



EU Strategy for the Alpine Region (EUSALP)

ITALIAN PRESIDENCY 2019

Work Programme

1. Introduction: The Alpine Region¹

The Alpine Region is among the largest natural, economic and productive areas in Europe, with over 80 million inhabitants, and among the most attractive tourist regions, welcoming millions of guests per year. While trade, businesses and industry in the Alpine Region are concentrated in the main areas of settlement on the outskirts of the Alps and in the large Alpine valleys along the major traffic routes, over 40 % of the Region is not or not permanently inhabited.

Due to the Alpine Region's unique geographic and natural characteristics, it is particularly affected by several of the challenges arising in the 21st century:

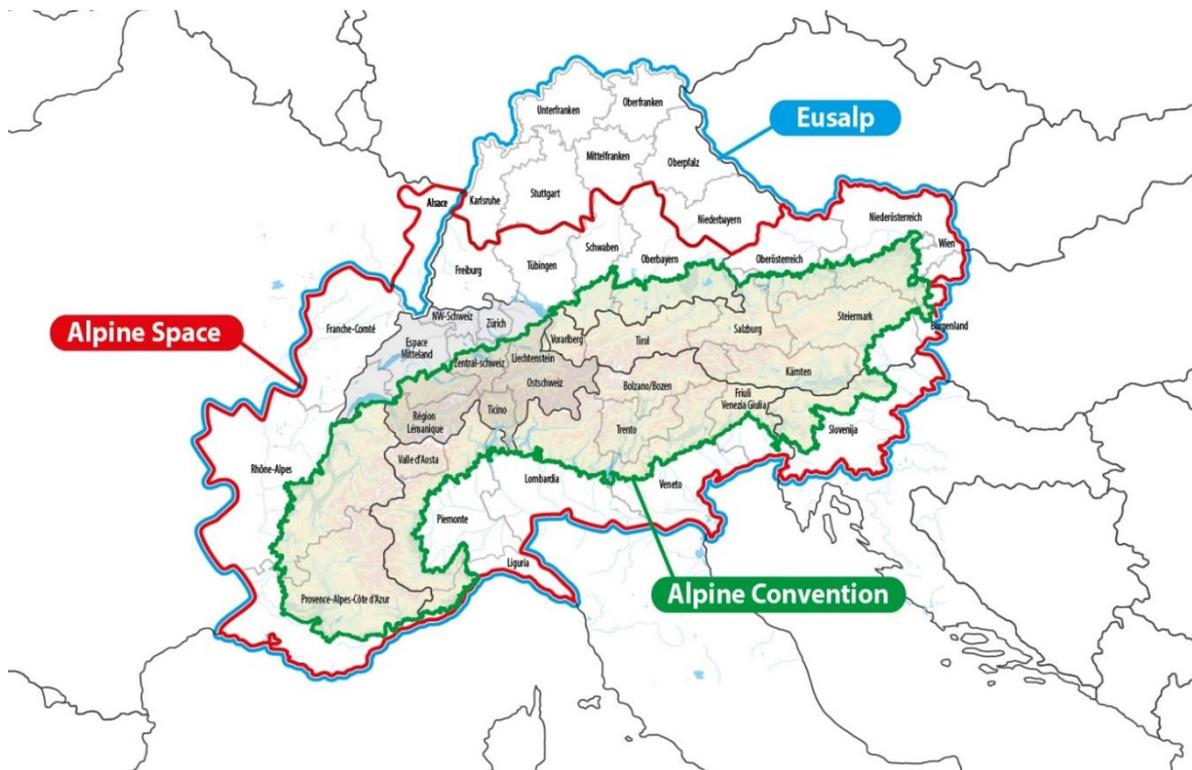
- Economic globalisation requires sustainable and continuously high competitiveness as well as the capacity to innovate;
- Demographic change leads to an ageing population and outward migration of highly qualified labour;
- Global climate change already has noticeable effects on the environment, biodiversity and living conditions for the inhabitants of the Alpine Region;
- A reliable and sustainable energy supply must be ensured in the parts of the Region which are difficult to access;
- As a transit region in the heart of Europe and due to its geographic features, the Alpine Region requires sustainable and custom-fit traffic concepts;
- The Alpine Region is to be preserved as a unique natural and cultural environment.

