

GUIDELINES

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FOREWORD

Finding the right balance between cultural preservation and daily needs to assure liveliness to the Historical Built Areas is one of the strongest challenges that our cities must face. Local administrations are trying to maintain HBAs in good condition as well as give their users a satisfying and enjoyable experience which also supports tourism and the local economy. Urban planning and management processes must take into considerations different stakeholders and establish an inclusive dialog with citizens, city-users and tourists. The sustainable enhancement of HBAs is a current topic in Italy and also in Europe. In fact, Cultural Heritage is the result of a centuries-long process of evolution and it is, therefore, a powerful expression of culture and history, it shows how society has evolved, and its present form provides a focus around which communities define their identity.

INSTITUTIONAL FOREWORD

This document contains site-specific guidelines built upon a shared strategy for economic, environmental and social sustainable enhancement of HBAs that Central Europe has brought together over the course of the BhENEFIT project. The aim of the local Municipality is to ensure at the same time the preservation of the historical features and the city liveliness to avoid the depopulation and to satisfy the needs of residents, city-users, and tourists.

Mantova - that is the lead partner in this project section - has worked to develop a new model of shared, interdisciplinary and multi-level management that focuses on participation among institutional stakeholders and civil society. The participatory approach aims to establish a sharing of knowledge and skills and an ongoing collaboration in the development of a shared management of the HBA, also through the involvement of citizens. The Local Guidelines wants to become a useful tool for urban planning and design. Through a holistic, integrated and participatory approach, they combine different disciplines and stakeholders to achieve a city center characterized by enhancement, protection, and liveliness.

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**LOCAL GUIDELINES:
WHAT THEY ARE
AND WHAT THEY
ARE USEFUL FOR**

This document is an operative manual regarding the design, sustainable enhancement and conservation of the Historical Built Areas (hereinafter HBAs). The guidelines directly derive from a shared strategy developed in Central Europe within the BhENEFIT project. They are an instrument that integrates and supports the already developed local spatial and urban plans. The main objective is the sustainable development of HBAs based on holistic, multidisciplinary and participated approach in the governance and management process of the HBAs.

Each project partner has identified peculiar territorial characteristics and has elaborated a site-specific document strongly rooted in the territory it belongs to.

The contents of the local guidelines are:

- vision, mission and general objectives;
- stakeholders' involvement, times and methods of participation;
- decision-making mechanisms and characteristics of the participatory and multidisciplinary approach.

CHAPTER 1

VISION
AND MISSION
OF THE HBA



1.1. VISION

In the medium and long term, the **Historical Built Area of Mantova** aims to become more and more **livable and frequented by residents, city-users and tourists**. The general objective is to be considered the cultural, social and economic resource and heart of the provincial territory.

Mantova is a protected historical city, whose center is part of the UNESCO Heritage. To overcome the status of “jewel-city of the past” and to project the city center into the contemporary, it is necessary to create a dialogue between the new and the past. The challenge is to find a balance between the contemporary needs and uses and the Heritage preservation with its historical characteristics. This process is based on an **integrated and participatory approach**, with a focus on the community, the residents and their needs.

1.2. MISSION

To become the beating heart of the city life, the HBA of Mantova must find the right balance between use and historical preservation, resources and results, public administration and stakeholders, participation and opportunity of collaboration.

Mantova intends to **enhance three thematic areas** in the HBA:

1. **URBAN REGENERATION:** urban or architectural projects and interventions to improve the physical structure and generate a positive social impact. This process plays an important role for the renewal of the built areas, with a focus on the enhancement and valorization of abandoned spaces - public or private - and on the conservation of the historical and cultural value of the architectural Heritage;
2. **ACCESSIBILITY AND MOBILITY:** systems and methods to access in the HBA, sustainable and efficient mobility, usability;
3. **LIVELINESS:** cultural and commercial activities able to make the city center more liveable for resident, city-users, and tourists.

In all these three macro-areas, the guiding principle is the application of an integrated, multidisciplinary and participatory approach, able to make the awareness and the sense of community grow. In the Mantuan HBA, the main challenge is to find the right interaction between residents, city-users, and tourist. For a better improvement of the urban, economic and social dynamics, tourism must be a local resource both for the travelers and the host territory. In this perspective is necessary a structured and ongoing dialogue and exchange between different urban stakeholders. A sustainable enhancement of the HBA of Mantova and the awareness that the city center is a Commons to take care of are the two main objectives that the BhENEFIT project and the local guidelines purport to achieve.

CHAPTER 2

PARTICIPATORY APPROACH



2.1. THE PARTICIPATORY APPROACH IN GENERAL TERMS

In the three above-mentioned macro-areas, the guiding principle is the application of an **integrated, multidisciplinary and participatory approach, able to make the awareness and the sense of community grow**. In the Mantuan HBA, the main challenge is **to find the right interaction between residents, city-users, and tourist**. For a better improvement of the urban, economic and social dynamics, tourism must be a local resource both for travelers and locals.

