5	-9	-2,8	-1,7	-0,4	0,8
Source: BANK OF ITALY, based on ISTAT data. (1) percentage values, reference year 2010 - (2) Growth rate accumulated - (3) ISTAT preliminary estimate of GDP and employment at local level						
June 2016						

Gross Domestic Product per inhabitant (1)						
Geographical areas	2000-07 (2)	2007-14 (2)	2012	2013	2014	2015 (3)
Lombardy	3,8	-9,3	-3,5	-1,8	-1,5	...
North West	4,4	-11,1	-3,8	-2,2	-1	1
North East	3	-11,5	-3,2	-1,8	-0,4	0,7
Center of Italy	7,2	-13,7	-4	-2,6	-0,1	0
Center North	4,7	-12	-3,7	-2,2	-0,6	0,6
South and Islands	4	-13,7	-2,1	-2,7	-1,1	1,1
Italy	5,1	-12	-3,3	-2,2	-0,7	0,8

Source: BANK OF ITALY, based on ISTAT data. (1) percentage changes on linked values, reference year 2010 - (2) Growth rate accumulated - (3) ISTAT preliminary estimate of GDP and employment at local level

June 2016

2.2.4 Structural business statistics and its change in the past 10 years

The Metropolitan City of Milan firms by sector and geographical area 2015

Sector	Active companies		
	Milan	Lombardy	Italy
agriculture, forestry and fishing	3.571	47.237	750.408
manufacturing	31.187	102.190	524.611
construction	40.071	136.254	760.867
commercial	73.712	196.493	1.412.192
services	144.256	331.197	1.693.633
not classified	315	542	2.672
Total	293.112	813.913	5.144.383

Source Camera di Commercio di Milano - marzo 2016

	Active compagnie					Workers at the company headquarters
	Total	artisan	female	youth	foreign	
Milano	296.544	68.581	52.066	24.945	44.936	1.945.243
Lombardia	224.336	249.264	155.684	73.640	97.099	3.769.029
Italia	2.212.761	1.336.835	1.160.348	522.951	511.483	16.261.260

Source: Camera di Commercio di Milano 07 novembre 2016

Years	Registered	Active	Registered	Finished	Balance	Rate of growth (%)
2005	365.959	276.825	25.070	20.258	4.812	-
2006	369.953	280.531	24.944	18.202	6.742	1,80%
2007	361.879	276.492	26.419	19.649	6.770	1,80%
2008	358.735	289.159	25.010	17.699	7.311	2,00%
2009	357.212	284.681	22.794	16.595	6.199	1,70%
2010	354.998	283.097	24.347	16.201	8.146	2,30%
2011	353.700	284.539	23.240	15.565	7.675	2,20%
2012	354.179	284.902	23.209	17.251	5.958	1,70%
2013	357.500	285.275	23.656	16.530	7.126	2,00%
2014	361.471	288.363	23.935	16.276	7.659	2,10%
2015	367.902	293.112	24.562	17.476	7.086	2,00%

Source: Camera di Commercio di Milano 07 novembre 2016

September 2016	
Companies	Number
Active	296.544
Registered	1.496
Finished	1.047
Rate of growth	0,12%

Source: Camera di Commercio di Milano 07 novembre 2016

2.2.5 The Metropolitan City of Milan firms by sector and geographical area 2015

Sector	Active companies		
	Milan	Lombardy	Italy
agriculture, forestry and fishing		47.237	750.408
manufacturing		102.190	524.611
construction		136.254	760.867
commercial		196.493	1.412.192
services		331.197	1.693.633
not classified		542	2.672
Total		813.913	5.144.383

Source Camera di Commercio di Milano - march 2016

	Active companies					Workers at the company headquarters
	Total	artisan	female	youth	foreign	
Milano	296.544	68.581	52.066	24.945	44.936	1.945.243
Lombardia	224.336	249.264	155.684	73.640	97.099	3.769.029
Italia	2.212.761	1.336.835	1.160.348	522.951	511.483	16.261.260

Source: Camera di Commercio di Milano - november 2016

Years	Registered	Active	Registered	Finished	Balance	Rate of growth
						(%)
2005	365.959	276.825	25.070	20.258	4.812	-
2006	369.953	280.531	24.944	18.202	6.742	1,80%
2007	361.879	276.492	26.419	19.649	6.770	1,80%
2008	358.735	289.159	25.010	17.699	7.311	2,00%
2009	357.212	284.681	22.794	16.595	6.199	1,70%
2010	354.998	283.097	24.347	16.201	8.146	2,30%
2011	353.700	284.539	23.240	15.565	7.675	2,20%
2012	354.179	284.902	23.209	17.251	5.958	1,70%
2013	357.500	285.275	23.656	16.530	7.126	2,00%
2014	361.471	288.363	23.935	16.276	7.659	2,10%
2015	367.902	293.112	24.562	17.476	7.086	2,00%

Source: Camera di Commercio di Milano - november 2016

Settembre 2016	
Companies	Number
Active	296.544
Registered	1.496
Finished	1.047
Rate of growth	0,12%

Source: Camera di Commercio di Milano november 2016

In the Milan area it is possible to find a high percentage of companies specialized in offering highly unique products and services, particularly in five key sectors: ICT & Media, Life Science & Biotechnology, Creative Industry, Financial & Consultancy Services, Retail & Commerce.

Milan area hosts seven advanced research centres, among Life Sciences and Biotechnology, that are specialised in various sectors and acknowledged as an excellence within the European research landscape. More than 340 organizations in the area of Milan are part of at least one technological cluster.

Milan stands out for the quality of its human capital and education system. Milan is home to eight universities, with more than 10% of the Italian university population. Globally renowned academic institutions and distinguished fashion & design institutes are based here. Milan is the capital of the real estate in Italy especially regarding investments and recent developments in the existing buildings. In the Milan area, cost for office rent varies from 50 €/sqm up to to 150 €/sqm.

Milan is a dynamic and creative environment for new venture development. It is known nationally as the Italian economic capital city, and is very attractive even compared to many other European financial areas. The value chain in this area is made of both traditional manufacturing companies as well as advanced service ventures.

The mission of the Metropolitan City of Milan is fundamentally based on creating the favourable conditions for attractiveness and competitiveness of the metropolitan area, in a nutshell for its ecosystem, through the exploitation of the potential resources represented by the creative and innovative economy and the manufacturing sector.

A quick view of the MCM (

The Metropolitan City of Milan (MCM) is the wealthiest, most economically developed region in Italy. The Economy with 342,766 businesses operating in 2016, more than 40% of all the firms in Lombardy and 6% of Italian companies, and household purchasing power 23% greater than the national average.

Here some numbers to give you a quick view of the Metropolitan City of Milan:

- a) One of the most densely populated areas in Europe (with 3.176.180 inhabitants, distributed over an area of 1.575,7 sq km.*
- b) Formed by 134 municipalities, (with about six of them with a population over 50,000)*
- c) Three international airports*
- d) 8 universities, 180.000 students (of which 14.000 foreign students), 285 research centers*
- e) 8,1% of creative enterprises and 13,1% of innovative startups are located in Milan metropolitan area*
- f) 24,8% of manufacturing combined with 48,8% of services enterprises*
- g) More than 4.700 publishing and media companies*

2.2.6 The socio-economic context about the water system of Navigli

The economic system in the Navigli Area is particularly complex. The number of businesses rose by about 45 thousand in the period from 1991-2001 (35% of the total number), above all thanks to the increase in the number of micro-businesses, while there has been a fall in the number of small (-10%) and medium enterprises (-4%). Of the total number of 202,714 businesses registered in 2001, just under 70% (or 137,414 firms) belong to the Services Sector, above all professional activities (financial and monetary intermediaries, real estate, hire, I.T. services and research) as well as commercial businesses. The prevalence of service related businesses is then reflected in a particularly high tertiarisation index (76% as compared with the regional average of 55%). This overall picture highlights the presence of a certain lack of homogeneity in the economic specialisations in individual sub-systems in the areas which make up the Navigli system.

The Naviglio Grande, Naviglio Pavese and Naviglio Martesana areas show a marked prevalence of Services Sector businesses compared with the Bereguardo and Paderno branches, where there is a high percentage of manufacturing enterprises (the industrialization indices are 50- 60% against an average for the Navigli system of 24%).

As already stated, commerce represents a significant proportion of businesses in the Services Sector, counting just under 170 thousand jobs in 51,449 businesses. It is worth underlining that in recent years there have been sizeable variations in the number of commercial enterprises. In the four-year period 2003-2006, there was an increase in large retail outlets and neighbourhood shops, while there was a fall in the number of medium sized retail outlets.

In the areas of the Naviglio di Paderno and Naviglio Martesana, the trend has gone in the opposite direction with an increase in medium sized retail outlets and a fall in the others. Without a shadow of a doubt the spatial distribution of retail outlets has a negative impact on the smaller urban centres. Here small shops like grocers are forced to close down, especially given the distance between the different municipalities and between the smaller townships and the larger retail outlets. The Martesana area is characterised by the presence of a large number of retail outlets.

Over the years, 123 large and medium-sized outlets have opened, about a third of the total number registered in the Navigli area outside of Milan. Other major shopping hubs are Assago and Rozzano for the **Pavese-Bereguardo area** and the axis of the Vigevano area, a commercial and manufacturing corridor which links the south-west quadrant of the metropolitan area to its core.

2.2.6.1 About hospitality in the Navigli area

The Navigli area has a clearly differentiated and specialised hospitality sector, large determined by the contribution of Milan city, whose position as a business-oriented destination is obviously connected to the entrepreneurial nature of the city and the importance of its trade fairs and congresses. The vast majority of the registered

accommodation is concentrated in Milan and consists of hotels, generally in the middle to high category, while the non-hotel accommodation (campsites, hostels, bed & breakfasts) is marginal. Elsewhere, there is little in the line of tourist accommodation (as in the case of the area around the Naviglio Pavese, which accounts for only 6% of the tourism registered in the entire Navigli Lombardi area) or else it is virtually nonexistent (in the Martesana-Paderno area and on the Bereguardo branch). The sort of accommodation which offers agritourism holidays, which is becoming increasingly widespread in Lombardy, especially in more rural areas, is on the increase all over the Navigli Lombardi system too, although to date, these have been concentrated mainly in the areas along the Naviglio Grande branch.

2.2.6.2 About Agriculture in the Navigli area

Agriculture is becoming less important along the areas in Lombardy along the Navigli canal system, even in those areas where the agricultural tradition is most deeply rooted (for example, the Pavese-Bereguardo and the Paderno area). In the light of fiscal data available it seems that since 1990, the number of farms has fallen by about 40%, with 1,583 farms registered in 2000 and 5,061 workers. The average size of each farm (3.2 farm workers) is in line with data for the Lombardy Region as a whole. **Farmland** accounts for over 53% of the territory, of which about 83% is Used Agricultural Land (UAL) slightly down on the period 1990–2000 (-4%, in comparison with the regional trend which is -5,8%). Of this, 84% is seed crops and 16% is grassland. There has however been a significant increase in the woodland areas (+11%), especially in the **Naviglio Grande** area. Nonetheless there has been a marked decrease in land not used for agriculture, now targeted for urbanisation.

Aggregate data does however conceal considerable differences between different areas. The total area of farmland in the **Naviglio Martesana and Naviglio di Paderno** areas is less than 15% of the total farmland in the Navigli Lombardi area. Furthermore, in this area, in the period 1990-2000, farmland decreased by 8%, which highlights more clearly the way in which the continuous process of urbanisation is taking land away from farming. The situation in the **Pavese-Bereguardo** area is totally different, with about 40% of the total farmland in the Navigli Lombardi area (of which 82% UAL), which testifies to the fact that farming is still a major sector in this area.

2.2.6.3 Overview of environment, landscape and culture in the Navigli area

The environment is a theme which is of particular importance not only as regards the conservation of the landscape and the natural resources of the Navigli, but, above all, in relationship to the concept of sustainable development: the environment represents an opportunity for lasting development in the area, for example, in terms of nature tourism, ethnological tourism and rural tourism. The territory of the Lombard Navigli is characterised by an invaluable natural heritage which comprises the Ticino Valley Park/Parco della Valle del Ticino (28,173 hectares), the South Milan Agricultural Park/Parco Agricolo del Sud Milano (15,156 hectares, about 30% of the area of the Park), the North Milan Park/Parco Nord Milano, the North and South Adda Parks/Parchi Adda Nord e Adda Sud with a total area of over 45 thousand hectares.

