

## Summary report Interregional Knowledge Exchange Session SWARE

**Hosting partner's number, name:** Metropolitan City of Milan, Italy (PP3)

**Date of visit:** 12-14 September

**Places of visit/location:** Milan, Imbersago, Porto d'Adda, Paderno d'Adda, Cornate d'Adda, Gorgonzola, Gessate, Somma Lombardo, Cuggiono, Cassinetta di Lugagnano, Morimondo, Zibido San Giacomo, Darsena of Milan (Porta Ticinese).

**Number of participants:** 19 (excl. PP3 staff and stakeholders)

**List of participants:**

Please see ANNEX I

### 1. Summary of the aims and achievements of the transfer visit held:

#### Day 1 (12<sup>th</sup> of September):

**(Idroscalo)** On behalf of MCM, **Dario Parravicini** gave his welcome to the European SWARE delegates. There was a short opening presentation on the profile of Idroscalo, the sea of Milan, run by the Metropolitan City of Milan, followed by **Francesco Vassallo** (MCM) on the MCM Development Plan, a tool for statutory effective spatial governance prepared over a period of 2 years with a lifespan of 6. MCM is supported by private sector developers and has a strong and organised stakeholder network. MCM is offering the city of Milan a good opportunity to enjoy water for sports and entertainment. A formal structure/arrangement for bottom-up/community stakeholder involvement in local leisure and sport entertainment to give the public a strong mechanism to participate in the well-being of the area, the county and all its people. Idroscalo is not only responsible for representation & participation, but also for capacity building and serves as an information hub. **Stefano Baia Curioni (Bocconi)** gave a short presentation on Idroscalo and its activities which also considered marketing and a model for multi-level stakeholder participation. Idroscalo is considered a key destination for water based activities combined with local and international visitors. MCM wants to achieve this by improving the water basin of Idroscalo, the amenity areas, orientation and lakeside experiences.

**(Cascina Martesana)** A short walk through the Gorla District and the Martesana Park was organized. The walk took place along the cycling lane which connects the city of Milan to the river Adda (Naviglio Martesana). This area is a fundamental point of territorial observation as it includes memories and new chances for development from a suburb area to an important external social area for nature and entertainment. Moreover Gorla is well known all over the world because of a tragic episode which happened during the Second World War, when 214 children of the primary school and their teachers died in a bombing raid. A monument has been erected in Piazza dei Piccoli Martiri di Gorla as an international warning against all wars.

The visit at Cascina Martesana gave evidence to the social activity and communication work of young men of the Cooperative Cascina Martesana in restoring an old rural building along the canal. It is a well-run resort place for entertainment (in the evenings) and cultural initiatives in the area. Despite of that, Cascina Martesana must always renew its licence for 6 months each time: that is a technical problem to be solved in the future.

**(Imbersago)** Boat tour on the Adda River. Experiencing the emotion of passing the river from shore to shore by the ferryboat conceived by Leonardo da Vinci. Followed by a short navigation along the Adda River with *Addarella*, a house boat adapted for short routes in a wonderful natural setting to experience the attractiveness of the place. Very few boats operating on the river can't exploit the potentialities of a touristic formula which combines nature, landscape and territorial resources.

**(Porta d'Adda Inferiore. Naviglio di Paderno)** A short walk from the Porto d'Adda Inferiore to the Rocchetta Valley displayed a very interesting promenade which displayed the enormous potentialities of the small canal which could, on the contrary, give continuity to the navigation from the Lake of Lecco to Milan, overpassing the falls of the Paderno valley. The same cliffs Leonardo da Vinci described in his Codex Atlanticus.

**(Stallazzo)** A short trip along the banks of Naviglio di Paderno took the partners to the stallazzo, once the stable for horses employed in towing boats against the upstream. Here boaters stayed for a drink and a chatter during their journeys from the Lake of Lecco to Milan. The president of *Parco Adda Nord*, **Benigno Calvi**, gave a report of Parco Adda Nord's activities, planning and today's results in promoting the revitalization of the River Adda and its Naviglio di Paderno together with the activities of Ecomuseum Adda of Leonardo. Then **Luigi Gasparini**, president of the Cooperative Solleva (association), exposed its activities in favour of tourism and cultural heritage in Rocchetta Valley. Nearby there was the famous Church of Rocchetta which is the place described by Leonardo da Vinci in his study excursions along the Adda River. **Fioreno Mandelli**, the guardian, gave a short report on the importance of the place and showed the delegates the attractiveness of the valley. Not to be forgotten: 2019 will be the 500<sup>th</sup> death anniversary of Leonardo da Vinci all over the world. Great celebrations are planned.

**(Gorgonzola)** **Allesandro Ferrari**, exposed on behalf of the Mayor of Gorgonzola, the guidelines of the construction of the new museum of Gorgonzola by the cultural Association Concordiola. He explained how a typical food product such as *gorgonzola cheese* could bring fame to Gorgonzola. **Andrea Patrucco** illustrated the *Agricultural Food District Adda-Martesana* and explained how to operate on a local basis with agriculture and its renewing economic system starting from young people returning to work in the fields and to produce genuine food.

**(Gessate)** Short presentation of Ecomuseo Martesana, by the president of *Ecomuseo Martesana* **Carlo Cella**, and of its activities in favour of revitalizing the territory starting from its natural, economic, social, touristic and artistic resources. It focuses on the aspects of a territorial network combining all aspects of heritage with tourism and infrastructures (Naviglio Martesana). Moreover it involves all the actors and stakeholders of Adda/Martesana area in creating a network of authorities, municipalities, associations, residents, stakeholders operating actively in the territory.

## **Day 2 (13<sup>th</sup> of September):**

**(Somma Lombardo. Panperduto)** A study visit to the dam of Panperduto. The president, **Allesandro Folli**, illustrated the structure (Youth Hostel) which supports visitors; the restoration of the lock and the dam of Panperduto. Moreover he described the activities and works by the *Consorzio Est Ticino Villoresi*, which is in charge of the management of works of the whole network of the Lombard canals. Here it was also shown how a Cooperative (Ex Dogana Association), composed of young

women, runs the hostel (accommodation for bikers) and puts on sale the rural and typical products of the area.

**Laura Burzilleri** (director) gave, on behalf of the Consorzio Est Ticino Villoresi, a short presentation on the Consortium and its activities which considered a marketing: a model of multi-level stakeholder participation involved in local leisure entertainment to give the public a strong opportunity of visiting the canal and its territory by bike. The session was based on how the Consorzio Est Ticino Villoresi manages all works along the Lobard and Milanese Navigli (230km of network). Consorzio Est Ticino Villoresi is important for its capacity of building up an information hub.

**(Cuggiono, Robecco, Cassinetta di Lugagnano)** A boat tour on the Naviglio Grande was organized with its historical Ville di delizia which are now locations for events. **Carlo Ferré** (president) illustrated the role of the Consorzio dei Comuni of Naviglio Grande and stakeholders of the area. The Consortium coordinates all the economic and social activities of the municipalities along the Naviglio Grande together with the associations and stakeholders of the area.

**(Morimondo)** The abbey of Morimondo is one of the most important Lombard abbeys and part of what is known as the *Abbeys Road*. This route is run by MCM. The abbeys had a historical role in governing the lands at the south of Milan in a typical rural area. The delegates were taken into the most representative spaces of the abbey and were explained about the importance of the work of the monks in cultivating the territory. In this area there are didactic farms which play an important role in preserving the typical aspects of the Lombard rural landscape. **Gabriele Corti** illustrated Cascina Caremma's experiences as innovative entrepreneurship which qualifies the territory and the relations with users.