To achieve a sustainable governance and management of the HBA, it is necessary to apply a participatory and multidisciplinary approach. This kind of approach is based on the involvement of stakeholders, technical competences, resources and users in different steps of the project, from strategy to management, implementation and monitoring. It is important **to find the right timing and the right tool to permit a wide and effective participation**, according to the definition of general objectives, actions and activities. Through the engagement of stakeholders, recognizing the value of each person's contribution to the process is not only practical but also collaborative and empowering in finding solutions together.

2.2. STAKEHOLDERS' INVOLVEMENT

The following tables show the main stakeholders to be involved in projects concerning the HBA of Mantova. As specified in the shared strategy produced at Central Europe level, they are divided into two macro-categories: **institutional stakeholders and additional stakeholders**.

Institutional stakeholders in principles must be involved in the strategic phase, while the additional ones play a key role in the management phase. This division must not be understood in rigid and absolute terms. The contribution of additional stakeholders is often fundamental already in the strategic decision-making process.

The following list is a first general framework open to future developments. It contains all the stakeholders of the HBA of Mantova. According to the theme to be developed - urban regeneration, accessibility and mobility, liveliness - it is necessary to evaluate which kind of stakeholders to

involve taking into consideration different needs and competences.

INSTITUTIONAL STAKEHOLDERS	
TIMING: INVOLVEMENT AT THE GOVERNANCE LEVEL	
WHO	HOW
Municipality of Sabbioneta	<ul style="list-style-type: none"> • Dialogue and ongoing collaboration • Support in territorial data collection • Periodic organization of working tables for the drafting of the project
Municipality of La Grande Mantova	
Regione Lombardia	
Provincia di Mantova	
Camera di Commercio di Mantova	
Cultural and cultural-heritage bodies: MIBAC - Soprintendenza, Palazzo Ducale, Musei del Polo Museale Regionale	
Parco del Mincio	
Suppliers of financial resources: Cariplo, Cariverona, BAM, Comunità Mantovana	
Public Services: TEA, Trenitalia, FSI, ACI, APAM	
Private Cultural Institutions *1	
Cooperatives, Foundations, Public-Private Cultural Associations *2	

*1 The item *Private Cultural Institutions* includes institutions, museums or subjects that manage monuments with public relevance such as: Diocesi di Mantova; Fondazione Le Pescherie di Giulio Romano; Fondazione Palazzo Te; Associazione Amici di Palazzo Te e dei Musei Mantovani; Fondazione d'Arco; Galleria Museo Palazzo Valenti Gonzaga; Associazione per i Monumenti Domenicani; Museo Tazio Nuvolari; Comunità ebraica di Mantova; Fondazione Banca Agricola Mantovana; Condominio Teatro Sociale di Mantova; Museo Vigili del Fuoco Mantova.

*2 The item *Cooperatives, Foundations, Public-Private Cultural Associations* includes: Fondazione Artioli. Mantova Capitale Europea Dello Spettacolo; Comitato Festivalletteratura; Orchestra da Camera di Mantova; Associazione artistica e culturale Segni d'infanzia; Fondazione Centro Studi Leon Battista Alberti; Istituto Mantovano di Storia Contemporanea; Associazione Amici di Palazzo Te e dei Musei Mantovani; Mantova Musica; Associazione Per il Parco; La Condotta Slow Food Mantova.

ADDITIONAL STAKEHOLDERS	
TIMING: INVOLVEMENT AT THE MANAGEMENT LEVEL	
WHO	HOW
Politecnico di Milano - Polo territoriale di Mantova	<ul style="list-style-type: none"> • Presentation of the project • Thematic working tables • Interviews and questionnaires
Fondazione Università di Mantova	
Schools	
CSV Mantova	
Local Press	
Professional Associations: Architects, Surveyors, Engineers	
Trade, Crafts and Industry Trade Associations	
Strada dei Vini e dei Sapori	
Theater associations and cooperatives	
Cultural and social associations	
Associations, cooperatives and organizations sensitive to environmental issues ^{*3}	
Companies organizing events in the HBA: Inside Out Agency, Green Eventi	
Cinemas: Carbone, Mignon, Ariston	
Conservatorio di Musica "Lucio Campiani"	
Società Cooperativa Consortile Impresa Sociale Pantacon	
ASTER - Agenzia Servizi al Territorio srl	
Associazione di promozione sociale RUM	
Ri-animazione Urbana Mantova	
Unione Piccoli Proprietari Immobiliari	
Estate agents	
Ance Mantova - Collegio costruttori edili della Associazione industriali della provincia di Mantova	
Hoteliers Association, B&B and Consorzio Agrituristico Mantovano	

^{*3} The item *Associations, cooperatives and organizations sensitive to environmental issues* includes: WWF Sezione Mantova, Associazione Per il Parco, Coalizione Mantovana per il Clima, Labter Crea, Parcobaleno; Comitato Mantova Acqua, Ambiente, Territorio, Legalità; FAI Mantova; Mantua Mothers; Resilienza Verde; Associazione Ambiente & Sviluppo; S.U.N.I.A. - Sindacato Unitario Nazionale Inquilini e Assegnatari Federazione di Mantova; Bioanch'io Società cooperativa; Legambiente; Federazione Italiana Pesca Sportiva; Associazione Mantova Italia Nostra; Associazione eQual; Comitato Aria Pulita; Circolo Arci Fuzzy; Associazione Gli Scarponauti; LAV Mantova; FIAB - Federazione Italiana Amici della Bicicletta; Sezione Scout CNGEI di Mantova.