The park system is completed by four Sites of Community Importance (SCI), all of which belong to the Lombard Ticino Valley Park (Siro Negri and Moriano Woods, Basso Corso and Banks of the Ticino, Turbigaccio, Castelletto and Lanca di Bernate Woods, Fagiana Woods) and by one Special Protection Area (SPA) (Ticino Woods)

which are part of the ecological network 'Nature 2000', a number of sites characterised by the presence of animal and plant species and habitats, the function of which is to guarantee the long-term survival of the biodiversity present in the European continent.

2.3. Governance

2.3.1. Regional Government

The role of the government authority is to guide, plan, coordinate and control the management of the territory. Its role is to create the conditions and the context which permit people, enterprises, bodies and organizations to transform their projects and ideas into reality. At the institutional level, Lombardy Region has one President and two assemblies, the Regional Executive Board and the Regional Council.

The President of the Regional government is elected every five years by the citizens of the region. He is the head of the regional government and passes all regulations. The President also appoints the members of the Executive Board (Regional Ministers) and is held responsible by the Regional Council regarding the Executive Board's work. The "Council" is also elected every five years by the citizens. It is considered the regional legislative assembly and is composed of 80 members. In addition, the Regional Council passes regional laws, approves the regional budget, new taxes, and plans for new infrastructure. The Executive board is appointed by the President and the Regional Council. It is the Government of the Lombardy Region and is composed of the President and 14 Regional Ministers. The Executive Board mainly proposes legislation.

About the governance system of the region

Distribution of public tasks, responsibilities and powers

The responsibilities of waterways management is shared among the local network, the municipalities, the managers of interesting historical sites and all stakeholders interested as part of a sort of entrepreneur network in which everyone's competences/activities contribute to realize the final offer.

Spatial regional-economic waterway management

Tourism management related to stakeholders, tourism and heritage management structures

To protect, exploit, manage and organize the navigli area means to carry out activities and actions geared to the building up of the "lombard navigli system".

In this respect, in order to promote tourism and land development, projects and programmes aimed at making the navigli known and used, including inland navigation having a recreational goal, are to be supported. That could be an organizational model which involves all the political and government levels, namely,

the regional, the county and city council ones (the Lombardy Region, MCM, the City of Milan, 40 municipalities), the Chambers of Commerce (Milan and other cities), a drainage consortium such as Consorzio Est Ticino Villoresi.

Administrative system of heritage protection

The analysis of the activities, functions as well as of the legal and organizational , suggests some remarks, especially with reference to the tourist and land development promotion model performed:

- A mutual purpose that is shared among the members;
- The capacity of substitute for the members when they are unable to act (subsidiarity principle);
- The coordination of the level of action;
- The participation and responsibility of local governments;
- The integration of inland navigation, tourism and local marketing and promotional activities.

The significant number of public authorities involved might make coordination efforts difficult. Their commitment in a single organization represents a common ground onto which to experiment new partnership forms and new joint programming policies.

This complex legal and governance structure allows to strike a right balance among the different visions so as to enforce an integrated and overall land development approach.

Organization of consultations

The Regional Area Plan contains general guidelines for regional planning for the sector and defines the general trends within Italian and European Union planning limits; it also identifies in the Area Plans the planning instruments for the development of certain specific areas as an opportunity to promote regional competitiveness and a restoration of balance in the area.

Strengths and weaknesses of the governance system

Lombardy Region is the governing and managing institution. That is its strength. Its weakness, on the contrary, is the lack of coordination between the different sectors of the authority itself. Through a flexible and adaptable governance model, it is possible to make differences and distances become simultaneously strengths. And this is particularly needed at the local level, where territories do not represent a unique and unified reality. They are rather defined by a wide range of multilevel and different situations. These, in their turn, require a set of public policies and approaches which are to recognize and assess the various potentials existing, especially by encouraging MCM and LOMBARDY REGION'S ROLE.

2.3.2 MCM Government

MCM's role is, in this case, to identify the best opportunities, to involve the responsible subjects and put together all these actors coordinating them and promoting economic and social development of the territory, in particular the tourist integrated offer along the Navigli waterways.

Moreover, the presence of local governments, public authorities and private organizations contribute to make altogether an integrated local tourist system.

During last few years, the Lombardy Region authorities have boosted their policies to govern and develop to its full potential the area of Navigli since 2006 (restoration, promotion and valorization of the canals and their territories). Nowadays the reintroduction of boat trips on the Navigli and the extended network of cycle paths allow the Milanese people and tourists alike to live in increasingly close contact with the history and natural world of this important, fascinating area. The theme of navigating the inland waterways of Lombardy comes within the primary jurisdiction of the Region's Infrastructures and Mobility Department function. Progress was then made step by step to create the conditions to activate a number of canal sections which can be usable in the short term, but without forgoing the longer term scenarios.

About the governance system of MCM

Distribution of public tasks, responsibilities and powers:

The metropolitan city of Milan, since 1st January 2015, is a new institution and has a new mission. The main administrative functions are about:

- To draw a strategic plan for the MCM
- Territorial planning
- Involving and planning services for the 134 municipalities
- Mobility and viability
- Promotion and coordination of economic and social development
- Promotion and coordination of ICT services for the 134 municipalities.

One the most important task is to foster and strengthen the economic system especially in relationship with local administrations and in collaboration with other institutions (Chamber of Commerce, Universities, Foundations...).

MCM aims at creating a team spirit which makes possible continuing to cooperate in a long term perspective and to help local stakeholders in producing projects.

2.3.3 Spatial regional-economic waterway management

The Regional Area Plan contains general guidelines for regional planning for the sector and defines the general trends within Italian and European Union planning limits; it also identifies in the Area Plans the planning instruments for the development of certain specific areas as an opportunity to promote regional competitiveness and a restoration of balance in the area.

Tourism management related to stakeholders, tourism and heritage management structures

MCM is the newborn authority which receives the function of the previous Province of Milano. Its strength lies in the capacity of governing and, above all, managing a limited territory which, anyway, is sufficiently large enough to permit to have a general view of the whole territory. Its weakness is the limit and the difficulty which derive from the fact of being a very recent political and administrative institution.

Administrative system of heritage protection

Ratio public-private, organization of consultations

In particular, in the construction phase of the Plan for the Navigli Area, a cognitive analysis of the area concerned was carried out in order to highlight possible development potential and any critical issues to be investigated and resolved.

Strengths and weaknesses of the governance system.

Referring to Tourism, the Society activities and projects concern, above all, the development of the boat trip services along Naviglio Grande; the reopening of some itineraries along Naviglio Pavese and Martesana the reactivation of the impressive route that links up Milan and Lake Maggiore (in the northern of Lombardy that borders Switzerland) through the Ticino river and Naviglio Grande; the cooperation with the parks sited in the canals area, that are the above mentioned Parco Regionale Valle Lombarda del Ticino, Parco Agricolo Sud Milano and Parco Adda Nord.

2.4 Tourism and Culture

The Lombard territory features natural treasures of great charm, alongside an artistic and cultural heritage of great value. Thanks to its beautiful mountains, lakes, parks and nature reserves, a patrimony of over 300 museums, works of art and monuments scattered throughout its territory, Lombardy attract over 26 million tourists and visitors each year.

Besides Milan also boasts an enviable wealth of artistic and cultural assets; like Italy's other centers of art, the city's urban shape and architecture bear the signs of a long heritage dating back to Roman times. From Romanesque and Gothic, through Renaissance and Neoclassical to 20th century modernism, Milan offers visitors stunning examples of a wide spectrum of artistic styles. Milan is a city with a decidedly cosmopolitan character. Here culture has always meant dialogue and an exchange of ideas between different worlds. It has embraced and absorbed the many ethnic groups that live and work in the city, integrating their values and experiences to generate ever changing expressions of cultural output.

Music, theatre, museums and contemporary art form a hugely rich and varied tapestry of cultural offerings for the benefit of locals and visitors alike. With 8 million tickets sold annually, the region of Milan stands well above the national average, especially for cinema, museums, exhibitions, theatre and concerts. The myriad faces of the metropolis are reflected in its visitors , attracted by tourism, business and conferences, as well as a steadily rising number of visitors who come for motives of leisure, culture and religion. Such cultural riches represented an indispensable

complement for the success of the Expo, providing a full and varied range of opportunities and activities.

2.4.1. Natural heritage sites

2.4.1.1 Natural vacation in Lombardy

The Region of Lombardy provides several activities in a charming scenery. Milan for example is often mistakenly taken for a gray, solely urban environment, yet it is possible to spend entire days surrounded by nature in spaces such as the Sempione Park or the Indro Montanelli Gardens. Once in the countryside, local nature greets you with forests, mountains and lakes. Take a walk or go on a bicycle ride at the breathtaking landscapes of **Franciacorta** or **Oltrepò Pavese**. The roads and irrigation ditches that leads you to rice paddies of Lomellina are very suggestive. **Natural Parks** are an essential element of a memorable vacation in the heart of nature. The **Stelvio** is teeming with animal species native to Lombardy like deer, chamois, mountain goats and groundhogs, to mention only a few. From its lacustrine backdrops to its hills, meadows and waterstreams, everyone will have the chance to treat themselves to relaxing moments amidst Lombardy's green setting.

2.4.1.2 Lake Vacation in Lombardy

Not quite far from Milan, **Lake Como** is an internationally-renowned location that counts with a suggestive scenery, aristocratic mansions and glamorous atmosphere. The shores of Lecco are more intimate and its charming boroughs, the old fishermen village of Varenna amongst them, are an inspiring, romantic destination by the lake. Lombardy is also famous for the **Garda** and its neighboring towns in the east. Sirmione for example is known for its thermal baths and the Caves of Catullo. If you head west, it is possible to reach Varese and the border with Piedmont, arriving to **Lake Maggiore**. Vacations in such venues are ideal for whoever wishes to engage in outdoor sports like water skiing, canoeing or windsurfing, yet suitable for those who just desire to take long walks in the middle of a spectacular landscape.

2.4.2.3 Mountain Vacation in Lombardy

If you search for a summer or wintertime vacation, the best solutions can easily be found in Lombardy. The northern area of **Valtellina** is renowned for its wines while Bormio brings together fun in the snow with relaxing thermal baths. Ski lanes in Val Chiavenna (Madesimo) are particularly appreciated by winter sports enthusiasts. In addition to its skiing lifts, you may try snowshoeing or travelling on a dog sled. Staying at the Region's numerous mountain shelters will be even more pleasant once you get the chance to taste the traditional dishes that are usually served there. Offering plenty of interesting things to do, Lombardy is ideal for adventurous, sportive people who prefer walking, trekking or climbing on warm seasons. Mountain bikes run through the same ridges where skiers and snowboarders frequented only a few months prior. Countless culinary events take place during this period, putting mountain recipes, traditions and ingredients on center stage. Be it for a soothing or active vacation, Lombard mountains provide unique experiences.

2.4.2. Water system and water network

2.4.2.1 About the recreational water network

Water is one of the most important resources of Lombardy and its use concerns drinking, industrial, agricultural, hydropower and recreation. Lombardy is the richest Italian region of lakes (about 50), both in terms of area and volume (40% and 63% of the national total respectively). The total length of natural waterways reaches about 6000 km. To these we can add a very extensive network of irrigation canals and land drainage (about 200,000 km) that allows to keep alive and efficient farming in spite of the intense urbanization of the territory. The Navigli System is an area, characterized by a surface of 1.800 square Kmetres; 162 km of canals; 2,5 millions inhabitants that produce the 35% of Lombardy's gross internal product and the 9% of the National.

