Milano 2020 – Adaptation Strategy

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Introduction

A strategy for ‘Phase 2’- un-locking

The strategy for ‘Phase 2’ will require a radical change in citizens lifestyles and in the city organization, due to social distancing and necessary precautions.

At every institutional level, national and international, discussions are ongoing regarding lifestyle change. Milan wishes to contribute to the debate.

We believe that it is our duty, as first major city hit by Covid-19 outside of China, to propose concrete solutions to complement the global ones.
Timeline – phase 1 and 2

FEBRUARY 2020
Covid outbreak

MARCH 2020
Lock-down and city restrictions

APRIL 2020
Re-opening of bookshops, stationers, agricultural and industrial companies

MAY 2020
Gradual reopening of the city; movement of citizens under quotas

JUNE 2020
Re-opening of restaurants, bars, hairdressers and beauty centres

April 27 – May 31
Citizens’ contributions and debate

1. THEMATIC AREAS
2. FEASIBILITY
3. UPDATES

May 31 - June
Debate and document revision

PHASE 1 | emergency management

PHASE 2 | gradual recovery
Envisioning and predicting scenarios

Emergency and change

The Adaptation Strategy will operate in an uncertain and constantly evolving environment, so it must be dynamic and identify different measures according to the following reference scenarios:

- **CONTAINMENT**
  - pre-lockdown: progressive restrictions

- **LOCKDOWN**
  - quarantine

- **CONTAINMENT**
  - post-lockdown: progressive recovery

- **NEW ORDINARY**
  - measures for a new normalcy
In order to finally **come out of the lockdown phase** and **gradually resume daily activity**, it is necessary to ensure a positive development of the following conditions:
Target

In order to be effective, the strategy will have to take into account **the different population targets** under certain conditions

- Health: virus POSITIVE or NEGATIVE
- Immunity: IMMUNE or NOT IMMUNE
- Age: YOUNG or OLD people
- Sanitary conditions: WITH or WITHOUT PATHOLOGIES
- Work status: ACTIVE or INACTIVE
- Economic situation: VULNERABLE or NOT
Milan's lifestyle is founded on **work, sociality, times and spaces sharing**, such that the city is particularly impacted by this health emergency, which greatly limits interactions.

This implies profound **damages to the city economy**. It is clear that the connecting fabric of the Milanese economy needs **programming and revitalization interventions** that must be compatible with a frame of limitations.
‘Phase 2’ is needed to bring us back to normalcy, but poses a set of fundamental questions:

Which **societies and which communities** do we want to be and to build **after the crisis**?

Is it our main goal to simply come back as fast as possible to what we had 'before'?

Are we looking to 'benefit' from the crisis and take a leap forward to improve our city and its quality of life?

Is this goal reachable **given the limitations** that will be imposed for an indefinite period of time, probably long?

The Adaptation Plan goes in the direction of a new, better normalcy and implies a **new sharing process**.
Mission

Maintaining a **perspective that considers investments and the protection of people as a unicum.**

Every available resource must be invested to:

- **SUPPORT** | the productive system of the city, Milan's network of services, public investments
- **PROTECT** | people most in need, vulnerable groups, the elderly, children and teenagers
- **REDUCE** | bureaucracy
- **MAINTAIN** | smart working and high digitalization levels
- **RE-ORGANIZE** | city timetable, streets and public space use
- **RE-DISCOVER** | the neighbourhood dimension
Vision

The adaptation strategy is based on the following:

- **GOVERNANCE, RIGHTS AND INCLUSION**
- **ECONOMY, RESOURCES AND VALUES**
- **LABOUR**
- **SUSTAINABILITY**
- **TIMING, SPACES AND SERVICES**
Vision

GOVERNANCE, RIGHTS AND INCLUSION

Grant the **participation of all those** that are part of the social fabric of the city through digital tools that allow **participation and a shared decision-making**

Grant **adequate measures to the most vulnerable subjects**, mapping and reorganizing the supply of healthcare on the ground

Prepare the city for an eventual return of the epidemic and manage **new forms of containment**
Support companies engaged in the digitalization of services, production and distribution, mobilize the production network to deal with the lack of resources (e.g. PPE) and foster innovation.

Sustain the restart of the building sector.

Support social innovation and economic collaboration, and identify new ways to create and provide culture, art and creativity.
Define an intervention plan in collaboration with the unions and the private sector representatives and national and regional services to support a job market reintroduction plan.

Strengthen smart working as ordinary system of working, ensuring a balanced alternance of personnel and facilitating work-life balance policies.

