



## INT-HERIT – IMPLEMENTATION NETWORK

HERITAGE STRATEGIES IN SMALL AND MEDIUM- SIZED EUROPEAN CITIES

# OPERATIONAL IMPLEMENTATION FRAMEWORK

{MANTOVA, ITALY}

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## INTRIDUCTION

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This document wants to present how the Municipality of Mantova, thanks to the implementation network Int-Herit, upgraded its strategies of culture and cultural heritage management and started implementing key actions for the city. The Implementation Plan of Mantova originated from the objectives set out in previous and ongoing strategies, which are the plans for the Italian Capital of Culture, the administration's term general plan and the investment plan for urban planning and regeneration. Keeping alive the participatory approach that animated the 2016 experience and replicating some European best practices were two of the motivation for the administration to enter in the network, and thanks to the ULG meetings and the transnational meetings these two objectives have been reached.

The plan wanted to improve the sector sustainability, through the creation of PPPs for the management of cultural heritage sites, and two foundations have now the task to manage two important monuments, which are Palazzo Te and the Pescherie and Beccherie complex. This second one is also an urban regeneration case, as the restoration works of the buildings in the town center will create a new hub for cultural and economic activities, giving back an entire area to the city, investing in culture rather than in real estate valor.

The last key action for the city is the concerted action of its main festivals, that organized themselves to map the spaces used for cultural events, in order to have established a catalogue of problems and solutions for each space, while dialoguing with the administration to streamline the administrative processes for the organization of events, facilitating the animation of the city center and giving new life to the cultural scene.

The general idea behind the Implementation Plan was to keep fostering the cultural sector in town, making it more sustainable and dynamic, to continue the "brandization" process that started years ago with "Mantova Città d'Arte e di Cultura" (Mantova City of Art and Culture). All the actions are still ongoing, and have to solve challenges and barriers to reach their goals, for sure the URBACT methodology has been received and applied by some members of the ULG that will benefit from it, but it is of the utmost importance that the dialogue between the administration and the various stakeholders is kept alive to reach the objectives.

## 1.1. Baseline position

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**Mantova** is a medium town, head city of the Province of Mantova (Lombardy), strategically located between some of the most important cities of the area (Bologna, Verona and the Garda Lake, Milan and Venice), recognized as World Heritage city by UNESCO together with Sabbioneta for the peculiar Renaissance Urban structure. The city is rich of cultural and natural assets, such as Palazzo Te, Palazzo Ducale, the Cathedral Church of Sant'Andrea, the so-called Rotonda di San Lorenzo, the Basilica Palatina of Santa Barbara and the Duomo of San Pietro. The three lakes formed by the Mincio river surround the historic city center, and the Mincio Natural Park is a Natura 2000 site.

Before the experience of the Int-Herit network, the town was honored in 2016 as Italian Capital of Culture, an important milestone in its Integrated Cultural Plan (2016-2020), which is an important part of the Strategic Plan of a city which is, together with the neighboring city of Sabbioneta from 2008, a UNESCO World Heritage City, due to its Renaissance Urban Structure. Mantova articulates its cultural positioning at national and international levels based on four pillars such as urban regeneration, increasing its cultural offerings, creating talent by the territorial dialogue and social inclusion.

**CITY OF CULTURE** - The cultural scene is rich in Mantova, with national and international Literature, Chamber Music and performing arts festivals and the historical heritage is highly relevant. In the past year Mantova has been at the forefront of Italy's brand: since 2008, recognized as World Heritage city by UNESCO together with Sabbioneta for the peculiar Renaissance Urban structure, Mantova was awarded as Capital of Culture of Italy for 2016 and European Region of Gastronomy (within the Eastern Lombardy District) in 2017.

**MONUMENTS AND HERITAGE ASSETS** Mantova's most important monuments certainly are Palazzo Ducale and Palazzo Te. However, the whole city of Mantova was declared as UNESCO World Heritage, thanks to its typically architectural style, a mix of medieval/renaissance monuments and roads that makes it unique. As well famous are the Cathedral Church of Sant'Andrea, the so-called Rotonda di San Lorenzo, the Basilica Palatina of Santa Barbara and the Duomo of San Pietro. In addition, there are many other public and private buildings worthy of attention for their architectural styles, frescoes and artistic decorations. Recently, in Piazza Sordello has also opened a window on the Roman past of the city, with an onsite show-case on the most beautiful mosaics found in town.

The main authorities managing these assets are:

- o The Comune di Mantova (local Municipality) manages directly some monuments such as the Teatro Bibiena, the Biblioteca Teresiana and many others. Used to manage directly Palazzo Te, still owns the property but now the governance structure is private, thanks to the transformation of Palazzo Te into a private foundation.
- o the Provincia di Mantova (local province administration), entitled of touristic promotion and managing some other museums;

- o Museum Pole of Palazzo Ducale, an independent museum, belonging to the Ministry of Fine Arts, Culture and Tourism;
- o the local Parish, who directly handles the most important churches and the Museo Diocesano.