2.3. INTERNAL COLLABORATION

Within Public Administration, participatory approach and internal collaboration have evolved over time thanks to the development of **cross-sectoral projects**.

The participation and involvement of important urban actors is a practice that has always been applied. In the past, each sector was characterized by a privileged relationship with specific stakeholders. Each sector had its own trusted stakeholders with a tried and tested relationship. Participation and dialogue were implemented through sectoral, self-referential and top-down methods. In Mantova, the development of cross-sectoral projects has allowed the integration of sectoral policies for the sustainable development of the HBA. The multi-sectoral approach **integrates different themes and competences and creates a new horizontal decision-making process based on integration and interdisciplinarity**.

Urban policies and projects must consider at the same time urban, environmental, cultural, economic and social factors. The transition to a **horizontal and cross-sectoral participatory approach** is fundamental to face the 21st century urban questions.

CHAPTER 3

POOLING AND OPTIMIZING RESOURCES, TRADE-OFF MACHANISM



This chapter of the Guidelines is divided into three paragraphs, corresponding to the identified thematic fields: **urban regeneration, accessibility and mobility, liveliness**. These paragraphs are in turn divided into the following subparagraphs:

1. **governance and management mechanisms** with reference to projects already in place;
2. **mapping of specific local resources** in different thematic fields;
3. **trade-off mechanism**.

Through **three experimental and cutting-edge projects** in place in Mantova - one for each thematic area (BhENEFIT for urban regeneration, PUMS for accessibility and mobility, C-Change for liveliness) - we apply the guidelines' method into specific and concrete actions and activities for the HBA. In each paragraph, there is a specific trade-off mechanism scheme that tries to abstract the working methodology to be applied in future projects.

3.1. URBAN REGENERATION

The HBA of Mantova is subjected to environmentally and historically (UNESCO) protective restrictions. The enhancement and valorization of this area are compromised by a process of **desertification** and by the resulting degradation and abandonment of public spaces and buildings. Based on these premises, is necessary to encourage the establishment of new residents, activities, and services compatible with the protection of the historical and cultural value of the city center to achieve a sustainable governance and management of the HBA.

Urban Regeneration is one of the main themes on which the sustainable enhancement of the HBA of Mantova is based. This theme was introduced by national and regional laws. In Lombardy, it appeared with Law 311/2014. This law was mostly created with the objective of combating land consumption. From a normative point of view, it also introduces the need to identify under-utilized or abandoned areas and to coordinate actions for their **enhancement and valorization including social initiatives and citizens participation**.

THE GENERAL
FRAMEWORK AND
THE METHODOLOGY

Later, in June 2018, the D.G.R. 207 states that one of the main objectives of urban regeneration is the improvement of urban quality understood both as built environment and citizens' quality of life. It is therefore of major importance to establish guidelines that can improve the reuse of underused, unused or abandoned areas or buildings and to include the citizens and local community in this process. These places represent a real opportunity of enhancement for the HBA. It is, therefore, necessary to **map abandoned areas and buildings with the application of an integrated approach** that takes into consideration both the technical data and the perceptions of treats or opportunities reported by the citizens. Within the BhENEFIT project, the local administration is creating this map through a specific **GIS platform** - Geographic Information System to facilitate a direct interaction between different stakeholders. The collection of data from different sources and their placement on a georeferenced map has two main objectives. The first one is to identify the areas to be proposed for **urban regeneration actions** and the second one is to establish **general guidelines of intervention** to gradually solve the problems emerged. The resulting map represents the perceived and actual degradation of the HBA and allows the definition of urban regeneration policies that must respect the value of the historical and culturale Heritage. It is an opportunity to promote and encourage the valorization and enhancement of the HBA, to improve the security and liveliness and to implement cultural and touristic services and attractions.

To be useful in the long term, the project provides for a **monitoring plan** to check evolutions and to offer the possibility to modify and redefine the actual decisions and policies.

MAPPING OF LOCAL RESOURCES

The tables in the following pages show the lists of stakeholders to be involved in the urban regeneration field, with specific reference to the development of the GIS interface.