¹ *This description part comes from the Bavarian 2017 Work Programme*

- The different characteristics of peripheral areas, centers of different sizes, and metropolises, require a dialogue on a basis of equality and the development of an alliance aimed at sustainable development while respecting its needs.

The EU Alpine Strategy tackles these challenges with innovative actions in the fields of economy, energy, infrastructure and traffic, as well as environmental and resource protection, implemented in close cooperation between the states and regions of the Alpine Region. It thus strengthens economic, political and social cohesion in the heart of Europe. The Strategy builds on a targeted and concerted approach, the use of synergy effects and an effective use of existing EU funds and other financial instruments. Its added value consists in jointly identified priorities and in a new relationship between metropolitan, mountain-side and mountainous areas, involving all actors within the Region.

The Communication² and the Action Plan³ on the EU Alpine Strategy were adopted by the European Commission on 28 July 2015 and formally confirmed by the European Council on 28 June 2016.⁴ The Strategy concerns seven states (Austria, Germany, France, Liechtenstein, Italy, Slovenia and Switzerland) and 48 Alpine regions within these states.



² COM(2015) 366

³ SWD(2015) 147 final

⁴ Council Minutes EUCO 27/16

The territory covered by the EU Alpine Strategy in comparison with the funding area of the INTERREG Alpine Space Programme and the Alpine Convention.⁵

3. Objectives of the EU Alpine Strategy

In accordance with the Grenoble political resolution of the Alpine states and regions of October 2013, the EU Alpine Strategy encompasses three thematic focuses: competitiveness and innovation, sustainable mobility, as well as sustainable use of energy, natural and cultural resources.

The Action Plan for the EU Alpine Strategy divides these three focuses into nine concrete actions, in addition to the horizontal objective of governance, which aims to improve the cooperation between institutions in the Alpine Region and the coordination of actions.

1. THEMATIC POLICY AREA Economic growth and innovation			2. THEMATIC POLICY AREA Mobility and connectivity		3. THEMATIC POLICY AREA Environment and energy			
1. OBJECTIVE: Fair access to job opportunities, building on the high competitiveness of the Region			2. OBJECTIVE: Sustainable internal and external accessibility to all		3. OBJECTIVE: A more inclusive environmental framework for all and renewable and reliable energy solutions for the future			
AG 1	AG 2	AG 3	AG 4	AG 5	AG 6	AG 7	AG 8	AG 9
Action 1: To develop an effective research and innovation ecosystem	Action 2: To increase the economic potential of strategic sectors	Action 3: To improve the economic and social environment of operators in these strategic sectors with focus on labour market, education and training	Action 4: To promote inter-modality and interoperability in passengers and freight transport	Action 5: To e-connect people and promote accessibility to public services	Action 6: To preserve and valorise natural resources, including water and cultural resources	Action 7: To develop ecological connectivity in the whole territory of the EUSALP	Action 8: To improve risk management and to better manage climate change, including major natural risks prevention	Action 9: To make the territory a model region for energy efficiency and renewable energy
Cross-cutting policy area: governance, including institutional capacity		4. OBJECTIVE: A sound macro-regional governance model for the Region (to improve cooperation and the coordination of action)						

The objectives of the European Alpine Strategy⁶

The European Union Strategy for the Alpine Region (EUSALP) was finally launched with the Conference of 26th January 2016 in Brdo (Slovenia), allowing the launch, under the

⁵ Image source: European Commission. Further information on the INTERREG Alpine Space Programme is available at www.alpine-space.eu, on the Alpine Convention at www.alpconv.org

⁶ Image source: European Commission

subsequent leadership of Slovenia, Bavaria and Tyrol, a set of actions and initiatives very articulate and demanding for all the institutions involved, also consolidating a first organizational structure and entering the operational phase starting from the establishment of the 9 Action Groups (Action Groups, AG).