**(Zibido san Giacomo)** The Mayor **Piero Garbelli** of Zibido San Giacomo gave a welcome to the delegates, then described what has been done in Zibido. **Maria Pia Sparla** illustrated the function and work of Parco Agricolo Sud and its aim at preserving a typical rural area around the great city of Milan. **Cristina Boca** from *Parco Sud* of MCM explained the potentialities of the rural work and clearly exposed the intention of MCM to maintain the typical products and landscape marks of the area. Then she illustrated the work and goals of the Museum of savours and typical rural products of the area of M.U.S.A. **Elisa Pozzi**, a young entrepreneur from Azienda Agricola ZIPO, gave a short presentation about how farmers are adapting to the new economic situations. This has caused the establishment of a new group of multifunctional farmers. Then **Susanna Ravelli** presented the agency *AFOL Sud Milano* which operates to combine the territorial and human resources in order to give work to local young men and women in search for a green job. The agency, which provides training services for employment, is made up of 27 municipalities from south Milan.

### **Day 3 (14<sup>th</sup> of September):**

**(Cariplo Factory)** Matching workshops in the building of Cariplo Factory, a project established by the Cariplo Foundation which aims at creating job opportunities for young people, realising open innovation partnership project, CRS and promoting young talent.

Summary on interactive workshops:

**(1) Workshop table 1: The feasibility through an effective governance (Gabriella d'Avanzo, PP3).**

Keyword questions:

- 1) How to manage opposite/different interests in a common aim from an institutional, entrepreneurial, political, personal point of view?
- 2) What do institutions, entrepreneurs, politicians need to reach their targets in a social context (rules and guidelines oriented to foster collaboration between public and private companies, etc...)?

See ANNEX III for summary and outcome statements.

**(2) Workshop table 2: The feasibility through models or instruments (*Daniele Zucchelli, PP3*).**

Keyword questions:

- 1) How to create a model that leads to social and economic inclusion in all their different facets (CO2 reduction, infrastructure, water management, tourism, liveability for inhabitants, social safety, health, culture, history, appreciation of society, etc...)?
- 2) Which kind of agreements, contracts, formal or informal network, oriented to put together different aims and interests in an effective and multilateral approach?

See ANNEX III for summary and outcome statements.

**(3) Workshop table 3: The feasibility through sustainable management of waterway systems combined with heritage and infrastructures (*Edo Bricchetti, PP3*).**

Keyword questions:

- 1) How to stimulate sustainable tourism along inland waterways rich of culture and history?
- 2) How to share responsibilities between public and private institutions, private-public partnership?

See ANNEX III for summary and outcome statements.

**(4) Workshop table 4: The feasibility from a financial point of view (*Dario Parravicini, PP3*).**

Keyword questions:

- 1) How to finance projects and models?
- 2) How to share and manage sponsorship, private and public funding, crowdfunding, fundraising, additional funding by public and private cooperation?

See ANNEX III for summary and outcome statements.

**2. Title of good practice(s) involved in the transfer visit and introduced to the participating partners:**

- Idroscalo
- Cascina Martesana
- Leonardo Ferryboat on the Adda River
- Stallazzo at Naviglio of Padenro
- Agricultural Food District Adda-Martesana (Gorgonzola example)
- The Ecomuseo
- Panperduto

- MUSA
- AFOL Sud Milano
- Parco Agricolo Sud Milano
- Cariplo Foundation

### **3. Title of good practice(s) transferred or potentially transferable to any participating partners:**

- See list above (ITA).
- See description of day 3 and Annex III (VAR)

The good practice of Panperduto was specifically named many times by partners as very interesting. There were also several good practices of other regions discussed during the workshops on the third day of Interregional Exchange Session.

### **4. Lessons learnt during the KES**

Although the territorial contexts of the partners are different from each other, the social ones, and the challenges are quite similar. Therefore, good practices presented and shared between partners have aspects that can be useful to all partners.

One of the main lessons learnt during the KES in Milan is the fresh and engaging way the inland waterways/heritage sites are used. With the Leonardo trails Milan has a very good connecting story in which it can present some of their heritage sites. Also, such as at Panperduto you could see the different kind of amenities developing or developed around the navigable waterway of the Ticino river. A grand network of biking routes had been developed along the waterways, from which the city of Milan could be reached. Also, the development of the hostel, the Swiss-Italian museum and the connecting educational play area showed the multiple purposes of the area. Lastly, the area is also used for industrial purposes, as the Panperduto dam is also used to generate energy.

It was also learnt that locals should be more involved in using their waterways to experience their own heritage. It is also critically important to involve stakeholders/actors of all types in public/policy-making structures in order to produce effective solutions for complex situations. It is extremely important to involve enthusiastic partners and to stimulate a sort of commitment with all of these stakeholders, board members and councillors. Different actors/stakeholders/volunteers are involved at the inland waterways/heritage sites. There is a challenge of collaboration. To maximise the usage of a site and to capitalise on the area. There is no “one-size-fits-all” approach to ensure the involvement.

In the management of waterway areas and the adjacent natural and cultural heritage it is important to combine different functions: e.g. tourism and energy, education, economy and sustainability.

With the development of the Ecomuseo, all actors are involved in creating a network which open their activities in favour of revitalizing all aspects of heritage.

## 5. Proposed actions

There are multiple actions proposed by the partners. Most of them of course consider specific actions within the different regions, but also proposed unique actions on a project wide (EU) level. Agreeable is that stakeholder meetings should be held in all five regions to inform the regional stakeholders of the outcome of the KES in Milan. It is important to involve the stakeholder and institutional learning group (SIG) in the development of the action planning phase.

On a partner based level, it is a shared interest to discuss on local and/or regional level how some of the good practices can be implemented in other regions.

The partners should not only learn which stakeholders are involved in their area, but should also maintain regular contact with them. It is also proposed to involve more youngster in water management projects, as they can give new energy and look from different perspectives to old problems.

As missing financial resources can be a delaying factor in the implementation of new projects, good practices should be communicated to policy makers. This can stimulate the release of financial resources.

Make procedures shorter. The lengthiness of starting procedures and/or changing different laws/rules can obstruct positive and productive processes. Lengthy procedures can also act as a deterrent to start changes in water management of inland waterways and its heritage.

And: give decision makers the comfort to make long term decisions, which have also impact at a wider region than their own governance. That means: give them tools against patronism and populism.

## 6. Interregional Knowledge Exchange Session Statement of outcomes

Considering the discussions during the three-day visit (e.g. during study visits, presentations and workshops) and the provided conclusion reports by all partners, the statements below summarize the most important outcomes of the second Interregional KES visit for the SWARE project. The statements are numbered in no specific order of importance.

1. It is essential to have a common vision/goal from which a common strategy and a common execution flows. Fragmentation will lead to miscommunication and mismanagement; participants have to secure their commitment and sponsorship.
2. One of the biggest concerns is the allocation of financial resources to important projects. For the involvement of stakeholders/actors it is important that they are visible to political and private actors for economic support. Within maintaining an integrated stakeholder network the visibility is an important task;





3. There is a need for further and deeper cooperation on and between all level of involved governmental bodies;
4. It is important to use the heritage sites in many different forms, combining multiple usages for your natural and cultural heritage along inland waterways (cultural, sports, arts, navigation, education);
5. It is absolutely necessary and urgent to have a common strategy in formulating a unique and simple questionnaire on cultural and social needs related to the territory and heritage. Any tentative in planning action plans without considering this would be completely inadequate;
6. ...