INVOLVEMENT AT THE GOVERNANCE LEVEL		
TYPE	WHO	HOW
Institutional	<ul style="list-style-type: none"> Offices of the Municipality of Mantova: Urbanistica, Lavori Pubblici, UNESCO, Ambiente, Sportello Unico Soprintendenza 	<ul style="list-style-type: none"> Working tables to draft the project and to collect data Design phase inside the Urban Planning office
Public-Private	<ul style="list-style-type: none"> TEA Spa Mantova Ambiente ASTER - Agenzia Servizi al Territorio srl 	

INVOLVEMENT AT THE MANAGEMENT LEVEL		
TYPE	WHO	HOW
Institutional	<ul style="list-style-type: none"> Provincia di Mantova Ministero dei beni e delle attività culturali e del turismo Managers and operators of museums and monuments i Distretto Culturale Le Regge dei Gonzaga 	<ul style="list-style-type: none"> Data sharing Collection of community's highlightings Elaboration of the data collected by the municipal offices involved for the identification of the areas perceived as "degraded" Definition of intervention strategies
Public-Private	<ul style="list-style-type: none"> Professional Associations * 	
Community	<ul style="list-style-type: none"> Residents City-users Local Associations 	

* Public non-economical private-law bodies

In urban regeneration processes, the trade-off mechanism is based on participatory and multi-disciplinary approach in the strategic, management and monitoring phase. The drawing up of monitoring plans and the stakeholders' involvement (both institutional and additional) allow the creation of a **circular design system** able to modify already approved strategies and actions in progress.

DESCRIPTION OF THE TRADE-OFF MECHANISM

GOVERNANCE LEVEL

In the present case, an integrated and participatory approach leads to the creation of the GIS web-platform. The strategic phase is characterized by the establishment of working tables including institutional stakeholders (Offices of the Municipality of Mantova: Urbanistica, Lavori Pubblici, UNESCO, Ambiente, Sportello Unico), Soprintendenza and public-private ones (Tea SPA, TEA Spa Mantova Ambiente, ASTER - Agenzia Servizi al Territorio srl).

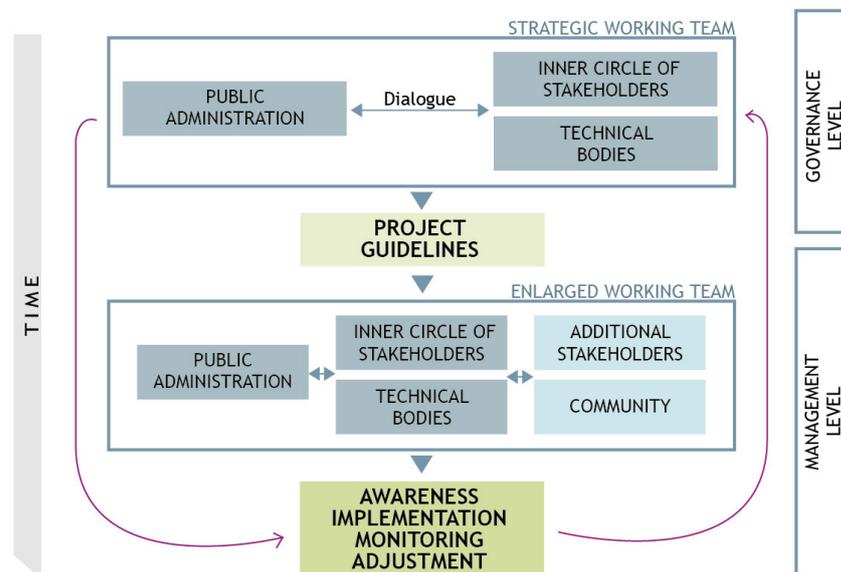
Starting from analysis and data collection, the working tables were structured in different meetings and were functional to the identification of the issues under investigation. During the design session, the main

objective has been identified which is the recognition of the perception of “deterioration” in the HBA of Mantova. As a result of the participatory design process, the GIS platform has been created and shaped on the specific identified needs.

MANAGEMENT LEVEL

In this phase, the strategic stakeholders become part of a wider audience that opens to all the urban actors (institutional/public-private/private stakeholders, citizens) involved in the management of the HBA. The local administration aims to reach the widest involvement and participation through awareness and an adequate and widespread communication to insert both technical and perceived data in the GIS platform. The final step is the identification of the most “degraded” areas and the definition of the regeneration process.

The entry of data in the GIS map and their updating are day by day monitored by the public administration that can constantly and cyclical redefine strategies, actions, and activities on the basis of revealed information.



3.2 ACCESSIBILITY AND MOBILITY

Making the HBA of Mantova more accessible and improving the sustainable mobility are ones of the main objectives that the local administration is trying to achieve with an integrated approach based on ongoing collaboration and dialogue between different stakeholders, professionals and citizens.

Is an accessible city easy to use? Is it perceived as safe? Is it smart? Is it available to everyone? Does it offer ecologically sustainable services? Is it inclusive with residents, city users and tourists? The methodology described in this paragraph is referred to the HBA. However, it is necessary to state that accessibility and mobility are issues that must be addressed in a broader perspective that spatially extends to the Grande Mantova.