The Slovenian Presidency (2016) coordinated the start of joint work and the construction of governance and work tools: the General Assembly (GA), the Executive Board (EB), nine Action Groups (AG) were born and started working in 2016.

The Bavarian Presidency (2017) has boosted work, investing heavily in initiating and coordinating Action Groups, and involving stakeholders in the work that was just begun; a particular emphasis was given to the topic of information sharing. It also developed the AlpGov project, which contributes to the construction of the first operational tools and communication.

The Tyrolean Presidency (2018) gave further impetus to the work on the lines of action of the Strategy and, thanks to the coincidence with the Austrian presidency round for the Alpine Space program, has favored the development of synergies between the two instruments. An important step was also the start of the involvement of the managing authorities of the ETC programmes and of the mainstream programming existing in the Alpine region.

The formation of the AG has developed throughout 2016, with a strong political drive to characterize EUSALP as a result-oriented strategy. This approach has had a great influence on the work of the AG, determining choices that could only be financed, in the start-up phase, by the Alpine Space Programme. Alpine Space which, moreover, has demonstrated its versatility and ability to support EUSALP by allowing the ALPGOV project to take off, aimed precisely at financing AG activities and ultimately the operation of the Strategy organizational machine.

The Slovenian (2016), Bavarian (2017) and Tyrolean (2018) Presidencies have allowed the development of issues of specific interest, with so many initiatives compared to the three thematic objectives of the Strategy. They have therefore worked in the field of Economy, Infrastructures for mobility and accessibility, and Environment. Mainly in the environmental field, the urgency of problems deriving from Climate change and atmospheric pollution was emphasized, as well as the defense of the soil and the prevention of natural disasters, as well as the "Green Infrastructures".

With the Tyrolean Presidency the vision of the "Future of the Alps" was deepened (see the Conference in Innsbruck on 5th April 2018), insisting on the need for EUSALP to face its challenges with a long-term vision.

During these last three years, many things were at stake: the AGs' work and the shifting Presidencies, but also the effectiveness of the multi-level governance system outlined by the Milan Declaration (December 1st, 2014), based on a relatively limited Executive Board, limited to representatives of the 7 States and the 48 Regions, and on a broad and equal

General Assembly between States and Regions, made up of the competent Ministers and the Presidents of the Regions (as well as Laender, Cantons and Autonomous Provinces).

It is important to remember and underline how the propulsive initiative and the active participation of the Regions in EUSALP is still unique in the macro-regional strategies, so the Alpine Strategy also has the task of keeping alive the original spirit of a macro-region strongly desired by Regions (see Resolution of Bad Ragaz, June 29th, 2012), stimulating the political commitment of its representatives.

The Italian Presidency for 2019, which will be managed by the Lombardy Region in coordination with the other Italian Regions and Provinces involved in the Strategy, aims to enhance - through this "innovative" formula that combines the state and local dimensions - the multilevel system of EUSALP, with a strong "bottom-up" involvement of regional and provincial administrations and other local stakeholders and strategic coordination at national level from the MFA and the Department for Cohesion within the Presidency of the Council of Ministers.

3. The Italian Presidency 2019 - Vision, priorities and challenges

Italy participates in EUSALP with eight Regions and Autonomous Provinces, with a population of 23,348,554 inhabitants (29.8% of the total of 78,350,854 inhabitants), on a territory of 97.903 square kilometers (22.2% of the 'entire area of 441.006 square kilometers), resulting second by population and territory compared to Germany, which participates with two Laender (Bavaria and Baden-Wurtemberg).