2.4.2.2 Water system and tourism

Near to the heart of every Milanese and must see for the tourists visiting the capital of Lombardy are the canals referred to as the Navigli. First, the Navigli are divided into the Naviglio Grande, the canal that stretches all the way from the Ticino River, the Naviglio di Bereguardo, the Naviglio di Paderno, the Naviglio Martesana and finally the Navigllo Pavese. These canals represent a real heritage of the region as well as one of the historic neighborhoods of Milan, artistic and traditional itineraries that give life to the city. There are more routes and all of them focus on different aspects of the city and the zones they cross

For example, the **route of the Conche**, from Alzaia Naviglio Grande (Porta Ticinese) to Corsico. Another route is named after the **Villas and Delights** along the Naviglio Grande from Cassinetta di Lugagnano to Castelleto di Cuggiono. A third route is dedicated to the **Naviglio Martesana** in the territory of the Adda Valley (Ecomuseo Adda di Leonardo), pausing to enjoy Unesco site of Crespi village. These "boat trips" are made by day. But you can take the same routes by night with the "NavigarMangiando" where you'll sail to a typical restaurant.



Naviglio Grande



Naviglio Grande



Naviglio Pavese



Naviglio Pavese



Naviglio Martesana



Naviglio Martesana



Naviglio di Bereguardo



Naviglio di Bereguardo



Naviglio di Paderno



Naviglio di Paderno

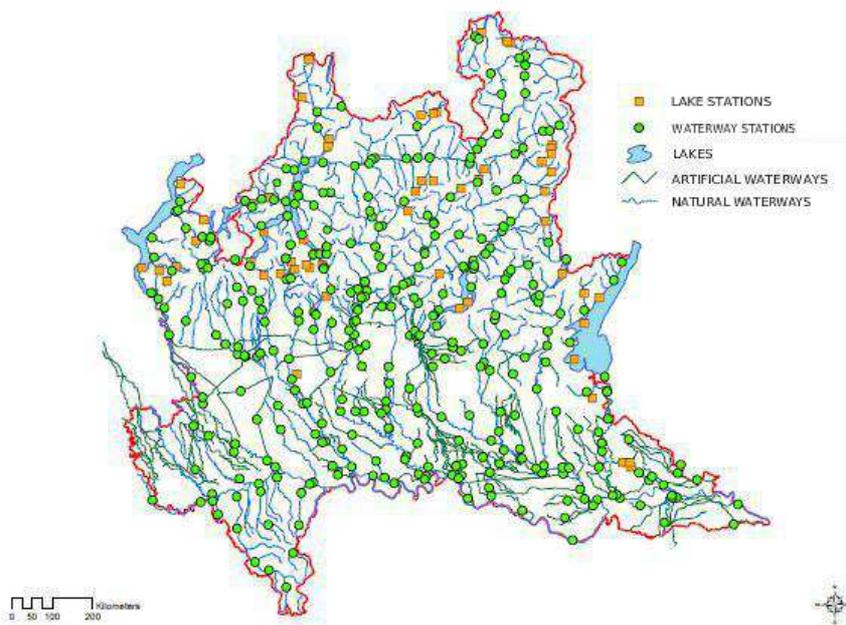
2.4.2.3 Watersystem: monitoring system and the status of surface waters

Groundwater and surface waters represent an important resource that meets the historically large drinking needs, industrial, irrigation and, more recently, the use for cooling. Due to the territorial urbanization, industrialization and the spread of agro-livestock activities, water resources in Lombardy require constant monitoring and protection interventions. The surface water bodies are the final delivery of domestic and industrial wastewater and are sometimes subject to accidental or intentional contamination events. The groundwater bodies may be subject to quantitative pauperization, in cases of excessive withdrawals, and a deterioration in quality, resulting from the presence of contaminated sites or from diffuse sources of contamination. The typing process of rivers and lakes in Lombardy, made by ARPA Lombardia - Regional agency for the enhancement of the environment - led to the identification of 39 river types and 8 lake types. 669 river water bodies (520 natural and 149 man-made) and 56 lake water bodies (32 natural and 24 reservoirs) have been identified within each section or basin.

The regional monitoring network for surface water is composed of:

- 355 stations located on separate river water bodies;
- 44 stations located on 37 lake water bodies.

The first operational monitoring cycle was started by ARPA (Regional Agency for the Protection of Environment) Lombardy in 2009 and ended in 2011. The second three-year cycle began in 2012 and was terminated in 2014, the year in which the first six-year cycle for the monitoring of supervision is completed.



Monitoring system of surface waters(2009-2014)

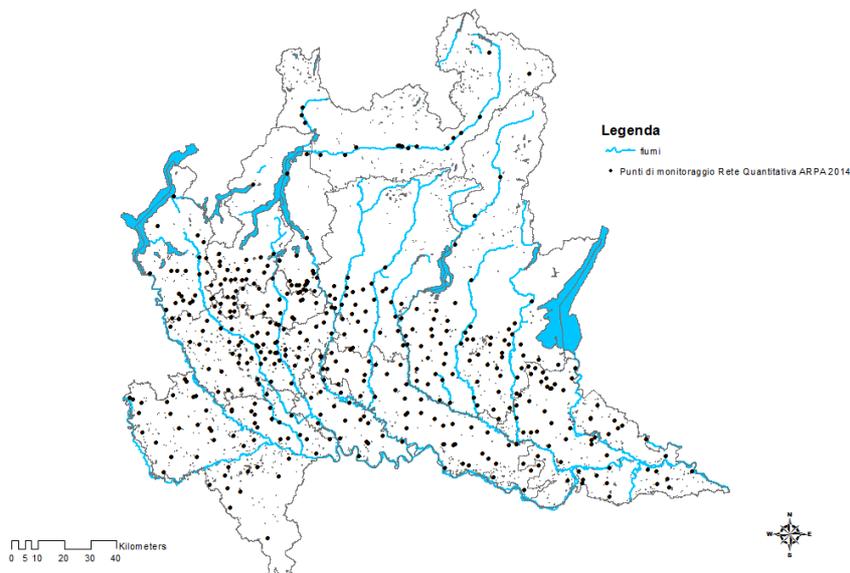
Source: ARPA - Lombardia

Monitoring of groundwater status 2014

The regional network includes 521 points for the qualitative monitoring and 447 points for quantitative monitoring; on some points ARPA – Lombardia has carried out both types of monitoring. The first operational monitoring cycle was started by ARPA Lombardia in 2009 and ended in 2011. The second three-year cycle began in 2012 and was terminated in 2014, the year in which the first six-year cycle for the monitoring of supervision is completed



Regional network of quality monitoring - Source: ARPA Lombardia



Regional network of quantitative monitoring - Source: ARPA Lombardia

2.4.2.4 The Water Resources Sector of the Metropolitan City of Milan

The Water Resources Sector of the Metropolitan City of Milan is responsible for:

- granting of concessions and licenses for small derivation of surface and ground water, for flow rates of less than 100 liters per second, including its sanctions activities;
- inquiries aimed at the release of concessions for large-scale diversions (delivery wells in excess of 1.000 liters per second destined for irrigation, or 100 liters per second for all other uses), whose acts of concession are issued by the Lombardy Region;
- aspects related to the discharge of waste water into water bodies, soil and the surface layers of soil and groundwater: authorizations, controls, sanctions.

2.4.3. Cultural heritage sites

2.4.3.1. Unesco sites in Lombardy

Lombardy boasts the largest number of Unesco sites in Lombardy. There are ten Unesco Sites in Lombardy.

- **Mantua and Sabbioneta**

Mantua, Italian Culture Capital for 2016, and Sabbioneta, in the Po valley (two aspects of Renaissance town planning).



- **The Sacri Monti of Piedmont and of Lombardy, spiritual destinations**

The Sacri Monti rise along the Alps were added to the list in 2003.

- **Rock Drawings in Valcamonica**

Then there are the prehistoric cave paintings of the Valcamonica, representing the first site in Italy to be recognized by Unesco.



Parco Nazionale delle Incisioni Rupestri (Capo di Ponte, BS). Particolare di alcune raffigurazioni incise sulla Roccia 99.

- **Rhaetian Railway in the Albula / Bernina Landscapes**

Located in the Valtellina area, Rhaetian Railway is a narrow track network that allows to travel at a 2253 meters altitude.

- **Crespi d'Adda**

The village of Crespi D'Adda, an industrial workers' village of the end of XIX century.



- **The Last Supper by Leonardo da Vinci**

Among the Unesco sites in Lombardy, the **Santa Maria delle Grazie Church** is known for hosting the Last Supper.



- **The traditional violin craftsmanship of Cremona**

The violin craftsmanship of Cremona became part of the Unesco Intangible Cultural Heritage list in 2012.



- **Prehistoric Pile dwellings around the Alps**

The prehistoric Alpine stilt houses are part of 111 human dwellings scattered all over the heart of Europe, included in the Unesco World Heritage Sites list.

- **Longobards in Italy. Places of the Power (568-774 A.D.)**

The **Longobards in Italy: Places of Power**, this is the title that became part of the prestigious Unesco World Heritage Sites list on June 25th, 2011.



- **Monte San Giorgio**

Monte San Giorgio sits in the middle of Italy and Switzerland. The Italian side of Monte San Giorgio became part of Unesco's World Heritage Sites in 2010 while the Swiss half has been since 2003. Two of these monumental areas are located in Lombardy: The Santa Giulia Monastery and Salvatore Basilica in the city of Brescia. The Castrum of Castelseprio built on a road linking Novara to Como.



2.4.3.2 Events in Lombardy

Lombardy hosts plenty of affairs, don't miss Design and Fashion Week, celebrations, concerts, theater, cinema, exhibitions, sports, gastronomy, and more. While the larger cities often bring global crowds, you can always get away from it all and check out the smaller villages, where culinary fairs are a hit and you can really get a taste for the authentic identity. These territories are full of opportunities to see new shows and old favorites. The different destinations have interesting events such as international film festival and local events of the charming towns in the area.

2.4.3.3 Monuments and landscape sceneries in Lombardy

There are lots of them. Just to mention some of them in Milano: Duomo, Castello Sforzesco; then Basilica of Sant'Ambrogio, Church of Santa Maria delle Grazie, Arco della Pace, Arena and many more. There are other cities such as Pavia which counts with one of the oldest universities in Europe, its Towers and the ancient Ponte Coperto over the river Ticino. The caverns of Catullo in Sirmione (Lake of Garda), the Capitolium in Brescia. Bergamo (Alta/High), the Minor Lakes (Brianza), the many lakeshore villas of the Lake of Como, Monza's Royal Villa, the Torrazzo in Cremona, Palazzo Estense in Ferrara, Palazzo del Te in Mantova, the Borromeo Islands of the Lake Maggiore, and many other innumerable monumental sites.

2.4.4. Characteristics of tourism and culture

Lombardy developed in the past an international image based on mainly on industrial clusters, R&D, universities, but in the last years emerged as a leader region also in tourism. **Lombardy ranks now number 1 among Italian regions, being the most preferred by international tourists** (data elaborated by Destination Management Insighters).

<http://www.investinlombardyblog.com/2016/09/reports-show-growing-success-for-tourism-industry-in-lombardy/>

The tourism sector in Lombardy is combining mainstream tourism with specialties, **famous destinations and hidden treasures**, in a **mix between leisure and business**. **The sector is growing by 11% in 2016**, generating **more than 37 million visits** with **50% of foreign travellers**.

Among others, two main events shaped the future of the destination: ExpoMilano 2015 and Floating piers. The first one brought in Lombardy more than 25 million people in six months, the second one is a very peculiar experience. These events had a powerful effect in terms of communication and increase of destination awareness. Social media are now a protagonist in the promotion strategy for Lombardy, where the use of a specific hashtag (#inLombardia365) is animating the discussion on Twitter proposing a different destination every day.

After the boost of ExpoMilano 2015, tourism in Lombardy is going to make the region **more attractive for foreign investments**, offering modern infrastructure and a wide variety of choice. Just to focus on sports and nature, Lombardy offers 24 parks, 116 bike roads, 7,150 kilometers of paths.