Annexes:

- Signed attendance sheet of the transfer visit
- Agenda of the transfer visit
- Detailed description of workshops



# KES IN MILAN - ITALIAN KNOWLEDGE EXCHANGE SESSION

DAY 1 - IDROSCALO, MARTESANA, PADERNO D'ADDA, VILLA DACCO'

Tuesday 12th September 2017

CITTÀ METROPOLITANA DI MILANO

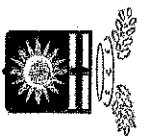
Attendance sheet



First name and Surname	Apprenticeship/Association/society	Telephone number	Mail address	Signature
MARIA CECILIA PINOCHI	CHM	3346002422	via ... ..	
Federico Vissello	CHM			
Manuela Vio	VRW	+31620922500	dire ... ..	
Nara Spröge	Vidreue Roving Region	+37126488091	mara.sproge@vidreue.lu	
Ronald Waterman	VRW	+31(0)152613345	info@ronaldwaterman.nl	
EDBRICHTTI	EXPERT SWARE	3358166677	edbrichtti@init	
Fiorino Corina	CHM	3351361372	Fiorino Corina	



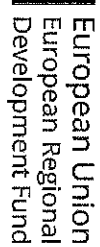
First name and Surname	Apprenticeship/Association/society	Telephone number	Mail address	Signature
CARLEUADIVANO	CMM	0274603427	g.davuto@cittaumilano.it	
BAS LEURS	Province of Zuid-Holland (NL)	+3165549213	b.leurs@pzh.nl	
ANGELA SHEEHAN	TCC - IRELAND	+353 0865733263	angela.sheehane@tccireland.ie	
ZOFIA BART	POUS DUBLIN	+421 907 828 858	office@pousm.com	
Juzil Vithas	State Inspection Heritage	+371 2948326	412413mant@juzile.lv	
DR. MICHAEL NICOLA	POUS DUBLIN EGC, ORIGINALLY	+36 20 422 84 06	michael.nicola@pousm.com	
Arnoud Rodenburg	V R W	+31 6 51069811	burgemeester@nidand.nl	
Kösin U'Gachy	Tupperware Country Council	+353 087 9031827	roisin.ogachy@tupperware.ie	
Stephan van Dijk	VRW	+31 6 11156558	s.vandijk@zandstadwesterbaan.nl	
ZSUSANNA CALIG	POUS DUBLIN EGC	+16107148881	project@fate.lu	
Bas Toledo	Zuid-Holland	0031 618309936	bas.van.toledo@pzh.nl	



First name and Surname	Apprenticeship/Association/society	Telephone number	Mail address	Signature
DANIELE ZUCCHETTI	PIETROF. CITY OF MILAN	3358272864	danzuchetti@pietrof.it	<i>[Signature]</i>
MARIE PHELAN	TIPPERARY COUNTY COUNCIL	353874827044	marie.phelan@tipperarycoco.ie	Marie Phelan
VALERIE CONNOLLY	" "	353877551176	valerie.connolly@tipperarycoco.ie	<i>[Signature]</i>
PAUL CONNOLLY	" "	353872274503	paull.connolly@tipperarycoco.ie	<i>[Signature]</i>
Hans Heupink	Provincie ZH + ZH	0644444757	h.heupink@provincie.nl	<i>[Signature]</i>
Frank Reidel-Herke	Veldzwe Planning Region	37126133028	frank.reidel@veldzwe.nl	<i>[Signature]</i>
Wolfgang Sicks	Bauherkeiser municipal authority	37186157144	wolfgang.sicks@bauherkeiser.at	<i>[Signature]</i>
DARIO PARRAVICINI	CITTA' METROPOLITANA MILANO	3408624633	d.parravicini@comet.mil.it	<i>[Signature]</i>
LORENA MATTIOLI	CITTA' METROPOLITANA MILANO	0277604493	lorena.mattioli@comet.mil.it	<i>[Signature]</i>



Settore sviluppo economico e sociale  
Dario Parravicini

[illegible]

*Ai sensi dell'art. 13 del D.Lgs. 196/2003 "Codice in materia di protezione dei dati personali" si attesta che i dati qui raccolti saranno utilizzati da Città Metropolitana di Milano all'esclusivo scopo di informarvi su future iniziative. Titolare del trattamento dei dati è il Direttore del Settore sviluppo economico e sociale, dott. Dario Parravicini.*

## KES IN MILAN - ITALIAN KNOWLEDGE EXCHANGE SESSION






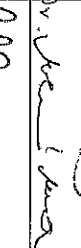

### DAY 2 - PANPERDUTO, VILLE DI DELIZIA, MORIMONDO, MUSA

Wednesday 13<sup>th</sup> September 2017

CITTÀ METROPOLITANA DI MILANO





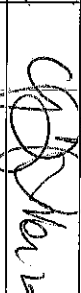
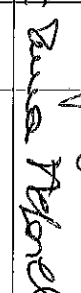
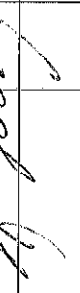



Attendance sheet

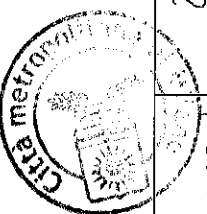


First name and Surname	Apprenticeship/Association/Society	Telephone number	Mail address	Signature
Valerio Seiki's	Burtheide Cuccia, LV	+37146194144	valerio.seiki's@burtheidecuccia.lv	
Mara Sproge	Midana Planning Region, LV	+37126488091	mar.sproge@videne.lv	
Liente Priedais-Mepaka	Vidzeme Planning Region, LV	+37126133028	liente.priedais@vidzeme.lv	
Zuri's Victoria's	State the 11th of September	+37129405326	zuri's.victoria's@state.lv	
ZOFIA DAPA	PONS DANUBII EGTC	+4219082488	OFFICE PONS DANUBII	
DR. HONOR. MILANA	PONS DANUBII EGTC	+36 20 423 - 84-06	milana.milana@pons.lv	
LAIKOS ZSODA	PONS DANUBII EGTC	+36 20 748881	laikos.zsoda@pons.lv	



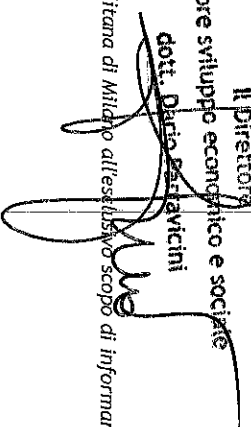
First name and Surname	Apprenticeship/Association/Society	Telephone number	Mail address	Signature
Hans Meupink	PZH	+31 6 4444737	h.meupink@pzh.nl	
Bas leurs	PZH	+316 55449213	b.leurs@pzh.nl	
Marie PHERAN	TIPPERARY C.C.	+353 87 137044	Marie.pheran@tipperarycc.co.ie	M. Phelan
ANGELA SHEEHAN	TCC	+353 868 73303	angela.sheehan@tipperarycc.co.ie	Angela
Paddy CROTTY	TCC	+353 87 2274503	paddy.crotty@tipperarycc.co.ie	
VALERIE Connolly	TIPPERARY C.C.C	+353 87 7551176	valerie.connolly@tipperarycc.co.ie	
ROSIN OGRADY	TIPPERARY C.C.C	+353 87 9031827	rosin.ogrady@tipperarycc.co.ie	Rosin Ogrady
Arnoud Rodenburg	VRW	+316 51063811	arnoud.rodenburg@vrw.nl	
Bon van Tolbeek	Zvci - Holland	06 18309936	bon.van.tolbeek@zvci.nl	
CARLO FERRE	COOPERATO CROCI NAVIGA			
Stephan u. Dijk	VRW		s.vandijk@zandstad.nl	