The Municipality of Mantua has decided to equip itself with new tools to achieve a sustainable mobility and accessibility: Urban Sustainable Mobility Plan (**PUMS**) containing medium to long-term actions that will then be planned, verified and updated in the Urban Traffic Plan (**PUT**). This program promotes sustainable and efficient mobility, achieving the European objectives about environmental protection and quality of life. PUMS put people and their mobility needs first, through a transparent and participatory approach that involves citizens and stakeholders from the beginning of its decision making process.

The PUMS general objectives are:

- an accessible city;
- a more sustainable transport system;
- quality places for residents, city users and tourists;
- a safer mobility for all;
- a new awareness.

PUMS makes a particular focus on the HBA, to actually make it a **qualitative and functional area for active mobility**. The analysis of supply and demand about mobility in the city center has highlighted some topics:

- its **strong appeal**: the HBA is the destination for more than 60% of drivers entering Mantova from the gates of the city;
- the percent relevance of the total number of car **journeys of less than 4 km** in the urban area, that could be carried out using a more sustainable means of transport such as a bicycle;
- the central theme of **parking**.

THE GENERAL FRAMEWORK AND THE METHODOLOGY

In light of the above, the plan details a series of strategies, including the necessity to:

- **enhanced parking** and services connected to them;
- **expand the offer of parking lot areas**;
- **ensure greater security for active mobility** in urban areas.
- **review the cycle mobility plan**;
- **integrate the cycle network in city accessibility** from neighboring municipalities.

Further issues relevant for the HBA are:

- accessibility to schools;
- supply of goods for commercial activities, restaurants, and hotels;
- enhancement of the local public transport in agreement with the Municipalities of La Grande Mantova to offer a quality service that allows the modal shift from private car to public transport.

In addition to the already described PUMS, in 2017 the **Public Administration nominated the Integrated Project “La Grande Mantova si muove sostenibile”**. It is composed of more than 20 coordinated projects ranging from new infrastructures, to the revision of the existing ones, to the actions of sensitization, awareness and education.

The mobility framework is wide and includes a multitude of actions based on the involvement of stakeholders and citizens right from the governance phase. As regards the PUMS, every two years, implementation and monitoring's activities are expected. The role model is the **mobility manager**. Through a network of business and school managers, the mobility manager coordinates activities and guarantees the involvement of citizens, workers and students.

MAPPING OF LOCAL RESOURCES

In urban accessibility and mobility, the stakeholders' involvement took place with a different participatory approach if compared to the other thematic areas analyzed in this chapter.

In fact, after the construction of a general framework, all the categories of stakeholders without exception were involved in the governance phase and they were divided into four thematic tables concerning:

- public transport and passenger mobility services;
- private mobility and parking system;
- logistics of goods in urban areas;
- active mobility and urban routes.

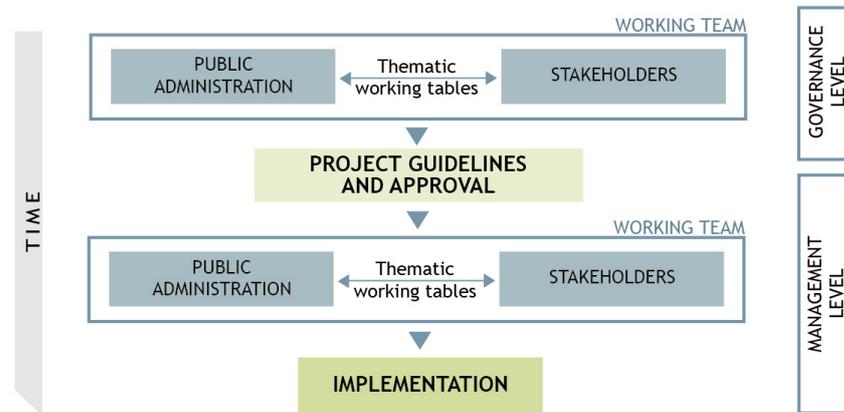
The following table shows the lists of stakeholders divided into thematic tables.

INVOLVEMENT AT THE GOVERNANCE LEVEL		
THEMATIC TABLE	TYPE	WHO
Public transport and passenger mobility services	Institutional	<ul style="list-style-type: none"> • Agenzia per il trasporto pubblico • Neighbouring Municipalities • Comprehensive Institutes • ASST Mantova - Azienda Socio Sanitaria Territoriale di Mantova • RFI - Rete Ferroviaria Italiana • Trenord • ASTER - Agenzia Servizi al Territorio srl
	Public-Private	<ul style="list-style-type: none"> • APAM - Azienda Pubblici Autoservizi Mantova • ACI - Automobile Club Mantova • Taxi drivers, logistics operators, other bus operators • Big attractors • Associations that deal with weak users (the children, the elderly, the disabled)
Private mobility and parking system	Institutional	<ul style="list-style-type: none"> • ASTER - Agenzia Servizi al Territorio srl
	Public-Private	<ul style="list-style-type: none"> • ACI - Automobile Club Mantova • E-vai • Trade associations • Committees
Logistics of goods in urban areas	Public-Private	<ul style="list-style-type: none"> • Trade associations • Logistics operators
	Institutional	<ul style="list-style-type: none"> • Comprehensive Institutes
Active mobility and urban routes	Public-Private	<ul style="list-style-type: none"> • Operators related to the world of cycling (Bici in Città, Mobike, etc.) • FIAB - Federazione Italiana Amici della Bicicletta onlus • Associations that deal with active mobility (Gli Scarponauti, etc)