Some information about the tourism sector and culture sector of your region including

Accommodation establishments by type (years 2012-2014) (Lombardy Region)

ACCOMMODATION ESTABLISHMENTS BY TYPE	2012	2013	2014
Hotels	2.955	2.830	2.876
Supplementary accommodation and B&B			
• Camping sites, tourist villages	212	210	208
• Private houses	1.362	1.548	1.757
• Farm tourism accommodation	553	589	621
• Other establishments	334	364	391
• Bed and Breakfast	1.623	1.805	2.012
	4.084	4.516	4.989
Total	n. 7.039	n. 7.346	n. 7.865

Source: Lombardy Region

Tourist in accomodation establishments (year 2014 – Lombardy Region)

Italian guests

	Lombardy	Italy
Arrivals:	6.793.866	54.916.852
Nights spent	14.616.223	190.978.299
Average length of stay (days)	2,2	3,5

Source: Lombardy Region

Beds in hotels and in establishments of supplementary accomodation (years 2013-2014)

	Lombardy 2013	Lombardy 2014	Italy 2013	Italy 2014
Hotel	190.952	188.872	2.233.823	2.241.239
Supplementary Accommodation	152.067	157.846	2.494.357	2.608.193

Source: Lombardy Region

Metropolitan City of Milan's accomodation capacity (year 2015)

Establishments	559
Beds	27.121
Additional beds	2.229
Rooms	14.358

Source: Metropolitan city of Milan – Tourism sector

Customers flow for the Metropolitan City of Milan (year 2015)

Hotels

	Arrival	Presence
Italian	1.288.137	2.475.418
Foreigners	769.505	1.483.159
Total	2.057.642	3.958.577

Source: Metropolitan city of Milan – Tourism sector

Other accommodations

(e.g. houses for holidays)

	Arrival	Presence
Italian	19.448	83.081
Foreigners	3.207	15.424
Total	22.655	98.505

Source: Metropolitan city of Milan – Tourism sector

Total

	Arrival	Presence
Italian	1.326.216	2.601.529
Foreigners	776.184	1.507.900
Total	2.102.400	4.109.429

Source: Metropolitan city of Milan – Tourism sector

2.5 Strengths and weaknesses of tourism, heritage management and culture

	Strengths	Weaknesses	Knowledge needs
Governance	Region Lombardy wants to promote more and more bottom-up initiatives. In the new regional law LR25/2016, for example, are foreseen the PIC - integrated plans for culture – to promote more participation and stakeholders involvement.	<p>The culture and tourism sector have different political representatives with different priorities, this situation makes it difficult to find common instruments.</p> <p>Despite of the complex system of distributing waters in Lombardy, there are few signs of a systematic networking by the local authorities.</p> <p>There are no proper links with the Water Heritage which is out of the usual tour visits.</p> <p>There are few cultural chances to explore the inner parts of the waterways area; above all, there are no proper links with the Water Heritage which is out of the usual tour visits</p> <p>There's no innovation in the hospitality industry such as accommodation and restoration</p> <p>The operative landing sites are concentrated only in very few points which limit the approach</p> <p>There are only short itineraries (maximum</p>	<p>There are lots of cultural chances to explore in Navigli's area.</p> <p>We need: more actions concerning sustainability, rules, security, restoration of waterways, multiannual programme.</p> <p>We need renovation of the fleet and adaptation of the ports for public and private transport restoration of the banks.</p> <p>We need rescue of works and locks interventions to improve the cultural attractiveness of the inland waterways areas.</p> <p>We need the revision of the rules of navigation according to the European rules and conditions of security.</p> <p>We need the activation of cycle and path tracks in</p>

		one/two hours of navigation)	correspondence with the inland waterways routes. We need strategic initiatives for entertainment, activities on water, sports events, nautical schools, accommodation and restoration
Infrastructure	<p>Tourist routes, eco-centers, eco-innovative transport system, high level of catering and entertainment industry</p> <p>Region Lombardy with the regional law 13/2007 recognizes and valorize the ecomuseums. There are 44 recognized ecomusei in the Lombardy</p>	<p>The POR program relevant for SWARE doesn't finance infrastructures.</p> <p>There aren't until now precise criteria to identify the effective work of the ecomuseums.</p> <p>Previously Lombardy Region financed ecomuseums - activities. After the resources coming from Region were finished the ecomuseums ended their activities.</p>	<p>We should encourage the constitution of the ecomuseum as a network which has more than one reason to be the proper and territorial actor in the cultural governance of the region.</p>
Marketing and PR methods	<p>New marketing and PR methods for promoting the region e.g: ICT tools; phone apps.; smart card system; competitions; special maps for tourists;</p> <p>There are a lot of marketing strategies used by Lombardy Region to promote all the sightseeing. Lombardy Region is now looking forward to ensure cooperation with neighboring Regions like Piemonte, Liguria, Switzerland for example with their museum card that give the free entry in all</p>	<p>All the inland waterways have no interconnections among each other in terms of services both economic and touristic.</p>	<p>We need New programmes for enhancing the cultural and landscape heritage.</p> <p>We need Program Agreements between the</p>

	<p>museums that have joined the network.</p> <p>In Lombardia365 is a project that shows all the unsuspected wonders in Lombardia: a year long all days Italian and international instagramers, bloggers, and influencers tell stories of the wonders in Lombardia! The goal of the project is to introduce Lombardia as a touristic destination, offering firsthand experiences and showcasing the region to target markets through international influencers.</p>		<p>institutional authorities and the private companies in charge with the rivers, lakes and canals concerning economy, navigation, irrigation, waterpower, residential uses</p>
Services and actions	<p>Region Lombardy established the Archive of Ethnography and Social History. It is a public institution that deals with the heritage of traditional culture of Lombardy community, cultural differences, of intangible heritage in its various components. The Archive of Ethnography and Social History conducts conservation, digitization and cataloging of documents ethno-anthropological interest, promotes ethnographic research in the field, it acquires funds documentaries sound, photographic and video-film from private collections, organizations and associations, supports and coordinates projects to the knowledge of the cultures and traditions.</p>	<p>There are a lot of events, fragmented and poorly coordinated.</p>	<p>We need Regional actions and programmes of investment for the development, improvements and promotion of infrastructures for soft mobility</p> <p>We need territorial plans and integrated projects for tourism in the inland waterways area</p>
Other			

3. Policy instrument addressed in the SWARE

3.1 General overview of the policy instrument : ROP Lombardy ERDF

MCM refers to ROP of Lombardy through ERDF (POR FESR) for period 2014-2020. The main purpose of the programme is to boost innovation in the areas of competitive advantage of the region in line with the regional specialization strategy (RIS3), to improve the competitiveness of the regional economy by supporting the capacity of SMEs, support energy efficiency in public buildings and promote sustainable urban mobility.

The programme contains 6 priority axes aiming at:

- Enhance and promote research, technological development and innovation (€349.2 million - 36% of total resources)
- Promote competitiveness of SME's and improve access to credit (€294.6 million - 30%)
- Support energy efficiency, smart energy management and promote sustainable urban mobility (€194.6 million - 20%)
- Extend broadband deployment and the roll-out of high-speed networks (€20 million - 2%);
- Sustain through integrated actions the physical, economic and social regeneration of two identified urban areas (€60 million - 6%);
- Promote the attractiveness of cultural and natural heritage in the "internal areas" of the region (€19 million -2%).

The Programme has allocated funds of €970,474,516 in total, 50% from the ERDF and 50% co-financed (35% by the Italian government and 15% by the Lombardy regional government).

Expected Impacts

- Investment in over 1,600 enterprises to promote business investment in R&D; Number of firms cooperating with R&D institutions: 256;
- Facilitate the establishment of new innovative SMEs, over 5,600 enterprises supported, 600 enterprises supported to introduce new products;
- 10,500 additional enterprises covered by high speed broadband network;
- Primary energy consumption in public buildings decreased by 90 M Kwh/a and CO2 decreased by 21,000 t/y;
- 500 charging point locations for electric vehicles;120 km of new cycle paths; 1,200 new/ renewed bike stations; 2 new trains to sustain multimodal urban mobility;
- 38,000 square meters and 580 rehabilitated housing in urban areas.

The geographical coverage of the OP policy instrument is on a regional scale

3.2 Implementation of the policy instrument

Lombardy Region, for the management and implementation of the ROP has identified the following organizational structure:

- Management authority: is responsible for the Operational Programme management, the selection of operations and the financial management and control
- Certification authority: is responsible for proper preparation and submission of applications payment and annual accounts ROP ERDF 2014-2020 Lombardia.
- Audit authority

The above mentioned authorities are supported in the management and the implementation of the Program by different organisms:

- the Environmental Authority,
- the Equal Opportunities Authority,
- the Supervisory Committee with functions of monitoring and verification of the effectiveness of the implementation of the Programme;
- the steering group of Structural Funds 2014 – 2020 with guidance, coordination and sharing functions;
- the Evaluation Committee of State Aid with the aim to ensure that the implementation of the regional programming devices and Community Programming 2014 - 2020 comply with EU rules on state aid;
- Accounting structure
- The National Authority of Lead Fund, which is responsible for transmitting the intermediate and final payment requests to the relevant EU offices
- The monitoring and accompaniment Committee of the implementation of the programs 2014-2020. It is a national body with responsibility for policy integration and sharing of results of Programming.

3.2.1 Project cycle

Submission of project applications

In Italy, the Tourism Reform Act of 2001 has empowered both central and local governments with new and modern tools to promote tourism. The main issues that the 2001 Act has addressed are the following:

- a) tourism is to be regarded as a strategic asset for the economic development and job growth;
- b) tourism is an essential means whereby to foster culture and social cohesion, as well as to promote exchanges among different peoples;

- c) the competitiveness growth of tourist systems, both at the national and regional level, is considered to be vital to support local development, especially that of the weakest areas of the country;
- d) protection and exploitation of environment, of culture and arts and of local traditions is to be geared also to enhancing sustainable tourism policies;
- e) public policies are to support SMEs operating in tourism so as to improve the quality, the organisation, the infrastructures and the services provided;
- f) the role of local communities is to be encouraged, especially by promoting non profit organisations and citizens' initiatives;
- g) to support the strategic function of rural and traditional areas: these may also serve to advance integrated tourist and rural local development policies;
- h) to promote the country's tourist corporate image on international market, by exploiting the resources and characters of each single regional and local area.

The Tourism Reform Act of 2001 has also introduced the possibility of shaping "local tourist systems". They are identified with a given area in a region that is defined by the existence of some common characters such as for example: tourist services, environmental resources, typical products, craft sector, and the like. Local tourist systems are then the outcome of the decision of single territories, which regard it as useful to group together to improve or to start anew the promotion of their tourist attractions. As to the governance and organisation of the systems, they are the natural ground to experiment public-private partnerships. Local tourist systems are indeed to involve both public authorities, i.e. local governments, and private organisations, namely, entrepreneurs and non profit entities. Accordingly, they may adopt different legal forms, such as joint stock companies, cooperatives, public-private foundations or associations. The choice of a legal form rather than other one very much depends upon the particular social, cultural and economic situation of that specific area in which the system is intended to carry out its functions.

General principles of projects assessment

It is noteworthy that local tourist systems may also have a cross-regional character: this is the case for those natural and environmental resources which not only fall within the jurisdictions of different local governments but are also difficult to identify with one geographic area only. In this respect, public authorities and private organisations agree that the promotion of that particular "tourist product" is to be better carried out by means of a joint and commonly shared programme. Accordingly, that "product" becomes a strategic asset to be promoted and supported at a joint and crossborder level. Such an integrated approach implies, moreover, the decision about the most adequate legal and organisational form to choose. This will vary depending upon some aspects, such as the following ones:

- the financial and economic power of the single actor involved;

- the role that every single actor will have in the internal governance;
- the marketing strategies that the project is intended to pursue;
- the level of involvement of each single partner;
- the balance to strike between public and private participation.

Formal and eligibility assessment

Quality assessment

MCM is aware that the development of a sustainable, responsible and qualitative tourism is to become a strategic achievement of European institutions. In this respect, the Commission drafted the following recommendations:

- to foster the exchange of best practices among regional tourist destinations;
- to create a “quality tourism” trademark;
- to draft a EU framework based upon indicators of sustainable management;
- to draft a charter of criteria to comply with for sustainable and responsible tourism;
- to consolidate Europe as a network of sustainable and high quality tourist destinations;
- to support the integration of tourism with other EU policies (such as passengers’ rights, consumers’ rights and internal market rules).