First name and Surname	Apprenticeship/Association/Society	Telephone number	Mail address	Signature
Mauro Ippolito	ARW	+3670972500	AR @ caudatadwater bram e n	
Ronald Waterman	ARW	+310653147901	info@ronaldwaterman.nl	
Dario Parravicini	CMH	3408427433	d.parravicini@citta metropolitana.mi.it	
Edo Bricattelli	EXPERT SWARE	3358166679	edo.bricattelli@exp ertsware.it	
Gabriele D'Amato	CMH	0244034129	gabriele.damato@c itta metropolitana mi.it	
Alessandra Stefanello	CMH	333414872	a.stefanello@citta metropolitana.mi.it	
LORENA MARIA MARINI	CMH	0277404493	l.marini@citta metropolitana mi.it	
<del>MAURO STEFANELLO</del>	<del>CMH</del>	<del>3358277861</del>	<del>mauro.stefanello@c itta metropolitana mi.it</del>	
SAVANIELLO CECILIO	CMH	3358277861	s.savaniello@citta metropolitana.mi.it	
FIORELLINO CORTINA	CMH	335161342	f.fiorellino@citta metropolitana.mi.it	

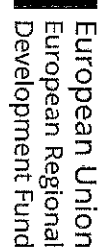


Il Direttore  
Settore sviluppo economico e sociale

dott. Dario Parravicini





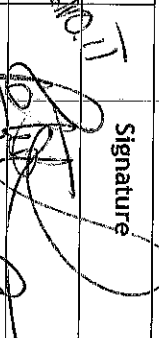
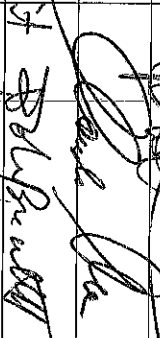
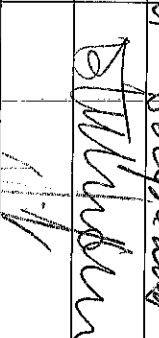
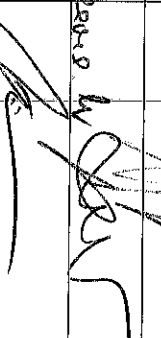
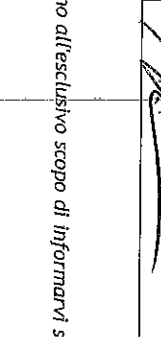


4

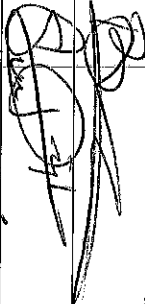
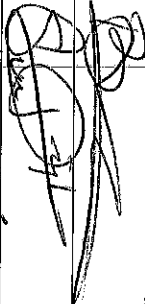


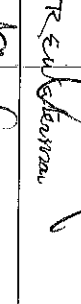


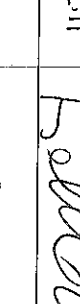
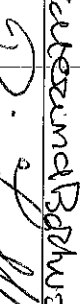


# KES IN MILAN - ITALIAN KNOWLEDGE EXCHANGE SESSION DAY 3 - CARIPLO FACTORY, DISCUSSION TABLES

14<sup>th</sup> September 2017

CITTÀ METROPOLITANA DI MILANO




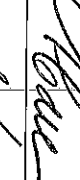
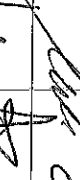
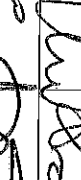
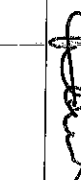
Attendance sheet

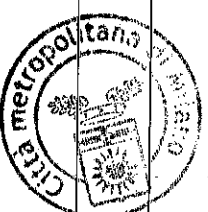
First name and Surname	Apprenticeship/Association/Society	Telephone number	Mail address	Signature
ROBERTA ZUCCHETTI	AFOL SUB MILANO	3336725584	n.zucchetto@afol.it	
CLAUDIO MASI	ASSOCIAZIONE RAPARE IL MILANO	3357455310	MASSICLAUDIO46@GMAIL.COM	
Edo Brichelli	SWARE EXPERT	335.8166677	edo.brichelli@hifi.it	
EMANUELA DIDERO	CCIAA MI	3473596104	emanuela.didero@mi.com.com.it	
Valeria Scialò	Portuina univ. cap, LTT	+33198151174	valeria.scialo@portuina.univ.it	
Lieute Frédéric-Méreau	Vedpae Planning Region	+33126433028	lieute.fredERIC@vedpae.fr	
Jurii Mihail	Shale Jughchbapt Melitop	37128485326	jurii.mihail@shale.com.ua	

First name and Surname	Apprenticeship/Association/Society	Telephone number	Mail address	Signature
BAS LEURS	PZ+1	003165549213	b.leurs@pzh.nl	
Stephan v. Dijk	VRW		s.vandijk@vandijkwaterman.nl	
2007AV DITRA	FOUS DITRA/1 REC	+421305888898	OFFICE@FOUSDITRA.DI.154	
Bas v. Toledo	PZH		nb.van.toledo@pzh.nl	
Dr. Ronald Waterman	VRW - ARW - OLANDA	00310653147901	info@ronaldwaterman	
ANGELA SHEEHAN	TCC IRELAND	+353868733203	angela.sheehan@tccireland.co.uk	
Wouter Pade	cite Werklich	02.2406555	w.pade@cit.nl	
FIORELLA COETIHA	CHM	3351361342	f.cohin@cit.nl	
CATERINA BARBUSCIA	equide	3938777860	Comunicazione@equide.it	
DANIELE ZUCCHETTI	Me by Pila	3358277864	d.zucchelli@cit.nl	
CARLO FERRÉ	GOBBO DEL CONOVI DS. MANA G.	3474475799	mferrero@goobbo.it	



First name and Surname	Apprenticeship/Association/Society	Telephone number	Mail address	Signature
IRIAS UNIVARIA	PODS DANUBII ESTE	+3610 4148881	lolasi.univ@univ.ac	lolasi
MARA SROČE	Vidutse Blowing Region	+391 26488091	marc.sproge@vidutse.eu	Mara
GABRIELADANUBIO	CM	09740 3427	gabrielad@univ.ac	Gabriel
Arnoud Rodenburg	VRW	+31651069841	arnoud@rodenburg.nl	Arnoud
VALERIE COMANCIU	TEPESARIU COMANCIU	+353 87 7551176	valerie.comanciu@tepesaricu.ie	Valerie
MAREK PIKUS	"	+353 87 323244	marek.pikus@tepesaricu.ie	Marek
DR. HENRIK NIVINA	PODS DANUBII ESTE HUNGARY, OPERATIONAL	+36 20 427-8406	henrik.nivina@podsdanubiieste.hu	Dr. Nivina
Manita Koop	VRW	+316 20972500	manita.koop@vrw.nl	Manita
PAOL CROTTI	TEPESARIU COMANCIU	+353 87 2224507	paol.crotti@tepesaricu.ie	Paol
KOISIN O'GRADY	TEPESARIU COMANCIU COUNCIL	+353 87 9031827	koisin.o'grady@tepesaricu.ie	Koisin

First name and Surname	Apprenticeship/Association/Society	Telephone number	Mail address	Signature
Mans Haeput	Provincia Zuid-Holland	+31644444557	h.haeput@pda.nl	
BRANDON PAOLA	TECNEC HUMAN	3358340261	paola.brandone@pda.nl	
LABSOT MATEJA	CEH	0277404493	matija@ceh.hr	
SONIA CHATONNI	Fondazione CARIPLO	3288328268	sonia.chatonni@fondazionecariplo.it	
MICA CAMPANILE	REGIONE LOMBARDIA	02.61657023	mica.campamile@regione.lombardia.it	
MAURO FUSE	Civilis Werkhulsh Leiden	0277405055	mauro.fuse@civilis.nl	
DARIO PARRAVICINI	CITTA' METROPOLITANA DI MILANO	3608427433	d.parravicini@ci.hk.it	
DOROTHEA HANDEL	CITTA' METROPOLITANA DI MILANO	0277404493		



Settore Sviluppo economico e sociale  
dott. Dario Parravicini



European Union  
European Regional  
Development Fund

## KES in Milan from 11<sup>th</sup> to 14<sup>th</sup> September 2017

### Planning activity and location of Partners during the Italian Knowledge Exchange Session

Italian official KES will start on Tuesday 12<sup>th</sup> September at 9.00 a.m.