An Inter-institutional Agreement between the Department for Cohesion Policies of the Presidency of the Council of Ministers, the Ministry of Foreign Affairs and International Cooperation, and the Regions and Autonomous Provinces adhering to EUSALP, has entrusted the role of organizational coordination of the Italian Presidency year to the Lombardy Region, assisted by the Piedmont Region and the Autonomous Province of Bolzano. Lombardy Region therefore participates with primary responsibility in the 2019 Italian Presidency.

The 2019 Italian Presidency wants to underline the importance of a harmonious and balanced development of all the objectives set by the Action Plan, from the first to the fourth, enhancing the work in progress by all the AGs, called to realize the ongoing initiatives. , calibrating them appropriately and taking into account the priorities identified for 2019.

The reference to some general data of the Italian regions belonging to Eusalp, highlights an economic-social profile of the Italian context strongly marked by development and innovation::

- An aggregate GDP of € 708.6 billion (23.7% of the entire EUSALP area, i.e. € 2,990 billion);
- Employment of over 9.5 million employees (26.5% of the total of almost 36 million);
- R & D expenses of just over 10 billion euros (12.5% on 82.45 billion);
- Annual tourist attendance of 177 million people (34.2% of the EUSALP area), which reaches over 500 million tourists in a year, turning out to be one of the most active and dynamic sectors for the countries involved.

The vision of the 2019 Italian Presidency wants to reiterate the EUSALP perspective as a driving force for innovation in Europe, and therefore to drive for sustainable economic development, based on the substantial contribution of the participating Regions and Provinces, reconciling the dynamism and competitiveness of its whole territory with the need to preserve and enhance the characteristics of beauty, attractiveness and historical-cultural identity of the Alps and the territories of hills and plains that surround them, the inland areas, with all their extraordinary natural and landscape heritage. This perspective embraces and addresses, with a view to the territorial system, also the sustainable development of mobility and intermodal transport of people and goods in the Alpine Region, including the logistical and port reference systems of the Northern Adriatic Sea, the Ligurian and Tirreno Seas.

Alpine mobility and Alpine and transalpine transport, in fact, are currently subject to highly dynamic changes and are increasingly confronted with the needs of climate protection, changes in the demographic structure, as well as new technological options for digitization, closely linked to the growth of knowledge and skills of human capital in the whole macro-region. As for the mountain region, which coincides with the Alpine Convention perimeter, the working groups and other bodies of the Alpine Convention have developed in-depth analyzes on issues such as transport, tourism, water management, rural development, sustainable, demographic change and work, and lastly the Green Economy and Natural Hazards, identifying priorities and actions to be developed on the transnational Alpine territory for the national, regional and local bodies involved.

The real challenge, and the great potential of a process like EUSALP, is that collaboration, sharing and alignment between Alpine States and Regions can identify new solutions and obtain concrete results to improve the quality of life and the protection of the environment, results with concrete effects, effective and tangible for the citizens of the macro-region. The year of Italian presidency of EUSALP should aim to make this "result-oriented" approach explicit and focus on the concrete challenges that the macro-region faces. Among these certainly the competitiveness of the macro-regional system, which must be maintained and increased, relying on knowledge, skills and innovation, the essential keys for the future in the third millennium that can be summarized in the various Smart Specialization Strategies (RIS3) and enhancement of their functional synergies. In particular, as a common challenge for competitiveness, EUSALP will have to support large companies and SMEs to face the transition to Industry 4.0 in a competitive manner. We therefore hope to establish a long-

term common approach by promoting synergies between existing initiatives, with particular reference to the European Digitising Industry Strategy, the Digital Innovation Hubs, and the tools introduced at regional and national level (e.g National Plan "Industry 4.0.").