Assessment summary and decision on selection of projects

Implementation of projects

The Improvement of network infrastructure has become an indispensable priority and requires construction of new landingplaces, restoration of navigation and development of navigability on the Navigli. As regards the improving the cycle and walking network, there are projects to improve the infrastructure of cycle paths with rest stops and plans for themed routes. In the protected areas of the Navigli system – in particular in the parks Parco Lombardo della Valle del Ticino and Parco Adda Nord – there are projects of especial interest which could be replicated all around the area.

Monitoring and control (check) of projects

The projects should be supported by the following actions:

- development of navigation;
- expansion of the cycle and pedestrian paths;
- enhancing the historical, cultural and environmental heritage through actions and events of revitalizing the circuits already existing and plan new ones;
- development of hotel accommodation and other hospitality infrastructure.
- development of marketing projects for the area to promote the Navigli;
- incentivating small local businesses connected with rural tourism (which are complementary objectives for the medium-long term period).

Payments to beneficiaries

Examination of complaints etc.

The delay in planning the actions on the ground.

3.3 Priority axis(es) related to SWARE

The 3rd priority axis aims to promote interventions to support the activities of small and medium-sized enterprises in favour of tourist destinations and regional attractors (Priority Axes: III “To promote the competitiveness of small and medium-sized enterprises” Strategy.). It supports interventions to help SMEs in their business activities, with special attention to improving access to credit, and making the most of the Region’s tourist destinations and other attractions.

Funds allocated: € 294,645,000 (30.36% of total ROP resources)

3.3.1 Actions, target groups and expected result

Action III.3b.2 Consolidation, modernization and diversification of territorial production systems enhancing a new strategic positioning of Lombardy on tourism, culture and the widespread attractiveness aiming to increase the number of customers / visitors. Moreover: III.3b.2.1 Support the development of complementary products and services to the enhancement of cultural and natural identified attractions of the territory also through the integration of supply networks between business, cultural, tourist, creative and performing arts and traditional and typical network product.

Main beneficiaries of this axis are businesses (including business groupings), the Regional Treasury, “contract networks”, “personal networks”, clusters and other structured forms of business grouping, the Lombardy regional government, Chambers of Commerce, official local organizations, trade fair/exhibition organizations and operators, civil society organizations provided they are registered in the Administrative Register of Businesses (REA), bodies managing Protected Areas, joint guarantors, banks, venture capital operators and crowdfunding platforms

The OP of Lombardy will be improved during the SWARE project by formulating new ideas on stating the aims defined by the OP (Axis 3) through the exchange of good practices together with other European public entities with similar characteristics and by fostering regional cooperation among various stakeholders of the natural and cultural heritage of Milan waterways. The project will foster synergies between the local and regional government, the territorial networks and other stakeholders, also including private entities in order to enhance and optimize the local heritage resources of the Milan metropolitan area.

3.3.2 Projects

There are no relevant projects to focus on at the moment

3.4 Strengths and weaknesses of the policy instrument

	Strengths	Weaknesses	Knowledge needs
Preparation	<p>The decision not to assign all of the budget immediately, stimulates partnerships to grow.</p> <p>A joint programme among RL and MCM may carry out a wide range of activities, which are subsequently incorporated in the legal framework.</p> <p>Thus RL and MCM can actually perform those actions and functions which are regarded as the most effective and consistent ones to support and appraise the potentials of the territory.</p>	<p>The program is shared by two different directions, that have different priorities and use different methods. This makes the program process difficult.</p> <p>They try with a pilot tender with some criterion that has some limits: Only 50% in advance for entities that have not the economic capacity to invest much money A too large partnership condition Difficulty at the beginning to implement the program, there was a few not clear questions</p>	<p>The program should be in charge only by one subject. Give a larger % in advance for the project implementation Not so strict criterion for the partnership building</p>
Relevance of the policy instrument	<p>The bottomup process, which is at the basis of SWARE, will contribute to outline a plan which is expected to represent the guide lines for the future programming concerning local development actions. It is noteworthy that this integrated approach to inland waterways functions seems to represent a good practice whereby to implement effective and modern tourist promotion and local development activities both at the Italian and at the European level.</p>	<p>The coordination level of action.</p> <p>The participation and responsibility of local governments.</p> <p>The integration of inland navigation, tourism and local marketing and promotion activities.</p>	<p>MCM suggests some remarks, especially with reference to the tourist and land development promotion model performed.</p>
Rationality and Consistency of the policy instrument	<p>The integration between culture and tourism is positive.</p> <p>The criterion to select the projects can address the cooperation between different sector, in particular the cultural and the tourism sector.</p>	<p>The few number of public authorities involved which might make coordination efforts difficult.</p>	<p>The commitment in a single organisation represents a common ground onto which to experiment new partnership forms and new joint</p>

			programming policies.
External and internal coherence	Lombardy Region reorder a wide legislation with the aim of simplify and give more power at the planning. It established the PIC – integrated plans for culture – to promote more participation and stakeholder involvement.	The lack of a mutual purpose shared among the members.	Whereas the significant number of public authorities involved might make coordination efforts difficult, their commitment in a single organisation represents a common ground onto which to experiment new partnership forms and new joint programming policies.
Implementation	There are valuable links among: Tourism and Economy: entrepreneurship and knowledge Ecology: nature conservation and water management Heritage: protection, restoration and redevelopment Territory: planning and revitalization Technology: infrastructures and waterquality	These links aren't often operative. They virtually exist, but not on the practical field.	Tourist promotion also implies the implementation of supporting actions in favour of inland waterways. These, together with tourist activities, represent a strategic asset for tourist development policies at the local level (surrounding the city of Milan and MCM's area).
Results and impacts	The specific objective and theme "Tourism" are expressed in the objective of "Building the tourism system" based, above all, on the improvement of the network infrastructures, promotion and renewal of the cultural heritage and incentivitation of local entrepreneurs.	The territory isn't ready to promote large partnerships between cultural and tourism sectors.	This complex legal and governance structure allows to strike a right balance among the different visions so as to enforce an integrated and overall land development approach.

Finance	<p>The role of tourist promotion in the overall system of Navigli is fundamental, especially at the regional level and European level as well since it may represent an adequate background to boost the increase of tourism, which accordingly serves as an important tool for European social cohesion policies.</p> <p>Lombardy Region established an office with the task to simplify procedures and the language used in all the documents.</p>	<p>The program rewards partnership that can make good projects, but not necessary effective good working partnership with brilliant ideas. It's impossible to finance events and investments on infrastructure, these are often necessary,</p>	<p>It's very important to form and help the subject to translate their good ideas in good projects.</p>
Other	<p>We should be aware that tourism promotion consists of a comprehensive and integrated supply of services and opportunities. Therefore, in this respect, it is useful to deepen the links between regional marketing, tourist promotion and transport policies, since all these aspects have to do with territories.</p>	<p>There isn't enough integration among the different actions.</p>	<p>Therefore, in this respect, it is useful to deepen the links between regional marketing, tourist promotion and transport policies, since all these aspects have to do with territories.</p>
	<p>Awareness of the potential and value of the creative economy is a key leverages to foster innovation and competitiveness in the wider economy. In Milan Metropolitan city we have many examples of companies and brands popular all over the world and well integrated with creative enterprises</p>	<p>Much more can be done in the MCM to develop and capitalize the extraordinary potential resources of Culture and Creative Industries</p>	<p>It might be important to explore the possibility that the waterways system can be the driver of a new economic development especially based on the spillover effect of the Culture and Creative Industries on the traditional enterprises such as the manufacturing ones</p>

3.5 The influence of the policy instrument

The activities and the role of MCM, combined with the Region ones, are defined by the search for public-private partnerships and by the recognised need of promoting tourism as a tool for local development. MCM represents the integrated organisational and legal tool by which it can implement so as to improve the effectiveness and efficiency of Region Lombardy POR FESR. MCM can promote and carry out tourist activities to advance the knowledge and use of the local canals.

In few words MCM could implement the following functions:

- to develop tourist potentials;
- to create public-private partnerships,
- to outline infrastructure and urban restoration projects,
- to support the growth of tourist professionals
- to increase adequate managerial skills,
- to carry out marketing and promotion activities.

Moreover, the presence of local governments, public authorities and private organisations makes the system of Navigli an “integrated local tourist system”. This system could be adopted by Lombardy Region and MCM programmes in order to represent a joint programme, which includes:

- the selection of priorities;
- the commitments that each partner involved is willing to take on;
- the outlining of the resources needed to carry out the activities.

4. Good practices

MCM received the following good practices

CARIPLO FOUNDATION BANK (Ubigreen - collecting data – network for integrated management of the territory)

CONSORTIUM EST TICINO VILLORESI (hydraulic works – PIA Integrated Plan of Area for the Lombard Canals)

CHAMBER OF COMMERCE OR MILAN (*green mobility and services for tourism sites*)

LOMBARDY REGION (POR – FESR Cycle Mobility Projects. PIC “Integrated Plans for Culture”)

NAVIGLI LOMBARDI (EXPO MILAN 2016 Darsena di Porta Ticinese - Leonardo da Vinci sites and itineraries)

UNIVERSITY OF MILAN BICOCCA (social and touristic analysis of the needs and expectations of the community)

POLITECNICO OF MILANO (MUSA laboratory of the taste and landscape – Naviglio Pavese)

UNIVERSITÀ DEGLI STUDI OF MILANO (BEIC collecting historical data – Archives)

MUNICIPALITY OF MILANO (mobility and public transports)

PARCO AGRICOLO SUD – MCM (Rural itineraries Terracqua)

ECOMUSEO MARTESANA (pilot project for cultural and social valorization of the heritage along the Naviglio Martesana)

ASSOCIAZIONE RIAPRIRE I NAVIGLI (project for the reopening of the inner canals in Milan)

ISTITUTO DEI NAVIGLI (historical studies and projects for the reopening of the canals to soft navigation)

ASSOCIAZIONE TERRE DEI NAVIGLI (cycle paths and touristic services – network along the Naviglio Grande)

ASSOCIAZIONE BEI NAVIGLI (revitalization of the part of Milan along the Naviglio Pavese – Ecomuseum Milan South)

CONSORZIO DEI COMUNI DEI NAVIGLI (cultural and touristic itineraries)

AFOL SUD (agency for formation and development)

ASSOCIAZIONE ECONOMIA E SOSTENIBILITA' – ESTA (agency for formation – blue economy)

CENTRO ITARD (inland navigation - Project LOVEMI: Locarno – Milan – Venice)

CO.E.FRA (Cascina Nibai – laboratory for cycle paths and touristic guides)

ERRE4 PROFESSIONISTI IN RETE (Leonardo da Vinci's itineraries – network)

PROMOS (agency of the Chamber of Commerce of Milano for territorial marketing)

REFE (agency for accountability)

MCM chose 5 case studies which at the moment are quite representative of the different needs and results. In the next sessions we'll examine other case study in order to meet the needs not examined in this step.

The case studies are:

- **UbiGreen.** Dissemination of information related to naturalistic projects funded by Cariplo Foundation since 2004 (*by Lombardy and Provinces of Novara and Verbano-Cusio-Ossola (Piedmont Region)*)
- **Expo in Darsena. Terre e colori di Lombardia** (by Navigli Lombardi Scarl, Municipality of Milan, Lombardy Region, various members of the System of Navigli)
- **I percorsi di Leonardo** (da Vinci) (by Navigli Lombardi Scarl, Municipality of Milan, Lombardy Region, Proloco of Vaprio d'Adda, Association Coclea, Parco Adda Nord, Consorzio navigare l'Adda.
- **Rural Terracqua circuit (Circuito Rurale Terracqua)** – By Parco Agricolo Sud Milano Expo 2015 fuori le mura
- **Area's integrated project to realize a program of infrastructural works and the development of touristic, environmental, cultural, regional system of Navigli Canals and Waterways. Looking at EXPO 2015** – By Consorzio Villorresi

4.1 Case study 1

Title: UbiGreen (<http://ubigreen.fondazionecariplo.it/>)

OVERVIEW

Country: Italy

Region: Lombardy and Provinces of Novara and Verbano-Cusio-Ossola (Piedmont Region)

Topic: Other: naturalistic projects geolocation; dissemination of information related to naturalistic projects funded by Cariplo Foundation since 2004

Duration of the project: the web site is on-line from September 2015

Funding program: /Cariplo Foundation – Environmental Sector's own project

Total budget: 0.1 M€ for database development and management and data entry; mapped projects (when completed) will account for around 300 projects and 50 M€ grants from Cariplo Foundation.