### **MANTOVA CITTA' D'ARTE E DI CULTURA – THE STRATEGY**

The City of Mantova has been carrying out ambitious urban policies in many fields, being aware that small and medium sized cities like ours, can strive for growth and citizens well-being as much as large cities, though in a different way. That's why the Municipality has devised a strategic plan, based on "cultural planning" – we can say – in the meaning of holistic planning considering and building around culture. The integration, harmonization and coordination of these three connected yet different plans (here below) compose the strategic plan 'Mantova City of Arts and Culture'.

The recognition as Italian Capital of Culture in 2016, helped the city to start the process in the best way and working on mindsets of Institutions and people.

The project Mantova Capital of Culture 2016 was a success and showed the city the way for further strategic thinking and acting.

The Municipality has integrated strategic plan where heritage becomes a leverage of economic, social and cultural development, linked with valorization actions and city branding.

Heritage buildings and spaces restoration, conservation and regeneration are linked to the identification of specific cultural / business / social functions and is carried out as part of different thematic policies.

The City of Mantova has approved:

#### **1. THE ADMINISTRATION'S TERM GENERAL PLAN.**

A general strategic plan for the years 2015-20 (programma di mandato), currently implemented, and corresponding to the political strategy of the City Board.

Priority policy areas for urban development are:

- Urban regeneration, reuse of heritage and buildings for cultural and social use;
- Sustainable development, implementation of the Sustainable Energy Action Plan and Sustainable Urban Mobility Plan;
- Integrated action plan for the attractiveness for the Historical City Center: experience, culture and shopping in the natural shopping centre;
- City branding, promotion, tourist incoming trends development;
- Co\_Mantova: action plan for social cohesion, sharing economy, active citizenship;
- Measures to boost the City internationalization and innovation, network of creative hubs;
- Smart City & Phygital City action plan for an intelligent use and connection of resources, data, technologies and human capital

## **2. THE PLAN MANTOVA ITALIAN CAPITAL OF CULTURE**

An integrated multiannual plan for the City development in the cultural field (2016-20), including different sectors, such as: management of the cultural sector, cultural heritage and activities, integration between cultural policies and economic development and social inclusion, with a yearly action plan. This plan was drafted and approved in 2015, in order to bid as Italian Capital of Culture. Mantova won the title for 2016 and the implementation of such strategy started up in early 2016 with great energy and growing funding. The City then passed in the post-event capitalization phase, were this strategic plan, with all the experience gained in only one year, is still the reference point for the Municipality and the stakeholder system.

## **3. THE INVESTMENT PLAN FOR URBAN PLANNING AND REGENERATIONS**

An investment plan of 3 years with: this plan is approved and updated every year together with the multiannual forward budget in order to guide the City investments. The last update was on December 2017. This document includes specific investment engagements for cultural heritage; An investment of over 10 million euros is foreseen over 3 years, in the field of cultural heritage, with different financial and public-private cooperation schemes (art-bonus, co-financing, partnerships).

The City of Mantova has developed an integrated multiannual project in the field of culture, based on the idea of a smart & human city.

Each objective and related field of action includes measures touching cultural heritage.

A comprehensive city strategy has been finalized during summer 2015, when a new major and governing body was just elected. It represents the policy guideline for the political mandate 2015-20; the strategy goes beyond the theme of culture and cultural heritage, these 2 field of actions are considered as assets, leverage and key factors to reach the 4 strategic objectives. The strategy has been detailed into an action plan for the year 2016, and it was submitted within a national competition promoted by the Ministry of Culture and Tourism. Based on this strategy and project Mantova was selected among 20 cities to be the Italian capital of Culture for 2016.

The project was well received by the jury in terms of integrated approach, legacy of the project, valorization of cultural heritage and readiness. The project is currently being implemented and a follow-up action plan is being prepared for the years 2017-18-19.

The **MULTIANNUAL PLAN FOR MANTOVA CITY OF CULTURE** includes a set of measures for cultural heritage of higher importance restoration, regeneration with special attention to sustainable reuse and management. Several buildings of historical and architectural importance within the UNESCO area dating from the Middle Ages to the XVIII century will undergo public and private interventions for their conservation and for the design of new functions linked to cultural, social and business use. On one side the reuse of historical buildings as multifunctional cultural spaces, co-working and creative hubs, and tourist info and service centers are foreseen. The aim is designing and promoting a new active relationship between people and heritage.

The multi-disciplinary approach is well defined by the Municipal strategy, the working methodology and specific procedures are to be fine-tuned.

### **INVOLVING LOCAL STAKEHOLDERS:**

The integrated project for Mantova Italian Capital of Culture, was set up by a participatory process including the institutional level, the civil society, the creative sector and the business associations.

Mantova was awarded as Italian capital of culture in 2016 thanks to this plan, and this award helped start up with great involvement. The project was coordinated by the Municipality with the support of a steering committee to share strategic vision and guidance.