Facilitate the adoption of extraordinary security measures, screening sanification, IPE plans for the personnel in coordination with the health authorities.
Vision

SUSTAINABILITY

Set the direction of economic recovery pursuing the **goals connected to environmental transition**

Improve **air quality as precautional measure for health** and wellbeing policies and to consolidate the development of **sustainable mobility**, promoting alternative individual mobility means

**Incentivate the restoring of local production**, promote the development of new short integrated production lines
Vision

TIMING, SPACES AND SERVICES

Rethink the timing, the timetables and the rhythm of the city to spread the mobility demand over the 24 hours of the day.

Adapt infrastructures, urban spaces and services open to the public to physical distancing measures.

Grant essential systems of proximity in the range of 15 minutes walking from home to reduce movements, enhancing the neighborhood dimension.
Strategies, actions and projects

Adaptation assumes the implementation of the following policies:

1. **RHYTHMS AND TIMING |** Maximize Flexibility
2. **MOBILITY |** Reduce movements and diversify mobility supply
3. **PUBLIC SPACE AND WELLBEING |** Reconquer space for leisure, sports
4. **DIGITAL SERVICES |** Expansion and ease of access
5. **SERVICES AND NEIGHBOURHOODS |** Everything within 15 minutes walking
6. **CULTURE |** Spread Culture
7. **ECONOMIC ACTIVITIES |** Innovation and inclusion
8. **INFRASTRUCTURES, HOUSING AND PUBLIC WORKS |** Simplify procedures
9. **COLLABORATION AND ASSISTANCE |** Recover the collaboration spirit
1. Rythms and timing

**GOAL**
Maximize Flexibility

**IMMEDIATE ACTIONS**

**HR and Services management by the Milan Municipality**
Strengthen smart working as ordinary working modality in the Municipality of Milan. Increase measures of flexibility in timetables of workers and increase hours of opening for public services to smooth mobility, decrease occasions of social contact and favour life-work balance.

**Smart working and desynchronization of work timetables**
Coordinate with big and medium enterprises (private and public), to agree on policies that promote distance working and desynchronization of work timetables to facilitate movements supporting slow mobility.

**Schools timetables**
Change entrance and exit hours from schools, to decongest the mobility system and guarantee distancing within classrooms and to provide the correlated services (canteens, gyms, etc.)

**HOW?**

- Update of the Time Regulatory Plan of the City to a new organization of public services;
- Extension of timetables for shops, restaurants and leisure activities;
- Incentives for the circulation of vehicles and people in 'flat' hours;
- Incentives to replicate cultural initiatives live in different moments of the day;
2. Mobility

GOAL
Reduce movements and diversify mobility supply

IMMEDIATE ACTIONS

Limit public transportation
Signalling systems to grant the security distance and counting systems to communicate the saturation level of public transportation

Mobility Measures
Updating of policies on the motor vehicles use (Area C and Area B and parking) with respect to the effective traffic flows and to the traffic timing

Open Streets Programme and diffuse cyclability
Create an infrastructure of pedestrian and cycling roads with signals, low costs and short realization periods, starting from the axis of San Babila-Sesto Marelli.

HOW?
- Limiting the quantity of movements and favouring smart working and intervening on city timetable;
- Increase security in the use of hired cars and Taxis;
- Improve and diversify the PT supply;
- Promoting the use of bicycles, scooter especially electric ones and pedestrian practices;
- Integrate public transportation and other systems;
"Strade Aperte" (Open Streets)

Strategies, actions and tools for cycling and pedestrianization, to guarantee measures of distance in urban travel and for sustainable mobility

- 35 new kilometres of cycle paths by the end of the year (22km by the summer)
- **extension of "zones 30":** towards a City 30, a city where it can be adopted in a widespread way, on about 60% of all the urban road network, the maximum speed limit is 30 km/h,
- **widening of sidewalks**
- **temporary pedestrianisation in neighbourhoods**

The new cycle path along Corso Buenos Aires.
3. Public space and wellbeing

GOAL
Reconquer space for sports activities

IMMEDIATE ACTIONS

Reactivation of parks, sports centres and facilities
Gradual opening of parks and public gardens through access monitoring systems, agreements with sport organizations to organize activities in security. Start the procedures needed to open pools and summer facilities at least in the months of July and August, if allowed.

“Piazze Aperte” (Open Squares) in every neighbourhood
Develop large scale projects of tactical urban planning in favour of pedestrianization, especially in proximity of schools and services and in neighbourhoods with less green areas, to facilitate physical activity and the children playing.

Outside spaces for commercial activities and bars
Implement the speed limit at 30km/h in the whole city to allow the increase in spaces for tables also on the sides of the road and instead of parking slots.