PUMS is a long-term planning tool designed to promote efficient mobility and achieve objectives which include the protection of the historical, cultural and environmental Heritage and quality of life of citizens. Currently, the local administration is at the conclusion of the strategic phase and it is about to face the approval and consultation of the PUMS, and then move on to the operational phase of implementation and management. Also in the operational phase that aims to create specific PUT, will be involved all the previous stakeholders divided into thematic working tables.

DESCRIPTION OF
THE TRADE-OFF
MECHANISM

The issue of accessibility and mobility is wide. During the definition of the PUMS, the trade-off mechanism started with the application of an integrated and participated approach. It was based on the sharing of specific knowledge and skills belonging to different stakeholders. After the creation of a cognitive framework, since the first strategic phase it was necessary to create a broader and participatory dialogue and collaboration that includes both the institutional and public-private partners. The stakeholders have been divided into different working groups to draw up general objectives and the macro-actions.



GOVERNANCE LEVEL

The preliminary phase of the PUMS (data collection and traffic surveys, knowledge framework, objectives and indicators, initial planning guidelines) was built by the public administration in collaboration with institutional bodies and public/private subjects. It was also possible to involve citizens with online and paper questionnaires. Direct and indirect data collection led to the definition of the first plan guidelines. At a later stage, plan documents were structured with definition, modeling and comparative evaluation of the scenarios, identification of the planned scenario, and description of the plan actions. In this step, stakeholders' involvement was decisive. The public administration structured a dialogue and a collaboration through the establishment of the broadest participation based on four thematic working groups. The main PUMS objectives emerged from these working tables.

MANAGEMENT LEVEL

The next step, not yet implemented, is the approval of the plans (sharing with political bodies, stakeholders and citizens; adoption; approval). This moment marks the transition from governance to management, from strategy to implementation. The management phase must provide a constant dialogue with different stakeholders to arrive at the drafting and implementation of more specific plans in the short and medium-term (PUT - Urban Traffic Plans).

3.3. LIVELINESS

Liveliness, promotion, and animation are fundamental resources for the valorization of the city center. To create events with cultural and commercial vocation with high standards of quality and appeal it is necessary to work in strong cohesion with the territorial stakeholders - economic operators, residents, city-users; moreover a particular attention should be paid to tourism.

A structured and shared program of events has a strong strategic relevance and can bring enormous benefits to Mantova HBA, which aims to become the **beating heart of the provincial territory**. Another parameter that an effective management of the HBA can not underestimate is **sustainability**. In this regard, the Municipality of Mantova is a partner of *C-Change - Arts & Culture Leading Climate Action in Cities*. This project transfers good practices developed by the *Manchester Arts Sustainability Team (MAST)* to the project partner cities, to mobilize and sensitize the art and culture sector on the **topic of climate change**.

The project will support partner cities in the development and implementation of:

- local policies such as plans to reduce CO2 emissions and to adapt cities to climate changes. These policies are focused on cultural organizations and their activities;
- strategic plans aim to the involvement of citizens on environmental issues through the collaboration of the artistic and cultural sector; models and strategies that can be replicated in other cities.

THE GENERAL
FRAMEWORK AND
THE METHODOLOGY

C-Change is a “transfer” network: the partner cities incorporate the good practices developed by the head-row city, to achieve concrete improvements through new plans and EU climate and energy goals for 2020. C-Change is an opportunity to develop and **implement environmental policies** intended to the artistic and cultural sector. The aim is to **reduce the environmental impact** and implement **awareness** in the community about this topic.

MAPPING OF LOCAL RESOURCES

The following tables show the lists of stakeholders to be involved in the topic of liveliness, with specific reference to C-Change project.