The Committee was composed by:

- Province of Mantova
- Chamber of Commerce
- Industrial Association
- 2 Retailers and SMEs Associations
- Polytechnic of Milan – campus of Mantova
- Museum System of the Ducal Palace (state museum)
- Centro internazionale d'Arte e Cultura di Palazzo Te (public-private body)

The project involved the main foundations and public-private cultural poles of the City, around 30 associations, 4 private museums, the Regional Park of Mincio River, the Service Centre for the volunteer associations and is supported by Lombardy Region, Bank foundations, Banks, private companies. A new partnership is being defined with the main organizations implementing festivals in the city for the public spaces management.

Specific projects are being implemented in close partnership with relevant stakeholders.

Mantova has developed a general consultation and co-planning platform in the cultural sector, and several good practices in the planning and implementation of heritage valorization projects with stakeholders, a multilevel governance scheme for the long term was not set-up and recognized up to now.

As far as decision making processes, the Municipality manages one-to-one relationships with stakeholders. A comprehensive participatory governance model has not been approved on a formal basis.

### **DEVELOPING PUBLIC PRIVATE PARTNERSHIPS:**

Some specific projects and heritage sites are managed on the basis of PPP with non profit organizations, such as:

- Santa Maria della Vittoria, since the '90 with the no profit association Amici di Palazzo Te e dei Musei Mantovani
- Santagnese 10, Living Lab with the Consortium of creative companies Pantacon
- Palazzo Te, with the Public-Private Association "Centro internazionale d'arte e cultura di Palazzo Te"
- Pescherie di Giulio Romano with Fondazione Pescherie.

In the heritage sector, we have no specific policy on PPP, and each situation is developed as a single business model. Thanks to the experiences gained on the field the Municipality could develop collection of case studies and harmonize the main procedures for Cultural Heritage PPPs.

The development of PPPs and keeping alive the participatory approach, that gained a more defined framework within the cultural sector in 2016, were two of the objectives that pushed the administration to take part to the Int-Herit network, trying to recreate the best practices of similar contexts around Europe, integrating them in future strategies for the city management of cultural heritage. In particular, the implementation plan of Mantova wanted to extend the three main objectives outlined in the strategy of Italian capital of culture as detailed in the next section.

## 1.2. Outline Implementation Plan

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The strategy developed for the event of 2016 wanted to renew the cultural offer in Mantova, that is rethinking and repositioning the City cultural brand through the development of an open urban museum and cultural events and audience development. In particular, the "urban museum" concept wanted to allow a better conservation and valorisation of the "hidden city", transforming heritage conservation into a development engine for the city, in the shape of a wide open urban museum together with related networking implementation; reopening and new light to underestimated heritage feature that can represent and boost the city identity, and increase the cultural and tourist offer (2016-18). Another important topic of the strategy was urban regeneration and infrastructures, especially those that would convey and facilitate touristic fluxes towards the city, like for instance transforming the unused Pescherie di Giulio Romano into a multi-purpose cultural space, and new business opportunity in the city center. The strand "talent growing in the city of experiences" wanted to support the development of network of creative hubs, enterprise activators and creative residences.

After the successful year 2016, additional challenges and targets were added, such as:

- Manage new expectations from the citizens and business side
- Keep the rhythm and Implement the strategic plan with appropriate re-definition
- Measure the impact
- Capitalize the experience and the enthusiasm
- Make the emergency/effort into a work model

Starting from that experience the Municipality wanted to give continuity to the objectives of the strategy, and the implementation plan served as natural continuation.

The strategy works around 3 main objectives expressed in terms of general and specific objectives:

A. New city,





that is the evolution in the cultural planning and positioning and rebranding, through the reactivation of the historical center, boosted attractiveness, growing aggregated demand connected with tourist flows;

- NEW CULTURAL DEMAND/OFFER DYNAMIC
- AUDIENCE DEVELOPMENT
- NEW IMAGE

➔ A city known and positively perceived as a tourist destination of excellence for cultural use at an international level.

A cohesive cultural system able to express a cultural offer that makes the city more attractive and competitive.

#### B. City common good,

with coherent and efficient urban infrastructure, which will contribute to boost investments, restorations, conservation and reuse of buildings and urban spaces, in the perspective of the implementation of a smart city, and for better tourism welcoming;

- CONSERVATION AND RESTAURATION
- REGENERATION
- TOURIST SERVICES AND DEVICES

➔ Living and regenerated urban spaces for the facilitation of settlement and growth of economic and cultural activities.

Implementation of integrated services for the facilitation of visits and stays that meet the needs of national and international tourism.

#### C. Entrepreneurial city,

it means to support to human capital towards better living and working environment promotion of entrepreneurship and employment, especially for young people, in relation to opportunities created by the urban re-positioning, support services for the improvement of goods and services;

- SUPPORTING AND GROWING NEW IDEAS AND ENTERPRISES
- DEVELOPING NEW CREATIVITY PATHS
- NEW OFFER/EXPERIENCES FOR VISITORS

➔ Attractive city for new food related business, services and trade in line with the market; An attractive city for young talents and entrepreneurs of creativity and taste; Activation of production and use of culture with new languages and integrations.