Key partners: Environmental NGOs, regional parks, Lombardy Region, provinces; data base developers

Current status: At the moment completed projects have been published. In the future also on-going projects will be included and texts describing structure and purpose of the database will be available also in English.

Why can it be used as a good practice?

ubiGreen can be considered a good practice as it promotes the dissemination of environmental information through a user friendly geolocated web site.

BACKGROUND

Problems before implementation:

Before ubiGreen, no geolocated tool mapping the location of all the naturalistic projects funded by Cariplo Foundation was available. Therefore several environmental NGOs asked for a user friendly webGIS. UbiGreen helps in planning and projecting new initiatives for environmental protection and is useful for the Foundation itself (when programming and selecting proposals). It could also support decision makers and participatory processes.

Preparation:

Cariplo Foundation organized a consultation with some nonprofit environmental organizations to understand better their requests and suggestions. Then, technical experts were selected (RedTurtle and Gis&Web, two companies located respectively in Ferrara and Genua) to support the design and the implementation of the project, namely the development of the web site.

Project objectives and purposes:

The objectives of the project are:

- Geolocating naturalistic projects
- disseminating and making more accessible the datasets and the information related to naturalistic projects
- facilitating the planning of new projects and encouraging the development of partnerships and new synergies

Project beneficiaries:

Target: nonprofit environmental organizations, public institutions, Cariplo Foundation board and officers

IMPLEMENTATION

Project activities:

Main actions:

- Setting of ubiGreen goals, also on the basis of a consultation with nonprofit environmental organizations
- Selection of technical experts with the task to develop the web site

- Definition of the web site structure (technical and graphical aspects)
- Updating data of naturalistic projects by the lead partners of the project, also involving nonprofit environmental organizations
- Web site development
- Publication on line, launch and promotion of the initiative

Management:

The project is being managed by the Environmental Sector of Cariplo Foundation. At the end of the development, on October 2015, ubiGreen was launched during a public event and presented at the annual meeting with nonprofit environmental associations. Possible suggestions for development and improvement were requested to users.

Monitoring and evaluation system:

Functioning and use (e.g. number of visitors) of the website are constantly monitored.

Obstacles and problems:

Some organizations acting as lead partners of the naturalistic projects haven't updated data. Therefore, some projects published on ubiGreen contain some outdated information.

Problem solving practices:

Lead partners of the naturalistic projects and environmental NGOs operating in each project area were contacted explaining the importance of updating data.

Innovative elements and novel approaches:

UbiGreen contains one section called Opendata which enables dataset download. The goals are: sharing data and free dissemination of information.

TRANSFERABILITY AND LESSON LEARNT

Evaluation results:

ubiGreen maps the projects funded by Cariplo Foundation through the following calls for proposals: "Sustainable water management" (2004-2006), "Protecting water quality" (2008-2011), "Protecting and enhancing biodiversity" (2007-2011) and "Making the ecological connection" (from 2012 - in progress). At the moment 150 projects out of 290 are geolocated. In the future, also ongoing projects will be mapped. Among the published projects, 18 are located in the area of Metropolitan City of Milan and are focused on: sustainable management of water resources, improvement of the ecological functions of the water system, rehabilitation of habitats and enhancement of ecological connection. The main output was the development of the database that is now in place and working. Use and relevance of the tool for decision making from different players will be evaluated in the future.

Lessons learnt:

The involvement of nonprofit organizations in the definition of ubiGreen's goals turned out to be very effective. In order to guarantee a satisfactory development of the project, according to the defined goals, Cariplo Foundation project manager had to work closely with the technical providers, for the definition of the ubiGreen's structure.

Success factors:

ubiGreen is a user-friendly tool, thus stimulating the consultation of the site and the dissemination of information.

Transferability:

Two successful project outcomes, worth being transferred are: 1 - the user-friendliness of the web site; 2 - the opendata section.

4.2. Case Study 2

Title: Lands and colours of Lombardy (Terre e Colori di Lombardia - Expo in città) – By Navigli Lombardi Scarl (<http://www.naviglilombardi.it/>)

OVERVIEW

In 2015, in anticipation of the event World EXPO 2015 held in Milan, Navigli Lombardi has been appointed to represent the beauty of the territories of the Navigli system in the heart of Milan, in the Darsena of Porta Ticinese. For this purpose a festival named "Terre e Colori di Lombardia" – "Lands and colours of Lombardy", 6 months long, was conceived to be performed on floating pontoons equipped for this aim. This provided for the involvement of local communities of canals the Navigli system which were able to book at least 1 week on one of the floating pontoons placed in the Darsena and here they could exhibit with musical or theatrical performances, representing their traditions and promoting the beauty of their lands in front of an exceptional public represented by Italian and foreign tourists flocked to Milan for the main event EXPO 2015

Country: Italy

Region: Lombardy

Topic: 3,4,5 and 8

Duration of the project: 12 months (year 2015)

Funding program: Navigli Lombardi funds

Total budget: EUR 300.000

Key partners

Navigli Lombardi (Lead partner), Lombardy Region, Municipality of Milan.

Current status: *finished*

Why can it be used as a good practice?

BACKGROUND

Problems before implementation

Thanks to the DGR (“decree of regional council”) N° X/2710 - 11/28/2014 concerning "Scheme of the Agreement between Lombardy Region and NAVIGLI LOMBARDI SCARL for the development and promotion of the Navigli system towards EXPO 2015" the plans to act upon initiatives to enhance the territories of Lombardy, in the *Darsena* in Milan, were confirmed, concurrently with EXPO 2015 and considering the excellent stage provided by the renewed basin area of Milan. With this act Navigli Lombardi Scarl was also completing infrastructural works related to tourism development, thanks to public funds – ERDF and Ministry of Tourism in perspective EXPO 2015). Under these conditions, works have thus began on the retrieval (by public announcement) of floating platforms to be positioned in the dock of Porta Ticinese (subject to a concession by the municipality of Milan), its shell and fittings, ancillary services acts to ensure their complete use (cleaning, security, furniture, electric connections, etc.)

Preparation

The area of the Darsena, the ancient dock of Milan (reopened on 26.04.2015), was identified by an agreement between the Municipality of Milan and Navigli Lombardi as one of the places where citizens could enjoy the so called "*Expo in Città*": a program of events that could have been a reference to the so-called "*fuori EXPO*" trying to attract visitors of the World Fair in the city center. A separate/specific web-page of the web-portal "*Expo in Città*" was created just to appropriately disseminate knowledge of what happening in the *Navigli area*.

[http://it.expoincitta.com/Blog/Navigli-Fiumi-Di-Eventi-Con-Expo-In -Citta.kl](http://it.expoincitta.com/Blog/Navigli-Fiumi-Di-Eventi-Con-Expo-In-Citta.kl)

Project objectives and purposes

The main objective of the project was to give visibility to the territories of the Navigli System /and of Lombardy Region in general during the EXPO 2015 in Milan the a wide public coming to Milan from the rest of Italy and around the world so that the the cultural heritage of the Navigli, both tangible and intangible, could be known and visited.

Project beneficiaries

In the context of this initiative, both local institutions and entrepreneurs had the opportunity to promote their characteristics and their productions/activities on two floating “stages” along the Naviglio Grande and/or in Darsena. **Public bodies** and

institutions of Lombardy (e.g. Provinces, Municipalities, Chambers of Commerce), either individual or as a group, **private parties**, individual firms, companies, cooperatives, consortia, temporary groups, business combinations, **non-profit entities**, individual or group. With regard to the Darsena area in Milan, business up from 30 up to 50 percent for the 150 shops of Ticinese (the Navigli area). The availability period of the proposed spaces proposed for the Festival (a total of 24 weeks on two platforms) was as follows: 32 (thirty-two) weeks (minimum) dedicated to the promotion of public and nonprofit entities; 16 (sixteen) weeks (maximum) you dedicated to the promotion of private entities.

IMPLEMENTATION

Project activities

The allocation of floating platform was composed of other n°4 structures for the retrieval of commercial sponsor in addition to a "Cube" (8m x 8m) for the projections of cultural contents up to 60% of the transmission time.

Management

The Festival was directly managed by Navigli Lombardi staff. A dedicated communication for the event has been scheduled via the EXPO in Città website, the Navigli Lombardi website and the Facebook page. Dedicated meeting along the territories (so called "*road show*") of the Navigli system has been carried out by Navigli Lombardi staff.

Monitoring and evaluation system

The monitoring of activities has been guaranteed by the 2 public agreement between Navigli Lombardi and a) Lombardy Region b) Municipality of Milan "Expo in Città" mentioned before. At the end of the event the numbers of "ExpoinCittà" confirm the validity of an innovative project.

Obstacles and problems

The main problems were related to infrastructural deficiencies of the area due to the fact that the works have been completed only few days before the beginning of the EXPO2015. We also recorded problems related to the excessive crowding of the area during particular events. Navigli Lombardi could collect also income from private sponsors interested by the high visibility guaranteed by the success of the renewed area of the Darsena.

Problem solving practices

The activities led to the solution of practical problems for the best outcome of the activities: the supply of electricity, connection of water, to the furnishings, the cleanliness and the private security service. Navigli Lombardi, as organizer, provided

in advance the guidelines to the hosted partners for the “scenic constructions”: the proposals have been examined and then authorized by an internal commission.

Innovative elements and novel approaches

With the aim to support the communication initiatives of events as part of the Festival LCL, of particular impact was “the Cube”, located on water; it soon became one of the symbols of the area for its impact and high visibility. The Cube consisted of a led wall on all four visible vertical sides (dimension 8m x 8m) and placed on a special floating platform, with direction by remote. On hourly basis, the contents were divided into 60% of institutional and cultural content (programmed by Navigli Lombardi) and 40% in commercial content available to the sponsor which build and operate the installation. Thanks to the Cube, complementary activities were also carried out such as live video events from the EXPO2015 site, press conferences and events from the floating platforms and so on

The economic value, compared to private advertising, is: 1h a day divided in short videos of 60 seconds (between 9am and 11 pm) for a minimum of 15 days > €35.000

Some data

- 50,000 attendance for the inauguration on Sunday 26th April;
- 20,000 of the parade "None touches Milan";
- 120,000 of the three-day boat-show “NavigaMI”;
- 15,000 music event of Emis Killa

TRANSFERABILITY AND LESSON LEARNT

Evaluation results

The evaluation method is based on the participation of the involved public and by the presence of public during the events. Hundreds/Thousands (during the weekend) of people grouped there every evening for ordinary events.

Lessons learnt

Communities involvement has guaranteed the originality of the proposals, focusing on the unique characteristics of each partner, enhancing the contents. This has been recognized as a key factor for the success of the Festival, underlined by the enormous number of visitors along the six months performance.

Success factors

The success factors have been brought from ensuring three key aspects: clear rules and responsibilities included in the public agreements signed by Navigli Lombardy respectively 10 (Municipality of Milan) and 5 (Lombardy Region) months before the beginning of the main event. Funds guaranteed directly by Navigli Lombardy and a

contribution from Lombardy Region. Efficient organization. Navigli Lombardi has been clearly appointed as the managing authority of the area for the six months long calendar of events, coordinating also tourism activities related to tourism navigation, private events scheduled by private sponsor and calendar of official engagements

Transferability: The method can be easily transferred to other urban areas that can be imagined as a loudspeaker for the voices of far territories but rich in terms of cultural assets.

