

KES Milan REMARKS

Milan, Cariplo Factory (Day 3)

Thursday 14th September 2017

Workshop Themes

- A - The feasibility through an effective governance
- B - The feasibility through models or instruments
- C - The feasibility through sustainable management of the waterways system
- D - The feasibility from a financial point of view

Table A) The feasibility through an effective governance

*Participants: Gabriella D'Avanzo (IT) Marie Phelan (IRL) Valerie Connolly (IRL)
Manita Koop (NL) Arnoud Rodenburg (NL) Milena Molnar (SK/HU)*

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 institutions / companies, etc...)?

Remarks (by Gabriella D'Avanzo)

DISCUSSION

*The discussion started with an illustration of the Irish Blueways project (different from green ways)
– combination of many subjects:*

- ✓ *A network of stakeholders as Manager – manage by public Institution*
- ✓ *Marketing as an important way of management*
- ✓ *A bottom-up approach and contributions by users*
- ✓ *Many actors of Management: technicians, marketing experts and promoters, but only one responsible*
- ✓ *Instrument: National Agency of tourism*
- ✓ *A network of sports federations, due to common aims*

Several other topics were examined and the participants agreed upon the importance one single vision with clear priority in a strategic plan, in the necessity of enthusiastic and motivated workers and in the fact that a waterway is a change and an opportunity for people who live along the water-courses

In Europe, countries common problems: under-resourced and the inability of working together.

The local investments have global effects, thus a decision maker in high level is imperative

“If you see value, you have to invest”; partners from the Netherlands suggests infrastructures to reach Idroscalo, and that “River in the city in an opportunity for tourism and bring outdoor citizens outside the city” about the re-opening of navigli.

SUMMARY

In an effective governance these are the keywords:

- ✓ *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 everyone*
- ✓ *Involvement to share responsibilities: community involvement and involvement of entrepreneurs in the program*
- ✓ *Managing by a proper balance between a bottom-up and top-down approach*

ELEMENTS:

- 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 working in teams*

Table B) The feasibility through models or instruments

<i>Participants:</i>	<i>Daniele Zucchelli (IT)</i>	<i>Mauro Preda (IT)</i>	<i>Fiorello Cortiana (IT)</i>
	<i>Angela Sheehan (IR)</i>	<i>Bas van Toledo(NL)</i>	<i>Ronald Waterman (NL)</i>
	<i>Lienite Priedaja-Klepere (LV)</i>	<i>Zoltan Bara (SK/HU)</i>	
	<i>Caterina Barbuscia (eGuide)</i>	<i>Roberta Zuccoli (Multilab Rozzano)</i>	

Keyword questions

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

Remarks (by Daniele Zucchelli)

In answer to the first question, Mr. Waterman took the floor and presented in a short time the main development of his model: Aquapuncture. It is a universal applicable model & instruments for the optimal use, adaptation, management and experience for inland waterways and their waterfronts for safety, navigability, economy, employment and livability. Very briefly, the model is structured in a circular scheme from which 4 different specific fields are analyzed in a concentric perspective and it is coupled with a societal costs & benefits measurement model.

- Urban & Rural Characteristics

- Organization - organizational measures to achieve the desired effective governance (stakeholders, partnerships, knowledge, society costs and benefits, etc.)

- 6 various potential 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 an 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 information and database of infrastructures, services and events. 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) The feasibility through sustainable management of the waterways system

Participants: Padon Crotty (IRL) Juris Urtans (LV) Roisin O' Grady (IRL)

Hans Heupink (NL) Zsuzsanna Lakos (SK/HU)

Paola Branduini (Politecnico di Milano) Carlo Ferré (Consorzio dei Comuni dei Navigli)

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?
discussion about the feasibility through sustainable management of the waterways system combined with heritage and infrastructures

Remarks (by Edo Bricchetti)

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, etc.*

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) The feasibility from a financial point of view

*Participants: Dario Parravicini (IT) Stephan van Dijk (NL) Bas Leurs (NL) Valerijs Seilis (LV)
Mila Campanini (Regione Lombardia) Sonia Cantoni (Cariplo Factory)
Claudio Masi (Riaprire i navigli) Emanuela Didero (Camera di Commercio)*

Key-word 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?

Remarks (by Dario Parravicini)

Basically the participants talked about their own experience and direct knowledge of the good practice realized by their organizations or institutions. 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.

In relation with long period investments, first of all the problem is to let the investors know the opportunities clearly and transparently, how much 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 specific model was studied in a previous European project oriented to select the investment which is most likely to succeed in the future.

It has been reported the good experience of big grant making foundation with a strong interest to give concrete support in developing and capitalizing natural and cultural heritage. 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 you to usually check and monitor how much effective every single project is. The financing body must report the costs incurred to the financing provider (Grant making foundation) but the problem is to monitor and verify the real impact on the territorial economic and social development or on the people well-being in general. Indeed there's no a concrete method oriented to measure concretely the outcome or the trade off in relation to a specific investment.

Always about long period investment, it's very interesting in analyzing Public Private Partnership experience regarding important transformations of public immovable property. In this case what is very important should be the Public Administration "vision". Since the beginning of the commitment there has to be a clear vision of what the public administration or the institution wants to achieve. For this kind of investments assistance in making good contract from legal and technical point of view is essential.

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.

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 payment of ecosystem services. Recently in Italy a specific law and set of rules have been approved. They allow the public administration to ask consumers or companies using natural goods to pay a sum of money. It is a sort of tax on the fruition of the ecosystem or the natural and cultural heritage. But the real problem is: who pays for it and how much you must pay.

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 equity green bonds in order to finance particular investments in blue and green infrastructure. 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 start-ups, managing and realizing small project, etc...