So, the IMPLEMENTATION PLAN developed by the Mantova ULG is cross cutting of the 3 strategic objectives and focuses on the 3 action strands. Such action strands were selected by a participatory approach and the ULG was defined in connection with the characteristics and the propositions of the involved stakeholders.



Three heritage assets and projects have been taken into consideration and developed into actions:

- Palazzo Te and the civic museums
- Complex of Giulio Romano Pescherie and Beccherie
- Public spaces and cultural uses

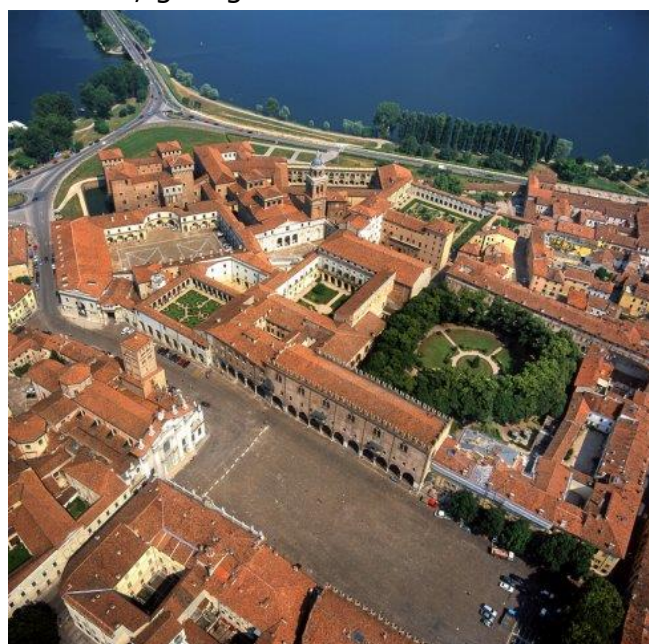
For the URBACT methodology three projects were chosen, as they are important for the city and represent three different kind of scenarios. Palazzo Te is an established and well-known cultural pole of the town, while the Pescherie and Beccherie complex was neglected for a long time. The third action has as object all those public spaces used for cultural events, so is kind of a "cross case". Another important feature of the chosen projects is their kind of public/private management system, as Palazzo Te is owned by the Municipality and now managed by Fondazione Palazzo Te, which previously was a public-private association "Centro Internazionale d'Arte e Cultura di Palazzo Te"; Pescherie and Beccherie buildings are managed by a private foundation (thanks to a commodate) while the buildings are owned by the Municipality, and the public spaces are managed by the Municipality and shared by all the cultural operators of the town.

Restoration interventions are planned for Palazzo Te, Pescherie and Beccherie buildings, guaranteeing the safeguard of the monumental heritage and infrastructures, while new opportunities for entrepreneurship and employment related to cultural activities are going to be created, giving new functions to the restored spaces. The cultural offer of the town is going to be more diversified, spread and dynamic thanks to the new agenda of events and activities that will be hosted in the Pescherie and Beccherie site; the reorganized exhibits and collections of Palazzo Te; the shared agenda of cultural events and festivals and the streamlined process of organization.

All these actions are going to contribute to reach the goals set in the multiannual plan for Mantova city of culture: intellectual and economic resources optimization; increase of incomes; new cultural demand and consumption; diversification and appreciation of cultural offer and cultural heritage; new publics (children,

youth, families); increase and diversification of tourist incoming trends; new attractive and functional spaces for cultural activities with smart solutions for welcoming and information and mobility; new economic activities in the field of tourism and creative sectors; New cultural projects linking the city center and the residential areas/suburbs.

The plan for Mantova Italian Capital of Culture has developed a monitoring system, with a set of indicators. The impact of 2016 project will be measured



throughout the following 3 years and the city will be equipped with a permanent monitoring system of economic and social benefits of cultural and structural actions.

The main stakeholders involved are the Municipality and its departments (culture and tourism, UNESCO office, urban policies and planning etc.), together with the main cultural operators of the town, starting from Centro Internazionale d'Arte e di Cultura di Palazzo Te and Fondazione Le Peschiere di Giulio Romano, which are the main responsible for the interventions and actions on the monumental complexes, and all the associations and operators that organize events and festivals in Mantova.

One of the main critical aspects related to the integrated approach and delivery of strategies for the Municipality, is that the public body is organized in sectorial departments with the consequent organization of budgets, responsibilities and competence by sector. This does not help the development of skills and competences oriented to an integrated approach in the development and implementation of comprehensive strategies, nor the development of integrated approaches in general.

Moreover, cultural heritage interventions and plans implies the involvement of several administrative bodies, that should also be involved in the strategic planning at an early stage, even

if not foreseen by existing rules and regulations (e.g. authorizations by state bodies). The development of new specific processes and procedures that are easily intelligible, standardized and well known by all the departments could help the understanding of the integrated approach and the development of innovative skills around policy themes / action plans.