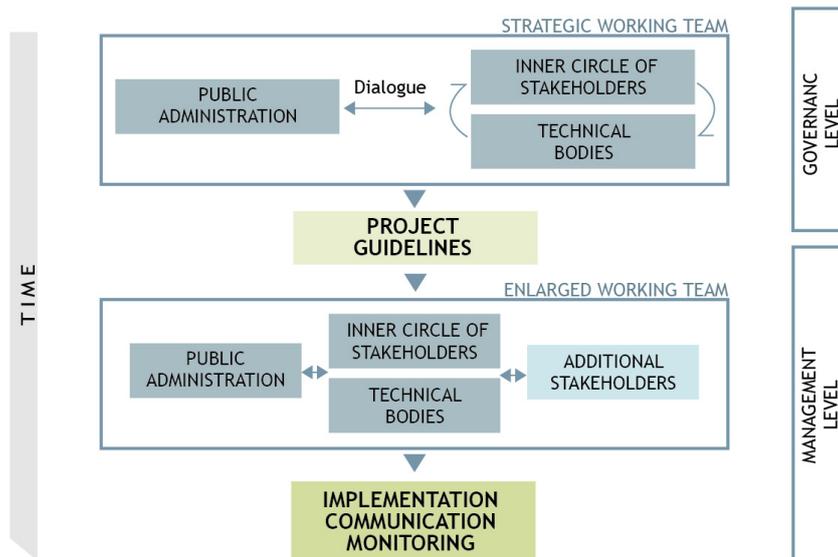
INVOLVEMENT AT THE GOVERNANCE LEVEL		
TYPE	WHO	HOW
Institutional	<ul style="list-style-type: none"> • Municipality of Mantova: Ufficio Progetti, Lavori pubblici, Sportello Unico, Ufficio UNESCO, Settore ambiente, Settore cultura • Parco del Mincio 	<ul style="list-style-type: none"> • Working tables functional to the drafting of the project • Sessions with a trainer that increases the level of "carbon literacy" of the stakeholders (peer learning based model) • Focus groups divided according to the main characteristics of the stakeholders and the results they can achieve • Codesign session to draft the strategy, to allow the inclusion of the best practice and to implement the project's actions
Public-Private	<ul style="list-style-type: none"> • Fondazione Palazzo Te • Società Cooperativa Consortile • Impresa Sociale Pantacon • Orchestra da Camera di Mantova • Associazione artistica e culturale Segni d'infanzia • Comitato Festivaletteratura • Fondazione Le Pescherie di Giulio Romano • Fondazione Alberti • Associazione Per il Parco • Parcobaleno • Labter-Crea Mantova • A.G.I.R.E. Agenzia per la Gestione Intelligente delle Risorse Energetiche Società a R.L. • Media Locali e nazionali 	

INVOLVEMENT AT THE MANAGEMENT LEVEL		
TYPE	WHO	HOW
Public-Private	<ul style="list-style-type: none"> • Hoteliers Association, B&B and AConsorzio Agrituristico Mantovano 	<ul style="list-style-type: none"> • Project presentation meetings • Organization of thematic working tables
Private	<ul style="list-style-type: none"> • Companies organizing events in the HBA: Inside Out Agency, Green Eventi • Private, profit, cultural and communication services: Verona 83, Prima Services, Associazione Guide Turistiche Mantova • Trade, Crafts and Industry Trade Associations • Strada dei Vini e dei Sapori 	
Community	<ul style="list-style-type: none"> • Residents • City-users 	

The public administration is currently developing the C-Change project strategic phase. The stakeholders to be involved in the management and monitoring phases could vary and be implemented over time.

Also in this case, the trade-off mechanism is based on ongoing dialogue with various stakeholders and it must include the most influential cultural and commercial operators and the key sector's representatives of the Municipality of Mantova. The stakeholders' involvement is cross-sectoral and multidisciplinary, in order to create events that could catalyze the attention of different targets and deal with various issues.

DESCRIPTION OF THE TRADE-OFF MECHANISM



GOVERNANCE LEVEL

In the governance phase of C-Change project, the stakeholders' involvement is cross-sectoral (with a focus on culture and environment) and includes: different offices of the Municipality of Mantova - culture, environment, projects -, various bodies and associations operating in different fields and with diversified objectives and a series of expertise that are complementary to the achievement of the project objectives. Through dialogue, working groups and interviews, the next step is focusing on the type of contribution the different stakeholders can guarantee. Since C-Change is a transfer network, the working method must incorporate the good practice developed by Manchester, through training sessions that can