On Monday 11<sup>th</sup> the Metropolitan City of Milan has planned a short welcome tour in the City Centre in order to show some of the most significant monuments of the past and modern times in Milan. The tour will start at about 4:30 p.m. on Monday 11<sup>th</sup> September. It will include the visit of *The Last Supper* by Leonardo da Vinci. A dinner will conclude the tour.

The cost of the dinner of 11<sup>th</sup> is in charge of each partners' budget.

KES in Milan will finish on Thursday 14<sup>th</sup> September at 2:00 p.m.

All KES participants will stay at the **Hotel Idea San Siro**

Address: **Via Gaetano Airaghi 125, Milano**

### Programme/Itinerary for the Knowledge Exchange Session

#### Day "0": Monday 11<sup>th</sup> September 2017

16.30 – 19.00 **WELCOME WALKING TOUR** in Milan city centre

19.00 – 20.00 **THE LAST SUPPER** of Leonardo da Vinci: visit to the Cenacolo

- Cenacolo: [polomuseale.lombardia.beniculturali.it/index.php/cenacolo-vinciano](http://polomuseale.lombardia.beniculturali.it/index.php/cenacolo-vinciano) - Eng - [cenacolo.it/the-last-supper](http://cenacolo.it/the-last-supper) - English

20.00 – 22.00 **Supper in the city centre. In charge of each partners**

22.00 Back to hotel by MCM bus

## Day 1: Tuesday 12<sup>th</sup> September 2017

- 9.00 Pk hotel
- 9.00 - 10.00 Transfer from the Hotel to Idroscalo by MCM
- 10.00 – 11.30 **IDROSCALO:** Water sports and entertainment centre run by the Metropolitan City of Milan. Short visit of Idroscalo park.  
**1<sup>ST</sup> FIELDWORK SESSION AT IDROSCALO:** there will be exposed all the activities of the Centre for sports (international meetings as well as family sports) and for entertainment (bathing, canoeing, etc.). Strong and weak key points, good practices and, above all, the intervention of the authority in offering the city of Milan a good opportunity to enjoy water for sports and entertainment.  
- Idroscalo: [idroscalo.info/idroscalo/it](http://idroscalo.info/idroscalo/it) - Italian only
- 11.30 – 12.00 Transfer by MCM bus from Segrate to Milan
- 12.00 – 12.30 **NAVIGLIO MARTESANA AND CASCINA MARTESANA:** The visit will give evidence to the social and communication work of young men in restoring an old farmhouse from the ruins to a well run resort place for entertainment (in the evenings) and cultural initiatives in the area. Very short walk through Gorla District (via Bertelli, Ponte Vecchio, Piazza dei Piccoli Martiri) and the Martesana Park. The visit will take place along the cycle lane which connects the city to the River Adda (Naviglio Martesana). This area is a fundamental point of territorial observation as it includes memories and new chances for developments from a suburb area to an important social place for nature and entertainment. Moreover Gorla is well known all over the world because of a tragic episode during the Second World War during which c.a. 200 children of the primary school died. There is a monument which is an international manifesto against all wars.  
  
- Navigli: <http://www.naviglilombardi.it/en> - English  
- Gorla: [gorladomani.it/html/piccoli-martiri.html](http://gorladomani.it/html/piccoli-martiri.html) - [gorladomani.it/html/naviglio.html](http://gorladomani.it/html/naviglio.html) - It. only  
- Martesana Park, Naviglio & Cascina:  
- [turismo.milano.it/wps/portal/tur/en/scoprilacitta/itinerari/naviglio\\_della\\_martesana](http://turismo.milano.it/wps/portal/tur/en/scoprilacitta/itinerari/naviglio_della_martesana) - It. only  
- [naviglilombardi.it/en/navigli/naviglio-martesana](http://naviglilombardi.it/en/navigli/naviglio-martesana) - English  
- [turismo.milano.it/wps/portal/tur/en/scoprilacitta/spaziverdi/Parco\\_Martesana](http://turismo.milano.it/wps/portal/tur/en/scoprilacitta/spaziverdi/Parco_Martesana) - Italian only
- 12.30 – 13.30 **Light lunch kindly offered by Cascina Martesana**
- 13.30 – 14.15 Transfer by MCM bus from Cascina Martesana to Imbersago - Adda River
- 14.15 – 15.30 **FERRYBOAT AND TOUR ON ADDA RIVER** from Imbersago. Short navigation along the Adda River in a wonderful natural setting and experience the tourist attractiveness of the ferryboat conceived by Leonardo da Vinci.  
  
- Adda River: [visitadda.com/en](http://visitadda.com/en) - English  
- Leonardo Ferryboat: [in-lombardia.com/visiting-lombardy/cultural-tourism-lombardy/the-leonardo-ferryboat-in-imbersago](http://in-lombardia.com/visiting-lombardy/cultural-tourism-lombardy/the-leonardo-ferryboat-in-imbersago) - English
- 15.30 – 15.45 Transfer by MCM bus from Robbiate to Porto d'Adda Inferiore
- 15.45 – 18.00 **NAVIGLIO OF PADERNO** walking from Porto d'Adda Inferiore to Rocchetta Valley.  
**2<sup>ND</sup> FIELDWORK SESSION AT STALLAZZO:** Stallazzo was the stable for horses employed in towing boats against the upstream. Here boaters stayed for a drink and a chatter during their journeys from the Lake of Lecco to Milan. Here there will be illustrated the projects of Parco Adda Nord on the restoration of the Naviglio of Paderno and the activities of Ecomuseum Adda of Leonardo. Moreover the Cooperative Solleva (association) will expose its activities in favour of tourism and cultural heritage in the Rocchetta Valley. Nearby there is the famous Santuario della Rocchetta which is the place described by Leonardo da Vinci in his study excursions along the Adda River. Not to be forgotten that 2019 will be the year of Leonardo da Vinci all over the world (his death anniversary).



- Naviglio of Paderno: [naviglilombardi.it/en/navigli/naviglio-di-paderno](http://naviglilombardi.it/en/navigli/naviglio-di-paderno) - English
- Parco Adda Nord: [naviglilombardi.it/en/poi/parco-adda-nord-2](http://naviglilombardi.it/en/poi/parco-adda-nord-2) - English
- Leonardo's Adda Ecomuseum: [addadileonardo.com](http://addadileonardo.com) - Italian only
- [naviglilombardi.it/en/poi/stallazzo-ecomuseo-adda-di-leonardo-2](http://naviglilombardi.it/en/poi/stallazzo-ecomuseo-adda-di-leonardo-2) - English
- Sanctuary Madonna della Rocchetta: [eccolecco.it/arte-cultura/chiese-basiliche/santuario-madonna-della-rocchetta](http://eccolecco.it/arte-cultura/chiese-basiliche/santuario-madonna-della-rocchetta) - Italian only - [naviglilombardi.it/en/poi/sanctuary-of-the-madonna-della-rocchetta](http://naviglilombardi.it/en/poi/sanctuary-of-the-madonna-della-rocchetta) - English
- Solleva Group: [solleva.info](http://solleva.info) - Italian only

#### Snack gently offered by the Solleva Association

- 18.00 – 18.30 Transfer by MCM bus from Paderno to Gorgonzola
- 18.30 – 19.40 **PALAZZO PIROLA** visit to palace the at the in Gorgonzola  
Short exposition of how a typical food product such as the famous “Gorgonzola Cheese” could bring fame to the Agricultural Food District Adda-Martesana
- Agricultural Food District Adda-Martesana  
[cittametropolitana.mi.it/PSM/progettualita\\_territori/adda\\_martesana.html](http://cittametropolitana.mi.it/PSM/progettualita_territori/adda_martesana.html) - Italian only
  - Palazzo Pirola: [palazzopirola.it](http://palazzopirola.it) - Italian only - [faivialattea.it/en/palazzo-pirola-en](http://faivialattea.it/en/palazzo-pirola-en) - English