Another challenge for Mantova is to keep an existing network of cultural stakeholders and their participatory approach alive, by making it more effective. The Municipality has done many efforts to strengthen the existing collaboration platforms, but what still lacks is a common governance that could devise tools to involve the private and public stakeholders in individuating long-term goals and targets.

The City of Mantova has not been able so far to measure the impact of policies and interventions. Even though Mantova is recognized by UNESCO as world heritage, and that many comprehensive projects have been carried out involving

conservation and socio-economic development, the cause-effect relation between investment in cultural heritage and socio-economic development has still to be explored in depth. The expected results of public actions were in fact not well defined. The challenge is to develop an integrated index that, based on quantitative hard data about investment on cultural heritage, events and industry, is capable of measuring policy outcomes on the wider local economic landscape on long-term basis.





The process: from the strategy of 2016, used as starting point for the implementation plan and declined on the three actions

### 1.3. Response to the Implementation Challenges

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#### ■ INTEGRATED APPROACH

One of the main critical aspects related to the integrated approach and delivery of strategies for the Municipality, is that the public body is organized in sectorial departments with the consequent organization of budgets, responsibilities and competence by sector. This does not help the development of skills and competences oriented to an integrated approach in the development and implementation of comprehensive strategies, nor the development of integrated approaches in general. Territorial integration is another key challenge, as Mantova is surrounded by bigger cities (like Verona, Bologna, Modena, Parma), so the competition is really high and it's easy to be overshadowed in an area like that. To overcome these two challenges the main actions were to include through a participative approach several sectors of the Municipality during the implementation of the project actions, inviting members of the various departments to participate during the ULG and having them interact with the local stakeholders, creating a dialogue to solve also possible critical aspects between the public administration and the private subjects. A plan to be integrated must take into consideration also the sustainability aspects, and that's why sustainability in the middle and long term was at the base of the process that resulted in the creation of a public private partnership to manage the Pescherie and Beccherie buildings and Palazzo Te. As a matter of facts, the restoration interventions aim at transforming some of spaces into a bar/bookshop and another correlate business activity, that could be used by visitors and also citizens. The new business activities will generate job opportunities, guaranteeing an additional income to the foundations, resulting in a more sustainable model of governance which will reduce the costs for the administration.

## ■ INVOLVEMENT OF LOCAL STAKEHOLDERS



You can find the related video at the following link:  
<https://www.youtube.com/watch?v=qZoCIRDFow>

The ULG for INT-HERIT has involved many different actors in town to tackle the intrinsic difficulties of cultural heritage projects as they may have a big impact in citizens' quality of life. The ULG was formed started from the

participative approach

developed in 2016, involving all the main cultural operators in town and several strategic departments of the Municipality (UNESCO Office, Cultural and Tourism Department, Public Works, Fundraising and Projects Office) in order to create a continuous dialogue between all the parts involved.

The creation of the public/private collaborations, based on a multidisciplinary and holistic methodology of the governance and management process of the city, has encouraged a participatory approach to the project, bringing together citizens, cultural operators and authorities. In particular during the ULG meetings local stakeholders were involved by the Municipality to follow the transition process from public to private subject, finding innovative solutions for the use of spaces. The meetings served as a way to keep updated the Municipality on the change in the management structure of the cultural poles, while the participation of other stakeholders served to promote possible cooperation, animating the spaces with different cultural events. As a matter of facts, one of the restoration interventions in Palazzo Te aims at transforming the "Fruttiere" into a multi-purpose cultural space that will be used for the cultural productions of the new-born foundation, but mainly by the cultural operators that organize festivals and events in town. The four main festivals in towns were also involved to give them the opportunity to have a constant feedback from the local authorities, in their common action of mapping the town and finding shared solutions to the same problems faced when organizing cultural events.

## ■ MEASURING PERFORMANCE

One of the main challenges for Mantova still is the creation of a comprehensive monitoring and evaluation system. Being a world heritage site, the town will be obliged to setup an evaluation system under the requirements of UNESCO. Many comprehensive projects have been carried out involving conservation and socio-economic development, but the cause-effect relation between investment in cultural heritage and socio-economic development has still to be explored in depth. Thanks to INT-HERIT it was possible for the town to give the task to a team of consultants that are working on the monitoring system, but the assignment is not easy, as multiple subjects are responsible for the gathering of the data needed, and sometimes the data aren't even available.

Also the main problem with the actions of the project is that they will last longer than the lifetime of the project itself, so measuring them in the implementation period is almost impossible. The creation of the monitoring system has started from a set of indicators and results that were set up for the Capital of Culture in 2016.