HOW?
- Adequate the sidewalks to the physical distancing measures;
- Facilitate the opportunity to install outside tables of restaurants and bars on parking slots;
- Use gyms and open spaces within every school for the physical activity of children;
- Favour the use of outside public space for cultural and sport events;
"Piazze Aperte" (Open Squares)

A project to use the tactical urbanism approach to bring public space back to the center of the neighborhood and the life of the inhabitants

Open Squares is a project of the City of Milan, realized in collaboration with Bloomberg Associates, National Association of City Transportation Official (NACTO) and Global Designing Cities Initiatives.

15 squares already realized in the last two years in peripheral areas;

About 10 new locations selected among the 65 proposals submitted by citizens and associations to the Administrations, to be realized in the following months.

Via Spoleto, via Venini. Source: www.labsus.org
4. Digital Services

GOAL

Expansion and ease of access

HOW?

• Simplify, expand and accelerate digital services to the citizen;
• Strengthen the ICT network;
• Rethink the logistic to favour the distribution of “km zero” goods;
• Promotion of online cultural initiatives;
• Strengthen the online service of the municipal libraries system
• Digitalization of participative tools to sustain popular initiatives

IMMEDIATE ACTIONS

Analysis of the spreading and the needs of connectivity on the territory and intervention plan in collaboration with the private sector.

Restarting plan of Registry Office through appointments from the Infoline, and provide support to the citizen for online services.

Data Integration to improve intelligence capacity and identify the intervention areas with more precision.

Move online services from the web to a mobile platform through a Citizen App.

Sharing of digital education activities through telematic modalities.

Increase the number of distribution points of registry certificates on the municipal territory.

Expand Call Center 020202 activity and the use of technologies that allow to reach in a more direct way the citizen (es. Chatbot WhatsApp).
5. Services and neighbourhoods

GOAL

Everything within 15 minutes walking

IMMEDIATE ACTIONS

Extraordinary Plan for Security in the municipality offices
Adopt a plan for the constant cleaning and sanitization of the offices owned by the municipality, the distribution of PPE, personnel screening activities (serologic tests, swabs, and temperature measuring) and the contact risk management in coordination with health authorities.

Project summer services
Project the summer services, especially those regarding education and elderly care, considering a possibly larger demand, checking and upgrading where possible contracts, bids, and union agreements.

Summer school
Organize new forms of summer schools as summer camps to promote educational activities outside and to support families.

HOW?

- Strengthen the public services in a proximity perspective;
- Organize complementary services for the students during the summer;
- Cooperate with the Lombardy Region to create services of territorial healthcare;
- Favour the delivery and shipping at home;
6. Culture

**GOAL**

Spread Culture

**IMMEDIATE ACTIONS**

**Estate sforzesca**

'Estate sforzesca', the summer festival of cultural initiatives organized by the Municipality, reached its 8th edition, being dedicated to music, theatre and dance, it can represent a platform to experiment new productive processes and new forms of access, quotas and relationships between the public and artists of the live exhibitions sector.

**HOW?**

- Strengthen proximity cultural services;
- Incentives for the organization of events and projects with limited capacity to be repeated in different neighbourhoods of the city;
- Reorganization of museums and indoor cultural spaces considering the necessity of physical distancing;
7. Economic activities

**GOAL**

Innovation and inclusion

**IMMEDIATE ACTIONS**

**Reorganization of the commercial and markets’ layout**
Facilitate the collaboration between designers and shopkeepers for the reorganization of commercial spaces; prepare a new plan for the reopening of municipal markets;

**Fondazione Welfare Ambrosiano services (FWA)**
Assistance for people and small enterprises with social credit financing services, anticipation of layoffs, social services for location;

** Territory Mutuality System**
Restart the experiment conducted with FWA for a territory mutuality system in private public collaboration for an involvement of Workers Unions

**YesMilano**
Promote on the digital platform YesMilano, the topic of Milano Bella (Handsome Milan) and Milano Sicura (Safe Milan), involving all the actors of the surrounding cities.