#### Gorgonzola Appetizer gently offered by the Association Concordiola

- 19.40 – 20.00 Transfer by MCM bus from Gorgonzola to Gessate
- 20.00 – 21.00 **VILLA DACCÒ**: official headquarters of Ecomuseo Martesana  
Short presentation of Ecomuseo Martesana and its activities in favour of revitalizing the territory starting from its natural, economic, social, touristic and artistic resources. This consideration is very important as it focuses on the aspect of a territorial network combining all aspects of the heritage with tourism and infrastructures (Naviglio Martesana). Moreover it involves all the actors and stakeholders of Adda/Martesana area in creating a network of authorities, municipalities, associations, residents, stakeholders operating in the territory.
- Villa Daccò: [naviglilombardi.it/en/poi/villa-dacco-2](http://naviglilombardi.it/en/poi/villa-dacco-2) - English
- 20.30 **Dinner in medieval costumes in Villa Daccò, served by “Medieval festivals committee” of Gessate**
- 21.00 – 22.00 **PLECTRUM ORCHESTRA “CITY OF MILAN”**: performance by the Orchestra Plettro di Milano in the park and Villa Daccò.  
The Plectrum Orchestra of Milan will offer a very appealing music based on the memories of the Italian sounds all over the world. The theme is the memory.
- Plectrum Orchestra “City of Milan”: [mandoliniamilano.it/chi-siamo](http://mandoliniamilano.it/chi-siamo) - Italian only
- 22.00 Back to Hotel by MCM bus

## Day 2: Wednesday 13<sup>th</sup> September 2017

9.00 Pk hotel

9.00 – 9.45 Transfer to Panperduto (Somma Lombardo) along the Ticino River by MCM

9.45 – 12.00 **PANPERDUTO:** visit to the dam and the dock, experiencing the functioning of the dam; visit to the Museum of the Italian and Swiss waters and to the hostel.

**3<sup>RD</sup> FIELDWORK SESSION AT THE HOSTEL:** this session is based on how the Consorzio Villorese manages all works along the Lombard and Milanese Navigli (km 140 of network). Nearby the museum of the Italian and Swiss waters will offer us the chance to play with water machines. This is the occasion to realize how a Cooperative (Ex Dogana Association), composed by young men and women, runs the hostel (accommodation for bikers) and puts on sale its rural and typical products. In this session there will be even the Consorzio dei Comuni di Naviglio Grande which coordinates all the economic and social activities of the municipalities along the Naviglio Grande together with associations and stakeholders.

- Hostel of Panperduto: [panperduto.it/en/](http://panperduto.it/en/) - English
- Museum of Panperduto: [panperduto.it/en/the-museum](http://panperduto.it/en/the-museum) - English
- Dam of Panperduto: [panperduto.it/en/the-dam/](http://panperduto.it/en/the-dam/) - English
- Water activity garden Panperduto: [panperduto.it/en/water-activity-garden](http://panperduto.it/en/water-activity-garden) - English
- Consorzio Villorese: [etvillorese.it/portal-villorese/page149a.do?link=oln86.redirect](http://etvillorese.it/portal-villorese/page149a.do?link=oln86.redirect) - It. only
- Consorzio Navigli: [consorzionavigli.it](http://consorzionavigli.it) - It. Only

### Coffee break

12.00 Transfer by MCM bus from Panperduto to Castelletto di Cuggiono

12.30 – 13.00 **Light lunch at Castelletto di Cuggiono - Restaurant La Pirogue**

13.00 -14.00 **VILLE DI DELIZIA:** ferryboat tour of the Itinerary of Delights (Castelletto di Cuggiono, Robecco, Cassinetta di Lugagnano).  
This is the formidable track known as the “Ville di delizia” faced by magnificent villas which now are locations for events.

- Ville di Delizia Trail: [naviglilombardi.it/en/itinerari/delizie-trail](http://naviglilombardi.it/en/itinerari/delizie-trail) - English

14.00 – 14:30 Transfer from Cassinetta di Lugagnano to Abbey of Morimondo by MCM

14.30 – 16.00 **THE ABBEY OF MORIMONDO:** visit to the Abbey

Morimondo Abbey is one of the most important Lombard abbeys and part of the what is known as the Abbey Roads by MCM. The abbeys had a fundamental historical role in governing the lands at south of Milan in a typical rural area. In this area there are didactic farms which play an important role in preserving the typical aspects of the Lombard rural landscape. Short presentation by Cascina Caremma and Explora srl, the Destination Management Organization (DMO) of Regione Lombardia, whose primary function is the promotion of tourist services and facilities.

- Abbey of Morimondo: [cittametropolitana.mi.it/strada\\_abbazie\\_en/index.html](http://cittametropolitana.mi.it/strada_abbazie_en/index.html) - English
- Cascina Caremma: [caremma.com/?lang=en](http://caremma.com/?lang=en) - English
- Explora srl: [explora.in-lombardia.it](http://explora.in-lombardia.it) - only Italian

16.00 – 16.30 Transfer by MCM bus from Morimondo to Naviglio Pavese – Zibido San Giacomo

16.30 – 19.00 **4<sup>TH</sup> FIELDWORK SESSION MUSA:** a museum of savours and typical rural products of the area  
Here will be exposed the activities of the museum, whose purpose is to enhance the typical rural products of the area and to illustrate them through history. Moreover it has the function of showing the typical rural roads where the products were (and are still) produced.

Here MCM has the opportunity to present the Rural South Park (Parco Agricolo Sud). In the area operates an agency which will explain how to combine resources (territorial and human) in order to give work to local young men and women in search for a green job. In addition there will be the contribution of the Rural District Adda-Martesana to explain how to operate on a local basis with agriculture and its renewing system and an intervention from iiMerge and from AFOL Sud Milano, an agency made up of Milan and 27 municipalities from south Milan which provides employment services.

- Naviglio Pavese: [naviglilombardi.it/en/navigli/naviglio-pavese](http://naviglilombardi.it/en/navigli/naviglio-pavese) - English
- Salterio Museum (MUSA): [museosalterio.it](http://museosalterio.it) - Italian only
- iiMerge: [iimerge.com](http://iimerge.com) - English
- AFOL Sud Milano: [afolsudmilano.it](http://afolsudmilano.it) - Italian only
- Parco Agricolo Sud Milano: [parcoaagricolosudmilano.it](http://parcoaagricolosudmilano.it) - Italian only
- [naviglilombardi.it/en/poi/parco-agricolo-sud-milano-2/](http://naviglilombardi.it/en/poi/parco-agricolo-sud-milano-2/) - English
- [in-lombardia.com/natural-parks-in-lombardy/south-milan-agricultural-park](http://in-lombardia.com/natural-parks-in-lombardy/south-milan-agricultural-park) - English

19.00 – 20.00 Transfer by MCM bus to Darsena of Porta Ticinese in Milan

20.00 – 22.00 **Supper in Darsena Restaurant**  
 - Darsena: [naviglilombardi.it/en/poi/darsena-di-milano-2/](http://naviglilombardi.it/en/poi/darsena-di-milano-2/) - English

22.00 Transfer by MCM bus to Hotel

### Day 3: Thursday 14<sup>th</sup> September 2017

09.30 Pk Hotel

09.30 – 10.00 Transfer to Cariplo Factory, Via Bergognone, 34 Milano:

10.00 – 13.00 **CARIPLO FACTORY:** Matching workshops in the building of Cariplo Factory, a project established by Cariplo Foundation which aims to create job opportunities for young people, realising open innovation partnership project, CRS and promoting young talents.