GENERAL /SPECIFIC OBJECTIVES	EXPECTED RESULTS	INDICATORS
<b>CITTA' INNOVATIVA CULTURAL AND IMAGE REBRANDING</b>	Intellectual and economic resources optimization  Increase of incomes  New cultural demand and consumption  Diversification and appreciation of cultural offer and cultural heritage  New publics (children, youth, families)  Increase and diversification of tourist incoming trends	= Cultural expenditure borne by the local public system + Cultural expenditure borne by the local private system + Profit and satellite activities from cultural activities Improvement in the management of the cultural palimpsest (optimization of times / spaces / costs) + n of visits to the major monumental and museum heritage + n of visits to less known heritage + appreciation of the visit + extension of the visit + loyalty and return + diversification of users + Development and multi-channel communication image of the city + increased presence on specialized press / web / tourist blogs and tour operator catalogs
<b>CITTA' BENE COMUNE INFRASTRUTTURAZIONE URBANA COERENTE ED EFFICIENTE</b>  <i>City common good, with coherent and efficient urban infrastructure, which will contribute to boost investments, restorations, conservation and reuse of buildings and urban spaces, in the</i>	New attractive spaces New functional spaces for cultural activities  New technological / green/ smart solutions for welcoming and information and mobility	+ multi-functional cultural spaces + density of services + public and private investments for regeneration and urban furniture + tourists in the historic center + reduction of access times + increase in individual services and assets used + satisfaction of the tourist + cultural events and exhibitions in the heart of the city

perspective of the implementation of a smart city, and for better tourism welcoming;		
<b><u>CITTA' IMPRENDITIVA</u></b> <b>IMPROVEMENT OF ECONOMIC DYNAMICS AND CREATION OF JOB OPPORTUNITIES</b>	<p>New economic activities and in the field of tourism, retailing, handicraft, creative sectors</p> <p>New economic activities in the city center</p> <p>New entrepreneurship in the cultural and cuisine fields</p>	<p>+ shops - restaurants in the historical center</p> <p>+ craft production settlements in the historic center</p> <p>+ economic and cultural activities in areas adjacent to the historic center</p> <p>+ creative hubs and networks</p> <p>+ creative businesses, makers and artistic craftsmanship</p> <p>+ new artistic creation and self-production</p> <p>+ events and proposals based on new languages</p> <p>+ fruition by a young audience</p> <p>+ GDP increase</p>
<b><u>CITTA' INCLUSIVA</u></b> <b>INCLUSION AND COHESION</b>	<p>New cultural projects linking the city center and the residential areas/suburbs</p> <p>Active participation of citizens in cultural planning and city animation</p>	<p>+ citizens involved</p> <p>+ diversification by age / origin / extraction of active citizens</p> <p>+ positive perception of the center neighborhoods relationship</p> <p>+ positive perception of the administrative center - territory relationship</p>

The work of the consultants is still ongoing, as they are interviewing the different stakeholders and authorities involved in order to get understand what kind of data will be possible to analyze. The system created in this way should become the starting point for the future monitoring system of the town on the cultural sector.

The following charts shows the updated indicators that were created starting from the previous model and adapted to the project actions. The whole model for the monitoring system also states the period of time and method to collect the data, but the process of collecting data is still ongoing and in many cases the problem concerning the collection is that the subjects involved still haven't them or do not cooperate.



Expected results	Indicators
<ul style="list-style-type: none"> <li>■ Intellectual and economic resources optimization</li> <li>■ Increase of income</li> <li>■ New cultural demand and consumption</li> <li>■ Diversification and appreciation of cultural offer and cultural heritage</li> <li>■ New publics(children, youth, families)</li> <li>Increase and diversification of tourist income trends</li> </ul>	<ul style="list-style-type: none"> <li>Relative weight of Opex Expenditure on Capex Expenditure</li> <li>Yearly Change in Opex Expenditure</li> <li>Yearly Change in Capex Expenditure</li> <li>Expenditure effectiveness on Users Variation</li> <li>Expenditure effectiveness on Sqm Variation</li> <li>Yearly Change in Public Financing</li> <li>Yearly Change in Private Financing</li> <li>Relative weight of Public Financing on Private Financing</li> <li>Yearly Change in Public/Private Financing Ratio</li> <li>Yearly Change in revenues of satellite activities</li> <li>Yearly Change in revenues of Public spaces (Museum, Art gallery etc.)</li> <li>Average stay lenght</li> <li>Yearly change in average stay lenght</li> <li>Average expenditure per tourist</li> <li>Yearly Change expenditure per tourist</li> <li>Number of visitor</li> <li>Yearly Change number of visitors</li> <li>Opening day on total of days in a solar year</li> <li>Average Cost per Opening Day</li> <li>Average Cost per Square Meter</li> </ul>