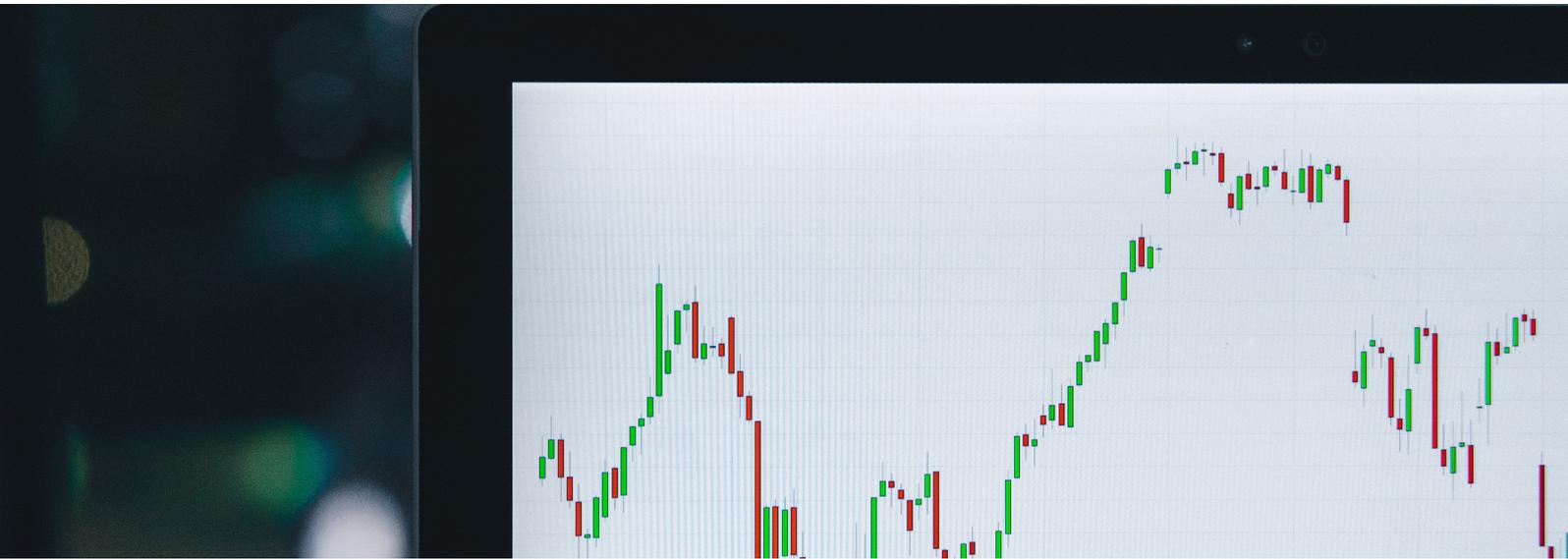
increase the level of “carbon literacy” in the stakeholders. The training session turns the stakeholders into trainers, who can in turn disseminate the use of good practices through a model based on peer learning. The stakeholders’ involvement takes place through different focus groups divided according to the main characteristics of the stakeholders and the results they can achieve (eg cultural events, cultural places group). The groups will also be involved in the co-design phase for the drafting of the enhancement and implementation strategy.

MANAGEMENT LEVEL

The management phase is a work in progress. During the development of the project, the stakeholders’ involvement opens to a greater number of subjects. Some of them will also be involved in communication activities and monitoring tools.

CHAPTER 5

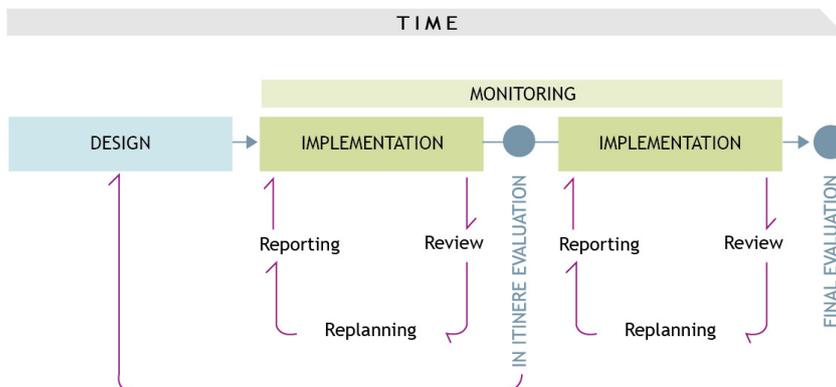
MONITORING AND RESULTS



The **monitoring phase** and the **results evaluation** are fundamental steps in the HBA planning. They have to be integrated into all phases of a project, from the planning to the implementation phase and beyond.

Monitoring is the systematic process of collecting, analyzing and using information to track a project’s progress toward reaching its objectives and to guide management decisions. Monitoring usually focuses on processes, such as when and where activities occur, who delivers them and how many people or entities they reach. Monitoring is conducted after a project has begun and continues throughout the project implementation period. Monitoring is sometimes referred to as process, performance or formative evaluation.

Evaluation focuses on expected and achieved accomplishments, examining the results chain, processes, contextual factors and causality, in order to understand achievements or the lack of achievements. Evaluation aims at determining the relevance, impact, effectiveness, efficiency and sustainability of interventions and the contributions of the intervention to the results achieved.



In the **participatory projects** mentioned above, monitoring takes place during the management phase. Its aim is to collect the project progress in a continuous and systematic way. Even though the monitoring and evaluation system should be set up during the strategic planning and design phase, evaluations are - contrary to monitoring that is done continuously during the whole implementation period - done at certain specific times in the project cycle. Evaluation is carried out in two steps: in itinere, (the focus here is on looking at the progress and performance of the project and identifying changes in the environment that might

affect its effectiveness) and at the end of the project (also known as ex-post evaluation, the focus in this case is on reviewing the whole cycle within the context of its background, objectives, results, activities and inputs).

Monitoring activities presuppose: a systematic process of review, a re-planning process and a reporting system. In order to be effective, monitoring must meet different conditions:

- it must be outlined in the initial phase of the project;
- it must be structured with concrete indicators;
- it must be planned in critical and crucial moments;
- it must ensure the stakeholders' involvement and participation.