4.3. Case Study 3

Title: The Leonardo Trail (proposed in summer 2013). **“I percorsi di Leonardo” – By Navigli Lombardi Scarl (<http://www.naviglilombardi.it/>)**

In the more than twenty years spent at the Sforza’s Court of Ludovico il Moro (since 1482), Leonardo da Vinci studied and worked along the course of the River Adda and the Canal of Martesana, on the Naviglio Grande and in the Lombardy valleys. His interest in the Navigli system is evident from the many studies and drawings he did, most of which are in the Atlantic Codex, the largest codex which is kept in Milan in the Veneranda Biblioteca Ambrosiana. Navigli Lombardi is working to reconstruct the Leonardo Trail in the area of the Navigli System to draw attention to the ingenious inventions scattered all over the canal system and surrounding areas where Leonardo lived and worked.

Country: Italy

Region: Lombardy

Navigli Lombardi Scarl is the public body, participated by all those subjects which have an administrative competence for the management of the canals, operating for the valorization and promotion of the canals system from a cultural and tourism point of view.

Topic: 3.4.5 and 8

Duration of the project: 36 months (year 2014-2016)

Funding program: Italian Ministry of cultural activities and tourism

Total budget: EUR 300.000

Key partners

Navigli Lombardi (Lead partner), Lombardy Region, Municipality of Milan. PADIGLIONE ITALIA Expo 2015, Veneranda Biblioteca Ambrosiana, Municipality of Vaprio d'Adda and Parco Adda Nord with its Leonardo Ecomuseum.

Current status: work in progress

Why can it be used as a good practice? n°3,4,5 and 8

The project has been supported by an in-depth analytical work on the presence of Leonardo along the canals system made by a Scientific Committee, linked by the opportunity to create personalized and dedicated routes (via the app "I Navigli" for i-OS and Android) and the furniture of floating pontoons to improve the tourism navigation service along the Martesana.

BACKGROUND

Problems before implementation

The project is included in the enhancement of the system of canals in Milan programs carried out by the Company Navigli Lombardi to find synergies with the activities of various public and private bodies, (municipalities, park authorities, cultural associations, etc.) which already operate for the enhancement of the memories of Leonardo.

Preparation

The area covered by the project is varied, mainly in the plain, where human settlements are living with an environmental heritage that is particularly characterized in the vicinity of the two Ticino and Adda rivers, which surround it, and from which originate the canals of the Navigli system. The whole area could become a backbone dynamics of relationships based on knowledge and innovation.

Project objectives and purposes

The "Leonardo trails" project, evoking his genius, intends to help restoring the artistic, historical and environmental assets (in the Milan area and between the Adda and Ticino) which are connected with Leonardo or his time and which can engage with new social and economic development directions. The project assumes the objective of gradually putting in place the necessary actions to make the genius of Leonardo visible through a careful reconstruction of the precise territorial references of Leonardo routes, just the ones which are still visible today.

Project beneficiaries

Project beneficiaries are the users of the canals in a wide sense (tourists and residents) who may have access to a knowledge center of Leonardo's genius to build their own ways of deepening their knowledge of the area they are living or visiting.

IMPLEMENTATION

Project activities

The project activities are provided by a Steering Committee composed of professionals and representatives of organizations involved in the preservation and/or valorization of the works of Leonardo in Milan and Lombardy. Scientific activity has been accompanied by a work of strengthening of communication (through the web and mobile plan of Navigli Lombardi – website, app and facebook page) and infrastructure (pontoons) explicable to the fruition of the routes by the tourist navigation service with particular regard to the Naviglio Martesana. Furthermore, the launch of the Leonardo Trails has been planned by Navigli Lombardi with the involvement of the North Adda Park, City of Vaprio d'Adda and Veneranda Biblioteca Ambrosiana through the organization of trips from Milan to Vaprio d'Adda, open to people (accompanied by experts) who could thus enjoy visiting Leonardo's sites in Milan and along the Adda River.

Management

Navigli Lombardi had the role of coordinator of the subjects involved. Regular meetings have been organized to check the progress of works and the planning of activities. Organizations involved were: Politecnico di Milano, IULM, University Milano Bicocca, University Statale Milano, Veneranda Biblioteca Ambrosiana, Soprintendenza ai Beni Architettonici di Milano, Padiglione Italia - Expo 2015, Lombardi Region Culture Dept., Municipality of Milan Tourism and Marketing Dept., Municipality of Vaprio d'Adda, Natural Park Adda North.

Monitoring and evaluation system

The monitoring system is linked to the fruition of a dedicated tourism boat service along the Naviglio Martesana: this specific offer has started only in September 2016 on Sundays. It is linked, as well, to the interactive museum devoted to Leonardo, located in Vaprio d'Adda along the Naviglio Martesana at the "Casa del Custode delle Acque"

Obstacles and problems

There have been no particular critical factors during the course of the project for a maximum sharing of intent on the project goals among the stakeholders involved. The only registered problems were linked to the physical infrastructure of the Naviglio

Martesana because tourism navigation along the canal until last summer was impossible for works on the canal banks and to the management of the interactive museum dedicated to Leonardo and located at the “Casa del Custode delle Acque” in Vaprio d’Adda because a specific agreement had to be signed between the municipality and the Adda Nord Natural Park.

Problem solving practices

About the first problem, works have been carried out thanks to the Consorzio Est Ticino Villoresi which manages the canals infrastructures. The negotiation about the management of the interactive museum at the “Casa del Custode delle Acque” in Vaprio d’Adda is still ongoing and it should be formalized in the first months of 2017.

Innovative elements and novel approaches

The innovative model is in the network of different local actors both of the metropolitan area (Milan) and of the rural/naturalistic area (Vaprio d’Adda) at different administrative levels (Municipality, Natural Park, local cultural associations) where “Knowledge” and “Involvement” are the key elements for the projects results.

TRANSFERABILITY AND LESSON LEARNT

Evaluation results

The project led to the solution of the networking of a number of cultural resources linked by a single theme (Leonardo) which were previously not offered in a unified way, producing weak bid. The creation of an information base of knowledge and networking of different subjects was able to create a proposal for a tourist itinerary (Leonardo trails) that potentially attracts Italian and foreign users to a rich territory, but little known. The involvement of local communities provides added value in terms of storytelling, highlighting to identify and give the sense of belonging to the places and their traditions.

Lessons learnt

The active involvement of a number of actors re-united under the name of Leonardo has been able to combine a number of aspects that were previously isolated. The information given by a qualified “Steering Committee” has been fundamental because it allowed different actors to recognize themselves as actors of equal dignity around a single plan.

Success factors

The success factors are bound, as it usually happens, to 3 aspects: a shared strategy, a strong organization driven by a qualified lead partner, the financing of required activities to make concrete the identified actions

Transferability

The methodology of sharing strategies and the involvement of local communities can be transferred to other realities that need to relaunch the fruition of territories rich in cultural elements initially unrelated to each other.

4.4. Case study 4

Title: Rural Terracqua circuit (Circuito Rurale Terracqua) –
By Parco Agricolo Sud Milano - **Expo 2015 fuori le mura**

OVERVIEW

Country: Italy

Region: Lombardy – Province of Milan

Topic: (1,2,4,8,9 e 10) the main target was building a unified framework to manage the use of the Parco Agricolo Sud Milano's territory, in the area between Naviglio Grande and Naviglio Pavese. Networking of the matters about nature, agriculture, history and landscape. These themes have developed over the centuries a huge natural, environmental, historical and human heritage.

Duration of the project: 3 years

Funding program: 40% through funds of FESR and POR (Programma Operativo Regionale), COMPETITIVITA' – Asse4 Expo 2015 – Linea di Intervento 4.1.1.1. , 60% from project's partners (Provincia di Milano, Comuni ed Enti Ecclesiastici).

Total Budget: 2.555.209,79 €

Key partners:

- project leader: Parco Agricolo Sud Milano.
- local public authority of: Assago, Buccinasco, Casarile, Lacchiarella e Vernate;
- ecclesiastical authority, represented by Comune di Zibido San Giacomo's parishes.

Current status: the project was completed in December 2014 and since 2015 all the actions are usable.

Why can it be used as a good practice? The PIA (Progetto Integrato d'Area) project Rural Terracqua circuit - Parco Agricolo Sud Milano Expo 2015 fuori le mura, can be considered a good practice thanks to the action on the environment, and to the creation of a network of the matters about nature, agriculture, history and landscape, aimed to the knowledge of the assets inside the protected area, usable by Metropolitan Citizens.

BACKGROUND (max 1000 characters)

Problems before implementation: gathering and sharing of projectual contents with the partners. Starting the design procedures and respecting the project presentation deadline to get the funding.

Preparation: establishment of thematic technical meetings to build the project with different project partners

Project objectives and purposes:

- promotion and spread of a sustainable use both of the protected area, and of the ecological network ;
- promotion and spread through the protection and enhancement of the south Milan agricultural heritage ;
- cultural promotion of the south Milan rural heritage;
- realization and promotion of a rural circuit about Expo 2015 topics, but with a special consideration of the peri-urban areas (fuori le mura) because they are more representative than Expo.

Project beneficiaries: all the Metropolitan citizens, who can afford both the historical heritage, and the services offered by the farmers in the area, thanks to this rural circuit.

IMPLEMENTATION

Project activities: the main target of The “PIA Rural Terracqua circuit Parco Agricolo Sud Milano Expo 2015 fuori le mura” was building a unified framework to manage the use of the Parco Agricolo Sud Milano's territory. The use of this area, because of its natural history, rests on four basic topics: nature, agriculture, history and landscape. These themes have developed over the centuries a huge natural, environmental, historical and human heritage.

Starting from these premises, the PIA aimed to start up some virtuous actions that allow the enhancement of the existing assets and cultural activities, directing the results towards a social and economic impact for the area concerned.

The projectual actions allowed to achieve these outcomes:

1. Retraining of 5 natural areas and reinforcement of the lowland ecological network
2. Restoration of two churches
3. Restoration of the frescoes inside a chapel
4. Construction of cycle paths
5. Construction of Environmental and educational paths
6. Release and free delivery of a volume that gathers all the solutions.

Management: the project leader is Parco Agricolo sud Milano, which worked together with the project partners for 3 years, through the establishment of monthly

thematic technical meetings in order to check the work in progress.

Monitoring and evaluation system: regular meetings with all the project partners, and also with Regione Lombardia, the funding provider.

Obstacles and problems: the main problems have been found in compliance with the deadlines given by The Funding Program, that were not in line with the timing given by the Italian law on public works. The reporting and control phase was very complex.

Problem solving practices: the critical issues were resolved thanks to an excellent cooperation with partners and Regione Lombardia, which has enabled the success of the project through the granting of a six-month extension.

Innovative elements and novel approaches: The PIA, thanks to its various operations and actions, it is based on a strategy of union of the main themes of the park, with the intent to find appropriate ways of use to the peri-urban areas system, in order that the city and the countryside will meet and will be entitled to use the rural heritage.

These are the other targets in addition to those mentioned above :

- developing a strategy to promote the countryside close to the metropolitan area, focused on knowledge of small architectural and cultural treasures, which allows a better use for the community, whether local or foreign;
- realizing a shared project with the municipalities, that enables to relate to the roots of the local community and visitors, and develops the potential unmanifested from rural areas of the Parco Agricolo Sud Milano;
- encouraging the development of a cultural offer, that intercepts the demand of local communities and non-residents outside visitors;
- widening the recognition of the agricultural area of south Milan as a system that offers a quality tourist accommodation in the services offered by farms;
- consolidating the value of material culture as a factor in the construction of local identity;
- implementing the park's planning and scheduling (Piano di Settore della Fruizione), but also to the superordinate (PTR, PTCP, ecc..) on sustainable land use and implementation of the Ecological Network;
- Developing a cultural communication project on the themes of rural life, highlighting the elements of innovation of services and opportunities offered through innovative systems of tourist information; and correlating the initiatives introduced by the PIA with the themes of Expo, promoting lasting initiatives that can continue in the structural form even after 2015.

TRANSFERABILITY AND LESSON LEARNT

Evaluation results: thanks to a complex and detailed work on the field, begun in 2010 and completed in 2015, eventually the actions have been all successful, with no particular problems except the usual ones and related to the construction of public works. The actions have allowed the creation of new retrained naturalistic areas, the

creation of almost 10 km of new cycle paths, as well as the recovery of the historical heritage of ecclesiastical kind, building a new circuit finalized to the knowledge of the rural world.