Expected results	Indicators
<ul style="list-style-type: none"> <li>■ New attractive spaces</li> <li>■ New functional spaces for cultural activities</li> <li>■ New technological/green/smart solutions for welcoming, information and mobility</li> <li>■ Better tourist welcoming through coherent and efficient infrastructure, conservation and reuse of building and urban spaces, smart and green solutions</li> </ul>	<p>Number of Cultural events</p> <p>Yearly Change in Number of Cultural Events</p> <p>Number of Cultural events (Days)</p> <p>Yearly Change in Number of Cultural Spaces and Events (Days)</p> <p>Number of spaces dedicated to cultural activities</p> <p>Yearly change Number of spaces dedicated to cultural activities</p> <p>Number of spaces dedicated to cultural activities (in sqm)</p> <p>Yearly change Number of spaces dedicated to cultural activities (in sqm)</p> <p>Perceived Services' Quality from Tourists</p> <p>Perceived Public Transport Efficiency when Reaching the City</p> <p>Perceived Public Transport Efficiency Between City Centre and Train Station / Airport</p> <p>Perceived Public Transport Efficiency within the City</p> <p>Perceived Efficiency of Car Rental Services</p> <p>Perceived Efficiency of Bike Rental Services (if Available)</p> <p>Perceived Efficiency / Convenience of Taxi Service</p> <p>Perceived Efficiency of Welcoming Infrastructures / Information Points</p> <p>Perceived Quality of Guided Tours / Visits</p> <p>Percentage of facilities able to welcome people with disabilities</p> <p>Percentage of facilities able to welcome pets</p> <p>Number of Parking Structures</p> <p>Number of Bike Rental Business</p> <p>Number of Hotels and Related Facilities (Ateco Cod. 55.1)</p> <p>Number of Hotels and Facilities for short stays (Ateco Cod. 55.2)</p> <p>Number of Camping Areas (Ateco Cod. 55.3)</p> <p>Length of the Road-transport City Network</p> <p>Average Waiting Time for Access to Cultural Sites</p> <p>Average Days Needed to Organize an Event with &lt;200 Participants</p> <p>Average Days Needed to Organize an Event with &gt;200 Participants</p> <p>Average Days Needed to Obtain the Permission from Mantova District (&gt;200 Participants)</p> <p>Average Days Needed to Obtain the Security Commission's Authorization (&gt;200 Participants)</p> <p>Average Price for the Public Land Occupation (€ / mq)</p> <p>Average Days Needed for the Safety and Security Plan Acceptance</p> <p>Utility of the Maurer Algorithm for the Security Measures Definition</p> <p>Average Price for the Local Police Security Service (€ / 100 Estimated Participants)</p> <p>Average days Needed to Obtain the Acoustic Impact Authorization</p>

	(If limits are overtaken)
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Expected results	Indicators
<ul style="list-style-type: none"> <li>■ New economic activities and in the field of tourism, retailing, handcraft, creative sectors</li> <li>■ New economic activities in the city centre</li> <li>■ New entrepreneurship in the cultural and cuisine fields</li> </ul>	<p>Number of Restaurant and Mobile Restaurant Activities (Ateco Cod. 56.10)</p> <p>Number of Restaurant with Provision Service (Ateco Cod. 56.10.11)</p> <p>Number of Restaurant with Take-Away Service (Ateco Cod. 56.10.20)</p> <p>Number of Finger-Food Restaurant (Ateco Cod. 56.10.42)</p> <p>Number of Wood Craftsmen and Others (Ateco Cod. 16.1 / 16.2)</p> <p>Number of Iron and Other Metals Craftmen (Ateco Cod. 25.99.30)</p> <p>Number of Jewellery Craftmen and related (Ateco Cod. 32.11 / 32.12)</p> <p>Number of Music Instrument Craftmen (Ateco Cod. 32.20)</p> <p>Number of Artistic Craftmen (Ateco Cod. 90.03)</p>
Expected results	Indicators
<ul style="list-style-type: none"> <li>■ New Cultural projects linking the city centre and residential areas/suburbs</li> <li>■ Active participation of citizen in the Cultural planning and city animation</li> </ul>	<p>Relative Weight of Cultural/Tourism Employment on Total Employment</p> <p>Relative Weight Seasonal Tourism Total Employment on Total Tourism Employment</p> <p>Number of cultural association</p> <p>Yearly change in the number of Cultural Associations</p> <p>Number of citizens enrolled in a Cultural Association</p> <p>Yearly Change in Number of Citizens Enrolled in a Cultural Associations</p> <p>Number of citizens enrolled in association on total of citizens</p> <p>Yearly Change in Number of Citizens Enrolled in Associations on Total of Citizens</p>

All the indicators were selected to monitor the local actions of Int-Herit in Mantova, but also to serve as a starting point for the future monitoring system of the city.

## ■ FROM STRATEGY TO OPERATIONAL ACTION PLAN

This challenge was overcome thanks to the participatory approach that started back in 2016, and continued during the whole project, while the setting up of the PPP's just gave an ulterior boost to the implementation of the different actions. The most critical aspect related to the ongoing projects is the lack of funding, that's why the Municipality is helping the



You can find the related video at the following link:  
<https://www.youtube.com/watch?v=FXX2Ao4P0H4>

two foundations in the task of doing fundraising activities. The Fundraising and European Projects Office of the Municipality was formed to pursue different forms of funding, from national and local funding, private foundations and European calls. With the know-how of the staff on these kinds of activities, the Municipality is working with the two PPP's to devise strategic projects.

## ■ SETTING UP PPP'S

Setting up PPP'S has been a priority for the administration, since the economic crisis of 2008 the funds available for the cultural sector have been drastically diminished, in the long term the management of so many heritage sites risked to be unsustainable for the Municipality, that had also the objective of increasing the participative approach in cultural sector and creating more "agile" governance systems for the monumental sites in town. PPP's were established for the management of Palazzo Te and the Pescherie and Beccherie buildings.