**HOW?**

- Support to the productive system of the city and the metropolitan area;
- Support hybrid enterprises that can reconvert in the production of PPE;
- Create a system with the touristic and commercial sector to promote Milan as “Safe City”;
- Progressive reopening of cultural and creative activities for tourism;
- Assistance to access the incentives and the national and regional facilitation tools;
8. Infrastructures, housing and public works

**GOAL**

Simplify the procedures

**IMMEDIATE ACTIONS**

**Dual Use Infrastructures**

Reuse temporarily infrastructures and buildings to give a substantial contribute to the emergency management

- Milano school oasis, “Scuole aperte” (Open Schools). Use school buildings, especially during the summer months, to welcome people and use their green areas for activities of educational assistance
- Temporary Use – Realization and use of public buildings for temporary uses for the emergency management
- Promoting the use of apartments that haven't been rented or previously used to receive through convention modalities with Abitare Milano (Living Milan)
- Energetic communities, use and sharing of public heritage for a widespread energy production from renewable sources
- Use of receptive structures and buildings and other private and public structures for the management of emergencies

**HOW?**

- Reuse temporarily of infrastructures for the emergency management;
- Develop a plan for the construction sites of the city;
- Speed up and simplification of payments of SAL;
- Plan for public works for the triannual plan 2020-2022;
- make the decisions and procedures of the Municipality of Milan more dynamic and flexible;
9. Collaboration and assistance

**GOAL**

Recover the collaboration spirit

**IMMEDIATE ACTIONS**

**Mutual Aid Fund**
Concentrate the activities of Corporate Social Responsibility in the Mutual Aid Fund coordinating the actions by the public administration, from citizens and private sector, in a new form of “Territorial Social Responsibility”

**Food Aid**
Readapt the logistic model developed in the Food Aid hubs for the phase 'new normalcy', giving a structure to permanent Hub to distribute food and resources to the most vulnerable families and to the organizations. Consolidate the relationships with partners (Croce Rossa Italiana, Banco Alimentare della Lombardia, Caritas Ambrosiana, Empori Solidali, Fondazione Cariplo, Programma QuBi)

**Milano Aiuta – Milano Does Help**
Maintain and strengthen some of the services launched with Milano Aiuta, especially those related to home assistance, collaborative services and grocery delivery.

**HOW?**

- Support collaborative economic systems realized with a bottom-up approach;
- Strengthen the civil protection system and the management of volunteers;
- continuity and upgrading of collaboration pacts;
- Activate design sector and Fab Lab for reorganization of activities;
Following the publication of the Adaptation Strategy, the participatory process was opened. Citizens were able to express their opinions through the CRM of the Municipality of Milan.

The process was formally closed on May 31, but will be left available to citizens at least until the end of the year.
Contribution and debate

Collection of citizens' ideas

The proposals submitted by citizens of Milan are in total 2,967, of which 355 with more extensive proposals with attached material and 275 considered irrelevant with respect to the current consultation. The attachments presented support proposals relating mainly to the areas of mobility, environment, business and urban planning. For each contribution, the competent directorates have been identified and the file shared with the citizens shows the main area of reference.

All contributions are assigned to the 5 thematic areas:
Proposals and actions

Among the most cited\(^1\) actions (response volume >40):

- Expansion of bicycle lanes
- Adoption of smart working as a working mode
- Incentive Bike use/purchase
- More user-centered services targeted at the most vulnerable groups
- New activities and services for children and adolescents
- Urban green increase
- Ensure safe mobility
- Increased fleet of vehicles
- Designing effective institutional communication
- Incentive use/purchase electric mobility (scooters, scooters,..)

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¹ Attachments excluded
Proposals and actions

Other actions¹ widely cited (response volume >24):

- Calendar of outdoor activities
- Pedestrian zones
- Reopening schools in safety
- Aware citizens and active involvement
- Increase 'Zone 30'
- Babysitting and support service to help reconcile smart working and family management
- Enhanced sharing
- Enhancement of local handicrafts, neighborhood stores and GASs
- Bike racks

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Proposals and observations from citizens

The geo-referential proposals of the citizens have been collected in a map, which draws an "imaginary city", defining the needs and dreams of citizens for Milan.

**LEGENDA**

**PEDESTRIAN SPACES**
- "Zone 30" enlargement
- Streets to pedestrianise
- Extension of pedestrian areas
- Extension of pedestrian areas on public holidays

**BIKE LANES AND BIKE SHARING**
- Expansion of cycle paths
- Cyclable enlargement proposals already identified from the Open Street project
- Guarantee a safe mobility
- New cycle axes to be built
- Expansion BikeMi areas

**PUBLIC TRANSPORT**
- Create alternative metro connections between the main stations

**WATER**
- Opening of Navigli proposal
- Navigability of Navigli proposal

**URBAN GREEN**
- Opening / realization of new urban green
- Outdoor activities venues

- Existing bike lanes
- Existing green areas
A new Adaptation Strategy

One of the objectives of the Participatory Process, is the return of a shared document to the citizens, which contains both the indications of the first version and the most relevant and frequent comments from citizens.

The Municipality is working on the integration of the document with the most relevant and feasible suggestions thanks to the input of the various Departments involved.

The feasibility assessment provided by the Departments, which will be available for internal use to prioritize the actions that citizens suggest.
Grazie.