Lessons learnt: it was very important the relationship created with project partners, who with their needs and suggestions have helped the project leader to drive all the necessary steps to achieve the goals.

Success factors: the main success factor of the project lies in the fact that it was possible the realization of a rural circuit, which opens the city to the countryside, thanks to the collaboration with all stakeholders in the area.

Transferability: the success of the project is due by two factors:

1. dialogue and ability to network with project partners;
2. creation of a connection between the city and the country, through a slight enjoyment that allows the knowledge of a rich historical, cultural, natural and agricultural heritage.

4.5. Case study 5

Title: PIA - AREA'S INTEGRATED PROJECT TO REALIZE A PROGRAM OF INFRASTRUCTURAL WORKS AND THE DEVELOPMENT OF TOURISTIC, ENVIRONMENTAL, CULTURAL, REGIONAL SYSTEM OF NAVIGLI CANALS AND WATERWAYS. LOOKING AT EXPO 2015.

By Consorzio Villoresi

Overview

Country: ITALIA

Region: LOMBARDY

Topic: 1-2-3-4-5-6-7

Duration of the project: January 2013 / December 2015

Funding program: FESR (ERDF) priority 4

Total budget: 36 projects for about 35 M € of investment, of which about 25 M € Represented by EU funding ROP ERDF Priority 4

Key partners: Lombardy Region, the Consortium Est Ticino Villoresi (leader), Navigli Lombardi Scarl, the Lombard Park of the Ticino Valley, the South Milan Agricultural Park, North Adda Park, Groane Park.

Current status: Project ended

The PIA (Integrated Project Area) of Navigli canals has been realized starting from the knowledge that the system of canals and waterways is, doubtless, among the regional prestigious peculiarities. It is a set of high environmental and landscape value that link the capital of Lombardy with the system of rivers and lakes. The Navigli canals, together with the towpaths, are a natural tourist route running through

the heart of Lombardy, in a slow way of motion, which allows you to know, in a sustainable manner, the territory with its own quality.

Why can it be used as a good practice? 4-5-7- 8 e 9

BACKGROUND

Lack of synergy between the territory and the different socio-cultural realities and the various competent authorities for the management of the territory itself.

Lack of a unified vision of the Lombard Navigli as a true "system."

Preparation: The PIA has been made possible through the networking of many institutional actors who have signed, in October 2012, the Programme Agreement promoted by the Lombardy Region for the definition of an "Area's Integrated Project to realize a program of infrastructural works and the development of touristic, environmental, cultural, regional system of canals and waterways. Looking at EXPO 2015".

Project objectives and purposes: The PIA tried to integrate cultural and environmental aspects for touristic and economic development of the concerned territory, developing system's actions aimed at enhancing the cultural, natural, touristic, agricultural and sustainable mobility aspects and giving to the system of canals a unitary frame, even within the single physical and topographical features. In particular:

- making available to a wide audience the documentary material and the places where, over the centuries, the channels, through water regulation have transformed the environment of vast areas of Lombardy in the most valuable agricultural area in Europe;
- give back value to an example of local history through a new use, synergistic with the original one, to restore historical memory and Enhance the landscape of Lombardy;
- make available to citizens operational structures for tourism, to practice teaching, research, or just to stop during a walk;
- experiencing a model of sustainable tourism for the environment, in line with the Aalborg Chart and the Sustainable Tourism Chart.

Project beneficiaries: All the interested territory and involving different target users of its inhabitants.

IMPLEMENTATION

Project activities://

Management: Est Ticino Villoresi Consortium was the leader, having the entire management of the administrative and accountability procedures; the individual partners have coordinated the technical, authorizative and realizative part for each project.

Monitoring and evaluation system: Meetings and technical meetings on a monthly basis, at least with the project partners and regional representatives of Axis 4, which were complementary to ongoing monitoring by the leader of all the individual projects

and respective project phases.

Obstacles and problems: Timing design and relative phases of reduced permissions, really reduced production times, also thinking of the need, for different works, to work only during the periods in which the channels are dry; weather-related issues for construction sites.

Problem solving practices: Organization of the planning stages in a synergic way with the authorization authorities, sharing of the project phases step by step with all the relevant stakeholders, coordination tables with the partners at least monthly.

Innovative elements and novel approaches: Innovative overview of the Navigli Lombardi system for the reorganization of the synergistic use of the territory in an environmentally friendly manner and innovative way.

TRANSFERABILITY AND LESSON LEARNT

Evaluation results

Aims Achieved results

+ 115 km of new routes (towpaths and nature trails) made available to the public compared to the situation in 2012.

- V1b / V17 / V19b: 18 km along the Bereguardo Naviglio
- V5B + V6 / V7 / V15: 8 km along the Martesana
- V3a: 1.1 km along the Naviglio Pavese
- PAD1 2.5 km from Trezzo d'Adda to Vaprio d'Adda
- PAD4: 2 km in Cassano d'Adda
- V8 + V16: 15 km along the Naviglio Grande
- V19a: 28 km along the Naviglio Grande
- N1 / V5: 226 km along all Lombard Navigli Canals
- Total: 226 km

+ 25 Km of new waterways compared to the situation in 2012. Routes reopened for navigation:

From Panperduto to Arconate: 25 km

From Turbigio to Boffalora: 10 km

From Pontevecchio di Magenta to Abbiategrasso: 9 km

Total: 44 km

Routes for canoeing reopened:

From Vimodrone to Cernusco: 6 km

From Abbiategrasso to Bereguardo: 19 km

From Parabiago to Garbagnate: 15 km

Total: 40 km

+ 80 km of pedestrian path accessible by use of the towpaths compared to the situation in 2012. - V1b / V17 / V19b: 18 km along the Bereguardo Naviglio

- V5B + V6 / V7 / V15: 8 km along the Martesana
- V3a: 1.1 km along the Naviglio Pavese
- PAD1 2.5 km from Trezzo d'Adda to Vaprio d'Adda
- PAD4: 2 km in Cassano d'Adda
- V8 + V16: 15 km along the Naviglio Grande
- V19a: 28 km along the Naviglio Grande
- N1 / V5: 226 km along all s Lombard Navigli Canals
- Total: 226 km

+ 100% passengers carried by tourist boats in service on the historical network of channels compared with today (2012) in terms of passenger / km. No passengers annually transported across the network of Lombard Navigli Canals *:

2012: 20,290 passengers

2013: 19,389 passengers

2014: 20,831 passengers

2015: 48,258 passengers

Increase over 4 years: 138%

Lessons learnt: The initial Planning and the constant organization of project phases have to be always well defined and shared by all participants of the project to proceed in a consistent manner without having to deal with conflicts that may cause delays on the project.

Success factors: Integrated and constant organization between the project partners and the financing management authorities

Transferability: Write here in max 600 characters what parts, methods, of the project can be successfully transferred to the partners regions. 1-2-3-4-5-6-7

It could be transferred to all kinds of actions and event on the ground, that is to all the other historic canals of Lombardy and european canals as well

TOPIC

1. Involving (protected) natural areas into touristic routes
2. Development of related infrastructures (e.g. visitor centre) and their management
3. Renovation of sites/buildings for leisure & hospitality (L&H) purposes, development of related infrastructure and their management
4. Integrating intangible cultural heritage (e.g. traditions, local products) into L&H services
5. New diversified L&H packages (integrated products and services), thematic touristic clusters (network of service providers)
6. Smart ICT tools (e.g. apps, smart tourism card systems)
7. Eco-innovation (e.g. sustainable modes of recreational transport)
8. Heritage related awareness raising & community engagement (e.g. voluntarism)
9. Public-private participatory policy-making model for tourism development,

management, promotion (e.g. destination management organisations including municipalities, SMEs, NGOs)

10. Multi-level & cross-sectoral governance structures, integrated policy-making

11. Boosting local/regional (green) employment, supporting innovative potential of SMEs & microenterprises

12. New marketing and PR methods for promoting the region (e.g.: tourism card system)

13. Other:

GOOD PRACTICES

1. Specific topic

2. Special, unique solution for an existing problem

3. Preparation methods, elements

4. Strong stakeholder involvement or cooperation with the government

5. Management system

6. Monitoring, or evaluation system

7. Innovative activities

8. Problem solving practices

9. Results are innovative, unique

10. Communication

11. Cost-effectiveness

12. Other:

5. Bad practices (*optional*)

Bad practices are soon defined by the lack of good practices. Usually when there is an approach to the problem, that means we want to face it. It's much worse when there aren't intentions at all to face it and everything is left non only undone but frustrated. A bad practice is when you slip away over the situation and you are so distracted not to take notice of the territorial needs, and you don't focus the necessity of a real change in conducting a territorial policy. Another bad practice is when you speak to some stakeholders and they agree with everything just to avoid any sort of practical engagements. Another bad practice is when you contribute to implement the sense of frustration of people and stakeholders by not doing anything promised in your initial plan. We may learn from those bad practices about "doing nothing" and, above all, about "how not to govern properly".

6. Conclusions

The development of the infrastructures for the inland waterways (navigation and recreational tourism) must meet the commitment to improve that of the towpaths and cyclepaths. The objective of incentivising local entrepreneurship takes practical expression in the improvement of hotel and other accommodation, incentivising small businesses connected with rural tourism and the development of area-wide marketing campaigns to promote the Navigli. The specific objective and theme “Tourism” are expressed in the objective of “Building the tourism system” based, above all, on the improvement of the network infrastructures, promotion and renewal of the cultural heritage and incentivisation of local entrepreneurs. The Improvement of network infrastructure has become an indispensable priority and requires construction of new landingplaces, restoration of navigation and development of navigability on the Navigli. As regards the improving the cycle and walking network, there are projects to improve the infrastructure of cycle paths with rest stops and plans for themed routes. In the protected areas of the Navigli system – in particular in the parks Parco Lombardo della Valle del Ticino and Parco Adda Nord – there are projects of especial interest which could be replicated all around the area.

The projects should be supported by the following actions:

- development of navigation;
- expansion of the cycle and pedestrian paths;
- enhancing the historical, cultural and environmental heritage through actions and events of revitalizing the circuits already existing and plan new ones;
- development of hotel accommodation and other hospitality infrastructure.
- development of marketing projects for the area to promote the Navigli;
- incentivating small local businesses connected with rural tourism (which are complementary objectives for the medium-long term period).

Tourist promotion also implies the implementation of supporting actions in favour of inland waterways. These, together with tourist activities, represent a strategic asset for tourist development policies at the local level (surrounding the city of Milan and MCM's area). The role of tourist promotion in the overall system of Navigli is fundamental, especially at the regional level and European level as well since it may represent an adequate background to boost the increase of tourism, which accordingly serves as an important tool for European social cohesion policies. We should be aware that tourism promotion consists of a comprehensive and integrated supply of services and opportunities. Therefore, in this respect, it is useful to deepen the links between regional marketing, tourist promotion and transport policies, since all these aspects have to do with territories.

The new prospects and new challenges for sustainable tourism as far as tourist promotion and inland waterways are concerned, stress the following aspects:

- tourism is of vital importance to growth, employment and new communication and
- information technologies;
- tourism is one of the economic sectors with the most potential for growth and job creation, in particular among young people and women;
- at international level, tourism is extremely competitive, the market shares held by

- European tourist operators are increasingly vulnerable, and Europe's position at world level risks being weakened;
- the importance of ensuring that European regulations on the one hand protect consumers and on the other help to create an environment conducive to the success of the European tourist sector, in particular by promoting quality services;
- the need to complete the internal market in tourist services and to achieve genuine
- equality of treatment between tourist operators;
- the need to promote combined train and bicycle;
- national and regional authorities are invited to stimulate inland waterway tourism by
- seeing to it that recreational waterway networks are provided and maintained in Europe, on the basis of internationally agreed upon classifications.

The latest official document enacted on tourism by the European Union dates back to 30 June 2010. By the Communication "Europe, the world's No. 1 tourist destination – a new political framework for tourism in Europe", the European Commission has called upon the need of improving the competitiveness of tourism in Europe by:

- adapting tourism to the new consumers' needs;
- making tourism seasons longer;
- deepening the socioeconomic knowledge of tourism.