Italy therefore intends to connote its presidency year on concrete issues at macro-regional level such as the development of the competitiveness of the macro-region as a whole, primarily through the promotion of the creation of new job opportunities in the "Green Economy" sectors and innovative technologies, with particular attention to youth entrepreneurship. Environment and innovative technologies, including automation and mechatronics, to reconcile economic development and the safeguarding of natural resources, addressing "macro-regional" problems, such as air quality, essential for health and safety of life in the whole macro-region, or the reduction of the socio-economic gap between rural and urban areas, concretely promoting an alliance sealed by the collaboration for innovation and the safeguard that generates new business even in the inner, mountain and remote areas of the macro-region . This alliance could find an ideal center of attraction in the World Manufacturing Forum, which from 2019 will be permanently in Lombardy, as an opportunity for visibility and benchmark of EUSALP with other global macro-regional areas. The competitiveness of the Alpine Macro-region in global markets will therefore be played by re-launching the strategic supply chains indicated in the Strategy with the modernization of traditional manufacturing value chains.

All these objectives are also reflected in the objective of building, or at least laying the foundations for, **a transnational educational space in the whole Alpine macro-region**, in line with the conclusions of the European Council of 14th December 2017, in which the leaders stressed the importance of the social, educational and cultural dimension of our policies to unite European citizens and build our common future.

The Alps, a common heritage of the Regions and States of EUSALP, are the perfect "living lab" for the Green Economy and Innovation and, thanks to the cross-border collaboration in the Alpine Macroregion among the local government institutions, in collaboration with the network schools, universities and research centers, can become the breeding ground for new, sustainable and winning development models. From the work of the VI Report on the state of the Alps and the subsequent Advisory Committee on the Green Economy, established by the Alpine Convention and coordinated by Germany, the potential emerges of a low carbon economy based on the valorization of the distinctive resources of the territory Alpine in a global context.

It is therefore intended to give particular emphasis to those initiatives and actions that can best achieve **the synergy between mountain areas and metropolitan areas**, between urban centers and rural and peripheral areas, envisaged as one of the fundamental pre-requisites of the Alpine Macro-Regional Strategy from the 2015 Action Plan by the European Commission. At the Italian national level, instruments and territorial agreements including the National Strategy of Internal Areas (SNAI) can be valorised. It is a question of enhancing tools and processes that are also underway, which have numerous structural similarities and objectives with EUSALP, and which is promoting concrete initiatives and actions in many

areas of the country. **During the 2019 Italian Presidency, the Italian Internal Areas Strategy could be proposed as a process of interest to be witnessed and capitalized in EUSALP.**

4. The challenges for the Italian presidency 2019

As previously described, the Leading theme for the year of Italian presidency will be **the competitiveness of the Macro-regional system**, considered in the framework of the Green Economy, combined with the development of innovative technologies, and the enhancement of the resources and heritage of the macro-region in the Alps, themes of undoubted macro-regional interest, to which the target groups of Objective 1 - AG1, 2 and 3 -- and three other Action groups contribute significantly:

- AG1 (led by Lombardy): Innovation and research as drivers of economic development
- AG2 (led by Auvergne Rhone-Alpes and Baden-Wurttemberg): Focusing on specific sectors of the Alpine region: Bio-economy, Wood-wood chain, Health tourism
- AG3 (led by Autonomous Province of Trento): Education and vocational training to support innovation and development, starting with the harmonisation of the "dual system".
- AG4 (led by Euregio - Tyrol, Bolzano,Trento): Promotion of interoperability and intermodality in the freight and passenger transport sector, in response to the challenges of mobility and transport, in support of sustainable development of the whole 'area.
- AG5 (led by Valle d'Aosta with the co-leadership of the SAB, Switzerland): Development of connectivity and access to services in remote areas
- AG9 (led by Autonomous Province of Bolzano): Improvement of energy efficiency in the building heritage, in production processes and in companies, with the aim of making them more competitive and creating new opportunities for the Green Economy.

In particular, in order to identify the main actions and initiatives related to the Green Economy and Innovation, developed by the aforementioned action groups, coordination meetings will be organized, foreseen in the Italian Presidency program and in the interinstitutional agreement. Other possible workshops will develop specific details on the impact and importance of actions underway or to be promoted within the individual thematic areas of the AGs to launch processes and / or utility services to implement the Green Economy and innovative technological development in the Alpine macro-region, involving

where possible also the Advisory Committee on the Green Economy of the Alpine Convention.