On the 9th of May 2018 the public-private association "Associazione Centro Internazionale d'Arte e di Cultura di Palazzo Te" has become a private foundation, "Fondazione Palazzo Te".

Through this change a public private partnership was de facto established between the Municipality, owning the palace, and the foundation managing it. While for the Pescherie and Beccherie, the Municipality of Mantova granted the buildings to a private foundation with the goal to restore, preserve and reuse the abandoned complex.



Thanks to this governance shifts, the management of the sites has become more sustainable for the Municipality.

Palazzo Te at the moment is undergoing some important restoration work, that will make it more welcoming to visitors and at the same time give new functions to some of the areas, that will be opened to the public for free, or have new business-related activities and host new cultural exhibitions and activities. The Pescherie and Beccherie buildings are undergoing important restoration works as well, the main objective of this project is to give back to the city a living part of its historical center, forming a renovated pole for cultural activities in the heart of the town.

The creation of a public/private collaboration in order to restore and manage the monuments has eased the Municipality both on the administrative and economic aspects, fostering also the civic participation in such strategic actions for the town. The restoration works will give back the community several renovated spaces for cultural activities, and new related business activities. The foundations will also be responsible for the design of new cultural productions, high specialization schools and art shows, as well as opening some of the spaces to the public, making the poles more welcoming for citizens.

## 1.4. Learning Journey

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Starting from the experience of Mantova Capital of Culture we knew that the participation from the local stakeholders would have been positive, and in the end, it was and still is. But not all of the stakeholders were happy with the methodology used, as they failed to see the opportunity to have a constant dialogue with the administration and were mainly expecting to receive funds, while some others couldn't participate too much because of their normal activity. That's why the meetings were organized in focus groups, to try and work on the single actions and involve the stakeholders that were more directly interested in working together. The Pescherie group in particular was very positive on working with other cultural operators, having discussion on the possible outcome of the project, evaluating good practices brought by the other members and discussing, reporting on the status of the works and coordinating with the Municipality to find the best funding strategy. The approach of the ULG meetings in general seemed to be successful and appreciated by the majority of the members, that appreciated also the opportunity to learn from their peers through the participation to transnational meetings.

The actions of the project in general are proceeding, but the restoration works are slowing down because of the need for funding. The construction of the monitoring system has also started late and has been proceeding slowly because of the lack of data or of the scarce cooperation between the authorities/stakeholders and the consultants building it.

In the end the cultural scene of Mantova seems willing to cooperate with the administration and also with other operators to reach shared goals and design strategies, that was proven also by the fact that the vast majority of the ULG members were called to be part of another ULG (C-Change project, arts and culture as actors against climate change) and their response has been very positive.

From the other town of the partnership we have learnt that having an integrated and updated monitoring system is truly beneficial for the city, helping to assess the impacts of the various projects and strategies in the sector. The concept of city branding was also very developed in some of our partners, with some cities that had been able to create multiple benefits through the identity conveyed by their brand, such as tourism and business opportunities and all the derived effects. It was helpful and interesting to see the same branding mechanism applied both to the entire cities, as a common and broader ensemble, or to targeted areas, such as "cultural districts".



## 1.5. Synthesis

The project has given the Municipality the opportunity to carry on the journey started in 2016, while updating its objectives and forming a good base.



As a matter of facts, the methodology used has become the starting point for future actions and strategies, both for the Municipality and the stakeholders. Palazzo Te for example, in its strategy document has applied the objective of the implementation plan of Int-Herit.

The methodology has not only helped the city and the sector in the realization of strategies and guidelines, but also creating moments through the ULG meetings and focus groups in fostering cooperation between the different departments of the Municipality, and between the stakeholders. The project through the various sectors of the city has supported the actions of the ULG members, with focus groups creating the dialogue between stakeholders and public body, for example with the public works councillor and the main festivals in town working on the public plan for the use of the city. The EU projects and fundraising office, managing the project, has overseen the whole process, while also giving concrete support to the stakeholders, helping them in the progress of finding financial resources to complete their actions, such as restoration works of both the Pescherie and Palazzo Te. This particular form of coordination will continue in the future, fostering the realization of the implementation plan, trying to secure the necessities resources for its actualization.

### II. OBIETTIVI

Gli obiettivi complessivi dell'intervento sono di natura strategica e operativa e si coordinano con le linee strategiche evidenziate dal progetto Mantova Capitale della Cultura. Tali linee sono state successivamente rilanciate dal piano *URBACT/Ljubljana* Network cofinanziato dalla Comunità europea, dagli interventi di ristrutturazione adottati e finanziati da Mibact, e dagli interventi previsti per la ristrutturazione e la nuova illuminazione del palazzo e del parco.

I principali assi strategici di Capitale della Cultura sono rappresentati da 3 obiettivi declinati in 4 linee di intervento principali attorno cui si organizza l'integrazione tra politiche culturali e politiche economiche, urbane e sociali della città.