- ✓ Short plenary session
- ✓ Four tables, discussion in small group
  - . 1st table - The feasibility through an effective governance;
  - . 2nd table - The feasibility through models or instruments;
  - . 3rd table - Discussion about the feasibility through sustainable management of the waterways system combined with heritage and infrastructures;
  - . 4th table - Discussion about the feasibility from a financial point of view;
- ✓ Conclusions in plenary session

- Cariplo Factory: [cariplofactory.it](http://cariplofactory.it) - Italian only

13.00 – 14.00 **Light Lunch**

14.00 onwards Departure of Partners (for Linate, Malpensa e Orio al Serio airports)

## REPORTS

*P.S: No interactive presentations had been held*

### **Table A. Gabriella d'Avanzo (MCM)**

**Participants:** [Molnar.milena@oroszlany.hu](mailto:Molnar.milena@oroszlany.hu), [burgemeenter@middendelfland.nl](mailto:burgemeenter@middendelfland.nl), [dir@randstadwaterbaan.nl](mailto:dir@randstadwaterbaan.nl), [Valerie.connolly@tipperarycoco.il](mailto:Valerie.connolly@tipperarycoco.il), [Marie.phelan@tipperarycoco.il](mailto:Marie.phelan@tipperarycoco.il)

### **Remarks by Gabriella D'Avanzo. Report**

Blue ways project of Ireland (different from green ways) – combination of many subjects:

- ✓ A network of stakeholder as Manager – manage by public Institution
- ✓ Marketing as an important way of management
- ✓ Bottom-up approach and contributions by users
- ✓ Many Actors of Management: technician, marketing expert and promoter, but one responsible
- ✓ Instrument: National Agency of tourism
- ✓ Network with sportive federation (money and work because are stakeholder) → because of the same aims

In a strategic plan one vision with clear priority. In Europe countries common problems: under-resourced, no working together.

What we need: worker enthusiastic and motivation

Investment in local but the effects are global.... → decision maker in high level

A water way is a change and an opportunity for people who live along the river

If you see value, you have to invest... → NL suggests infrastructure to reach Idroscalo!!!!

NL about “riapertura Navigli”: “River in the city an opportunity for tourism and bring outdoor citizens outside the city”

### **Briefing**

In an effective governance these are the key words:

- ✓ One Vision
- ✓ One responsible
- ✓ Network and cooperation
- ✓ Managing conflicts
- ✓ Communication and marketing
- ✓ Good relations
- ✓ Rule and guideline have to be clear and easy – the same for all
- ✓ Involvement to share responsibilities: community involvement and involvement of entrepreneurs in the program

Manage by a right balance between a bottom up approach and top-down approach

### **Element**

- 1) a common vision
- 2) a strategic and smart plan
- 3) a modern project manager and decision maker in high level
- 4) marketing and communication
- 5) good relations between colleagues and work in team

### **Table B. Daniele Zucchelli (MCM)**

**Participants:** Daniele Zucchelli (IT), Fiorello Cortiana (IT), Mauro Preda (IT), Angela Sheehan (IRL), Bas van Toledo (NL), Ronald Waterman (NL), Lienite Priedaja-Klepere (LV), Zoltan Bara (SK/HU), Caterina Barbuscia (IT), Roberta Zuccoli (IT),

### **Remarks by Daniele Zucchelli. Report**

In answer to the first question, Mr. Waterman took the floor and presented in a short time the main development

of his model: Aquapuncture. Very briefly, the model is structured in a circular scheme from which 4 different specific fields are analysed in a concentric perspective.

- Urban & Rural Characteristics
- Organization (stakeholders, partnerships, knowledge, society costs and benefits, etc.)
- User Groups
- Interventions and Physical Adaptations

In replying to an Irish partner's question about the feasibility of this model in a waterway region in which there is only one lake (as in the partner's area, Tipperary), Mr. Waterman clarified that the model can be readjust, considering only the key factors necessary to the specific case; the model comprehend every factor, but it is up to the individual users to select the needed ones. It has been considered that the model should be accompanied by a narrative work and approach among the actors, as stated by Professor Stefano Baia Curioni during the Idroscalo session, in order to share the stakeholders specific opinions and building together a common identity of the project. Furthermore, all the participants agreed upon the need to implement the project with modern technology and languages, as observed during the visit at the Italo-Swiss museum of Panperduto. In this regard, eGuide presented its tourist service: an online, multi-language guide with 20 different itineraries supported by a practical app. A useful instrument to enhance the Navigli routes also from a traditional and historical point of view. A contribution of the Metropolitan City of Milan "Road development and maintenance Department", shared a digital platform about the [cartographic representation](#) of informations and database of infrastructures, services, events ecc. If duly updated by all the stakeholders of a project, this platform could provide a multilateral approach, vital to the management aspects complex realities such as the Navigli and water courses of the partners' regions. Concerning this, the Dutch partner reported the existence of similar platforms also in the Netherlands. Lastly, the importance of a political bottom-up approach was considered. An approach that takes in to account the real expectations, needs and ambitions of the citizens along the waterways, who are the actual users of these areas and without whose support every projects could take the risk of failure.

#### ***Table C) Edo Bricchetti (External thematic expert)***

##### ***Participants***

*Padon Crotty (IRL), Juris Urtans (LV), Roisin O' Grady (Eire), Hans Heupink (NL), Paola Branduini (IT)  
Carlo Ferré (IT), Zsuzanna Lakos (SK/HU)*

##### ***Remarks by Edo Bricchetti. Report***

- 1) First of all we should say there are many differences among the partners which show a different approach to the inland waterways, but one/unique challenge: how to manage and improve a sustainable management of Waterways Regions on a European scale, not only local. That is the final goal of Sware. Moreover, how to create green jobs. The problems which concern the different European partners are nearly the same.
- 2) We need a tourism pattern to preserve and, at the same time, to carry on a long term strategy/policy of improvement relying, above all, on agreements and conventions among public authorities and private stakeholders.
- 3) We need to involve people in living their territorial resources on an emotional basis and experience. If the waterways aren't used, they're quite useless. Navigation is a starting point for everything. People should get involved in using their waterways and make experience of their own Heritage. Above all people should get involved to live their waterways not only from the shores, but even from inside (navigating). Community should be involved at all levels with no exceptions for religious faith, knowledge, social rank, ethnic features...).
- 4) First, but not least, the importance of considering the rivers as rivers (and lakes as well), but the canals as canals as they were expressly conceived by man for navigation. The canals aren't a natural habitat, but something artificially built by man. The preservation of nature is to be considered where nature is and still is.
- 5) There should be a destination for all cultural and touristic itineraries along the inland waterways which are to be used not only for themselves, but as a cultural and sport vehicle, even for pure entertainment and art.
- 6) It's absolutely necessary to use navigation as an instrument to travel and to move from a place to another having cultural destination and entertainment (sport, art, food, history...). It's a good thing to combine routes along the waterways with cycling (along the shores and the inner part of the waterways surroundings)
- 7) As a consequence there should be a touristic management which is creative, clever and sustainable. Which takes care of making the destination something alive.

8) We need cooperation among the different local authorities and stakeholders. A good and sustainable competition is to be pursued to take properly care of the territorial resources which include even economic activities. It's necessary, as regards this aspect, to assure a continuous balance among the presence of the heritage and its exploitation which means, notwithstanding the incorrect use of it, a good use of it.

9) We may use the website instrument, but only as a technical and innovative instrument (for communication) as website gives information, not emotion. Just only recommendation by all the ones sitting at the discussion table: that is to use simple language and writing. We should avoid difficult and technical words, just the only necessary as we have to involve the different targets of people starting from families. Website is ok (app, info point, digital information...), but non only website. We need some more paper maps, leaflets, formats. Technology is useful only if properly used. Moreover the European delegates noticed the nearly total lack of explanations in English.