In this coordination path that gravitates on the Green Economy the a coordination and involvement of the other AGs will be ensured, because of their issues, certainly related to the theme of the Green Economy. The underlining, in the activity of the various AGs, of elements connecting with the theme of the Green Economy has the ambitious objective of trying to connect them to obtain a joint strategic proposal on aspects of fundamental importance for the future of the Alpine territory at a macro-regional level , which involves all action groups, and for which to request specific support from the European Commission:

- AG6 (led by the Alpine Convention with Land Carinthia) on the protection and enhancement of natural and cultural resources, with particular reference to the reduction of land consumption (*see Joint Declaration on Sustainable Land Use and Soil Protection approved by AG6 and proposed to the General Assembly of November 2018*) and actions of urban and territorial regeneration, management of water scarcity and natural hazards able to influence territorial growth.
- AG7 (led by Bavaria and Slovenia) on ecological corridors and green infrastructures, with particular reference to the economic scale of such infrastructures, natural capital and related eco-system services.
- AG8 (led by Austria and Bavaria) for the prevention of natural risks and the approach to strategies related to Climate change, which has been the subject of attention for years also in its aspects of economic and social impacts.

Environmental sustainability in the process of economic and social development is an essential reference, indeed a constitutive element for the full exploitation of the territories and the safeguarding of non-reproducible resources.

The increasingly effective integration of the lines of commitment in terms of sustainability, within a single strategy, is functional to growth, as evident in the Green Economy: the orientation towards new "green" jobs is increasingly becoming an opportunity for economic development conjugated with a growing awareness and diffusion of a culture attentive to the peculiarities and values existing in the territories.

The action of all the AGs, in particular those operating under Objective 3, will contribute positively and proactively to strengthening the action of the Leading theme 2019, also in the context of global dynamics such as Climate change. On this theme we intend to enhance and further develop the work in progress, of potential great importance for the Strategy as a whole.

Gathering a priority address expressed by the 2018 Tyrol Presidency, a special attention will be paid to the involvement of young people in various activities to be carried out, primarily with reference to the achievement of Objective 1 and youth entrepreneurship, but also in relation to important initiatives referred to Objectives 2 and 3. AGs are also required to consider the need to direct the sectorial actions of competence **towards integrated**

policies, considering in particular the role of the territorial dimension to identify potentialities and common challenges.

The challenges of the 2019 Italian Presidency

Six years after the Bad Ragaz Resolution, EUSALP is now fully operational, and the growing participation of the Regions in the AG work demonstrates the interest and confidence of the territories in relation to the Strategy. There is now the need to consolidate EUSALP as a subject capable of covering that intermediate dimension between the European, national and regional levels, which will increasingly facilitate the identification, elaboration and implementation of joint actions and initiatives of significant impact on the whole area. The vision of the Strategy for the development of the Alpine Region as an integrated territorial structure - that is essential for the development of Europe as a whole - on the one hand, and for the life of local communities on the other, will be increasingly valued. In this perspective, the 2019 Italian Presidency formulates proposals in line with the ambitious perspectives of the Strategy, which allow an overall qualitative leap in its implementation.

To this end, it is necessary to quickly reach **some intermediate objectives concerning the organization and functioning of the operational "machine" of the Strategy** and which should enable EUSALP to develop the necessary operational effectiveness:

1. To focus on **common actions and initiatives with a clearer macro-regional dimension, broad and significant impact**, based on the capitalization of the existing and the operational alignment between the actors of the process with diversified financial support, not exclusively based on the financial endowment of the ETC programmes, but - continuing the work developed with the Tyrolean Presidency - to obtain the involvement of those responsible for planning the main sources of financing;
2. **To increase the political ownership of the Strategy**, increasing the meetings between the Political Leaders of the Member Institutions and strengthening the operational interaction between General Assembly, Executive Board and AG, in particular as regards the process of identifying actions and concrete initiatives to be promoted and started;
3. To improve **an effective coordination between the AGs, and between them and the Executive Board, to proceed with the verification and confirmation or integration of the leadership** - already envisaged by the current rules for 2019 - and make further changes to the internal regulations, to make the AG activities more effective and consistent with the EUSALP Action Plan. In particular, it is necessary

to develop an effective method of intermediate evaluation and strategic sharing "in progress" on the validity of the AG work programs (Workplan).