#### **Remarks as regards Italy**

10) European delegates underlined the nearly total absence of boats (navigating). Two or three of them are absolutely useless. There should be an improvement in the number of boats on a basis both public and private.

11) European delegates noticed the nearly total absence of public and private territorial actors operating effectively along the inland waterways as regards navigation (boaters, visitors, residential people, associations...)

12) European delegates noticed the great difference between the River Ticino management (lots of funds and works) and the one in use along the River Adda. Along the River Ticino there's great profusion of funds which made the development of the territory rich and effective. On the contrary, on River Adda the European delegates noticed great potentialities, but no economic resources even if the examples and visits clearly showed great enthusiasm by young people engaged in a struggle for the development of their territory.

#### **Table D. Dario Parravicini /MCM)**

**Participants:** *Bas Leurs(NL), Stephan Van Dijk (NL); Sonia Cantoni (IT); Claudio Masi(IT); Seilis, Valerijs (LV); Mila Campanini (IT), Emanuela Didero (IT)*

#### **Remarks by Dario Parravicini. Report**

##### **Introduction**

The discussion was stimulated since the beginning by two important questions: 1) How to finance projects and models? 2) How to share and manage sponsorship, private and public funding, crowdfunding, fundraising, additional funding by public and private cooperation? Basically the participants talked about their own experience and direct knowledge of the good practices realized in their regions. The discussion generated from the two main questions focused on two main issues: from one side, the attractiveness of new investors both public and private in order to foster important long period investments on cultural and natural heritage along waterways system and from another side the relationship between public sector and private investors regarding every kind of investments models.

##### **About big investments**

In relation with long period investments, first of all the problem is to let the investors know the opportunities clearly and transparently, how convenient the investment may be, how many and what revenues they can make. This aspect is very important for public administrations who want to promote and foster new blue or green infrastructures because it's necessary to pay attention to investors and market needs in order to make clear where and when the investment plans become really interesting.

It has been underlined the importance of the willingness of the investors shared by the stakeholders. At the basis of the realization of an important infra-structural work there is always a dream which must be shared by the most of stakeholders or people who have an interest in that place. In that sense what is important is to put together and share the same dream. A general approach was built in a previous European project:

<http://www.gift-t.eu> This approach uses a shared vision to generate shared ownership among stakeholders. By combining a shared vision (dream) and concrete results, more projects become feasible from a financial point of view. It has been reported the good experience of a top grant making foundation with a strong interest in giving



concrete support to the protection and the promotion of the natural and cultural values of the territory. At the basis of the investment there is always a call of tenders in order to select the best projects with a bottom up approach and characterized by a co-funding partnership. The call of tenders is essential in order to ensure maximum transparency. It is based on requiring responsibility from the project leader and from the entire partnership. This model allows to check and monitor the development of the project through performance indicators. The problem is how to monitor and verify the real impact on the territorial economic and social development or on the people well-being in general. Indeed a concrete, complete method to effectively measure the outcome or the trade off in relation to a specific investment has yet to be developed. As regards long term investment, it's useful to analysing best practices of Public Private Partnership (PPPs) experiences regarding important projects of urban development linked with land, real estate and commercial property increasing value, where new cash flow also comes from users as well as from direct and indirect beneficiaries. Some projects may also be implemented under the project financing scheme (including co-financing, final design, construction, infrastructure maintenance and in some cases also service operation). In this case of PPPs the public administration has to provide a continuous monitoring and supervision activity along the entire project life, to make sure that the project goals are met. For this kind of investment projects, a proper assistance in making good contract from legal and technical point of view is essential (i.e. as regards the share of risks between the public administration and the concessionaire). Both in grant making funds case and in important transformation of public immovable property case, public institution must give an initial decisive contribution to the definition of the partnership as well as the rules necessary to ensure the full realization of the work. The definition of the rules should cover not only the initial stage of selection of the public private partnership which will have to be carried out, but also during the realization and after the completion of the work. If service management is scheduled after the end of the work, the definition of the rules must also cover this aspect. The rules must define not only who manages the realization of an important investment project but above all those who take the risk of bringing the work to an end.

#### ***About the relationship between public sector and private investors***

The discussion also focused on the revenues that a specific institution or company needs to ensure efficient management of an important infrastructure. Money of city users or tourists is important because it is a constant revenue that can cover some site-related management costs. Sometimes it occurs that, instead of guaranteeing a steady stream of money to devote to maintaining the cultural or natural heritage or a specific built infrastructure, Public Administration gives priority to using money to cover social or educational services. However, this is likely to neglect the ordinary maintenance of the patrimony or the built infrastructure.

Another important example about possible revenues oriented to the maintenance of built infrastructures or culture and natural heritage is the "Payments for Ecosystem Services - PES". Recently in Italy a specific law and set of rules have been approved. They allow Public Administration to ask consumers or companies using natural goods to pay a sum of money, as incentives offered to farmers, landowners, people and organizations protecting and maintaining the natural and cultural heritage. But the real problem is: who pays? and how much?. As there is no real 'market' (yet) for these more or less public goods, pricing of ecosystem services is subject to discussion. In the last few years in Italy appeared also new financial tools: green bonds. Some important institutions or big companies interested in fostering cultural and natural heritage or in sustainable development of attractive places have issued green bonds in order to finance particular investments in blue and green infrastructures. They have been few examples so far which need much more time to say if they are successful or not. Crowdfunding, fundraising, sponsorship are considered important instruments oriented to support investments on a little scale. For example they could be useful for startups, managing and realizing small project, etc...

#### **Summary on lessons learnt during the KES (interactive workshops)**

*Outcome statements:*



- It is critically important to involve stakeholders/actors of all types in public/policy-making structures in order to produce effective solutions for complex situations.
- “Co-creation” of solutions/policies between public and private stakeholders.
- There is no “one-size-fits-all” approach to ensure the involvement of stakeholders/actors.
- The situations are, broadly, similar in all regions; the differentiating factor between regions is scale. There are many differences among the stakeholders and their respective background and fieldwork, but only one, unique challenge. This means, therefore, that we can learn from each other and then unite our effort to influence the next strategies of the authorities and the general trend of tourism and capacity of building up networks of cooperation on all levels.

#### **One of the main lessons learnt during the KES in Milan**

Although the territorial contexts of the partners are different from each other, the social ones are quite similar. Therefore, good practices presented have aspects that can be useful to all partners.

#### **Proposed actions from the Interregional Knowledge Exchange Session**

There are multiple actions proposed by the partners. Most of them of course consider specific actions within the different regions, but also proposed unique actions on a project-wide (EU) level.

Considering the discussions during the three-day Interregional KES SWARE (visits, case studies, final workshops) the provided conclusion reports by all partners clearly stated that there is a need to further focus on the aspects of governance and try to cooperate in constructing a unique guideline on how to influence the policy makers in planning concrete actions and invitations to exploit the formidable resources of tourism/heritage and green economy. It's absolutely necessary and urgent to have a common strategy in formulating a unique and very simple questionnaire on cultural and social needs related to the territory and heritage. A sort of unique observatory of the best practices on the different stakeholders' own grounds where they live and operate.

Any tentative in planning action plans without considering this be completely inadequate. A common database on natural and cultural heritage (including the actors) is very important for the development of action plans. Stakeholders should be involved in the collection of data. It is necessary to take into account the propositions of local stakeholders and if possible implement them. Moreover it's very important and strategic to give concreteness to the actions planned (sustainable tourism, green/blue area activities (e.g. water sports and/or educational purposes). Above all it's absolutely important to give voice and space to the public-private sectors engagement for the promotion and management of sustainable tourism and green jobs.