4. **To start a reflection, according to a high political-institutional profile, on possible adjustments or modifications of the EUSALP Action Plan** (adopted by the European Commission in June 2015), to adapt it to ever-changing needs and to the political objectives of States and Regions that belong to EUSALP.
5. To lobbying all the actors involved, and in coordination with the other macro-regional strategies, so that **the same Strategies are incorporated into the legal framework of the Cohesion Policy 2021-2027; in particular, to stimulate the contribution of all the programs financed by the ESI Funds** that insist on the same territorial area of EUSALP, encouraging a greater awareness from the relevant Managing Authorities in promoting the achievement of the Strategy objectives.
6. **To initiate a systematic exchange of experiences, information and data with the other macro-regional Strategies and with other ETC Programmes**, that can interact with the planning and activities of the Strategy, including at national level, such as the Italian National Strategy for the Internal Areas; in particular, to start a constructive and coordinated dialogue to allow for the convergence of the new ETC Programmes 2021-2027 - including the Alpine Space Program - and the objectives of the Strategy;
7. **To promote relations with other networks of Regions and Cities, to stimulate large-scale projects that include metropolitan areas** in their interrelation with mountain and peripheral areas;
8. **To continue the commitment, already activated by the previous Presidencies, to increasingly qualify the system of governance of the Strategy and - in line with the provisions of Objective 4 of the Action Plan - to study further forms of involvement of the territorial realities and civil society**, so that EUSALP will not only known by citizens, but also considered as a possible place for reflection and development of policies of greater scale both territorial and temporal;
9. **To increase the historical-cultural and educational dimension of the Alpine Macro-region**, enhancing the history and the identity and cultural peculiarities of the Alpine area, as a strategic place for meeting, cooperation and development among peoples. In this direction, a large-scale project aimed at information and training on the added value of EUSALP should be promoted, particularly with regard to administrators and young people, also by networking the system of universities and public and private research institutions present in the macro-regional territory.

In this context, the parallel challenge of the Regions - and in particular of Lombardy as the coordinator of the Italian Presidency 2019 and of the Italian Regions and Autonomous Provinces in general - **is to show that the regional dimension is the most appropriate level to tackle some problems at EU scale**, engaging in a work both in relation to the role of the European institutions and their possible evolution, and in relation to neighboring countries not belonging to the European Union.

The Alpine Strategy is the most recent strategy among the existing ones, born from below, with a strong impulse from the Regions and a direct involvement of the territories. The Alpine

Region, on the other hand, has a long tradition of cooperation, especially linked to mountain territories. The challenge is to develop cooperation between different territories to improve competitiveness and livability for all citizens.

5. A new approach for the EUSALP action: Multi-level Governance and Multi-funded projects

EUSALP, and in general the Macro-regional Strategies (MRS), are thematic strategies with a territorial dimension. The complexity of the governance of the Strategy and the significant commitment required to the administrations involved need an increased and real impact of macro-regional action.

The flexibility of the Strategy in identifying the needs of the Alpine region and proposing innovative solutions must be able to fully exploit its potential, without being constrained by a framework of limited resources, because it is essentially limited to the financial allocation of the ETC programmes concerned.

Only the emergence of **ambitious, truly impacting and far-reaching projects can significantly increase the political ownership of the Strategy, with significant repercussions also on the communication and involvement of the territories**, at all levels.

All that considering, **it is necessary that the consultative and support role of the European Commission be strengthened**: it is essential that **the AGs are enabled to access financial mixes that involve EU, national and regional resources already in the planning phase**. Otherwise, the "budget constraint" will continue to curb the most ambitious proposals.

A first operational horizon can only be **the full inclusion of the MRS in the legal framework of the Cohesion Policy 2021-2027, so that the strategic convergence between EUSALP and the regional and national OPs will be unavoidable**. The technical and operational ways in which this convergence can be concretely built can be multiple, but without it, on the one hand EUSALP would remain "suspended", and on the other hand the main European policy for territorial development would deprive itself of an instrument that would allow it to achieve its results more effectively.

In essence, the embedding of the MRS in the next Cohesion Policy is configured as a win-win game, reinforcing the Strategies and giving greater impact to the Cohesion actions.

6. Involvement of civil society: promote an open and co-responsible initiative

The civil society of the EUSALP area needs to be involved at all levels to make it aware of the great opportunity represented by a macro-regional vision of the problems, and potentials of the economic and social development of the area. It is important that the collaboration between the actors of the Alpine area is not limited to the participating institutional subjects, but forms of initiative are to be promoted, even independently developed, by the various economic, social and cultural subjects existing in the Alpine territory, in coherent ways with the objectives and the guidelines of the Strategy.

A vision consistent with the objectives outlined by the Action Plan **to consolidate and develop the already (in average) good quality of life of the Alpine region** is to be promoted, **and make it the Innovation laboratory and the “Locomotive of sustainable development” of the entire European Union**. This not only through the annual Forum - as usual for the end of November - but also through the traditional tools of the web portal and other social media. In order to achieve significant results in this sense, **Communication must become a management tool of EUSALP's action and not a separate and subsequent function**. Every project, every institutional appointment, every operational step of EUSALP will have to be conceived and realized taking into account immediately the communicative element, also foreseeing actions to share objectives and initiatives with local institutions and the subjects of civil society.

All events planned under the EUSALP umbrella during the year will have to become not only opportunities for technical confrontation between the experts and between them and a certain number of external experts or representatives of local and European institutions, **but also moments of visibility for EUSALP and its reporting to public opinion on things done and on those that are in progress**. Space therefore to the concrete projects, but also to the ideas and operational indications addressed to the AG and to the institutions most involved in EUSALP, above all the regional ones.

CALENDAR

Date	Event	Location
28 February 2019 1 March 2019	- Kick-off political meeting - Action Groups Meeting (& BAGL) - <u>Executive Board 1</u>	MILAN
21-22 March	- Workshop on Energy and renewable sources " <i>Energy Efficiency in Alpine Enterprises</i> " (AG9)	BOLZANO
2-3 April	-First Routes4EU Conference for the Alpine Region	Forte di Bard (Aosta)
10 April	-Friends of Eusalp Meeting	BRUSSELS
23-24 May	-Workshops AG5-AG3-AG4-AG9 on Smart Villages as a common perspective through different visions. -Event of the ESPON Programme on future scenarios and tools for territorial cooperation.	Courmayeur (Aosta)
20-21 June	-Joint dialogue event (High level Conference) with the EUSBR, EUSDR, EUSAIR macroregional strategies	TRIESTE
26-27 June	- <u>Executive Board 2</u> -Action Groups Meeting (& AGLBoard)	MILAN
July	-Conference on Green Economy	MILAN
26 September	-Workshop "Connectivity in the Alpine Region: focus on intermodality of transport systems and maritime dimension"	TRIESTE
16 October	-Conference on Education & Training (Dual system) – AG3	TRENTO
23-24 October	- <u>Executive Board 3</u> -Action Groups Meeting (& AGLBoard)	MILAN
October	-Workshop on Transports (State Ministries Level), corridors and GECT Rhine-Alps	GENOA
27-28 November	-General Assembly -Forum 2019 -Main Cultural Event	MILAN
12-13 December	-Trio Meeting : Tyrol 2018 – Italy 2019 – France 2020	MILAN