



**MedStrategy Project - Integrated Strategy for Sustainable  
Development of Mediterranean Rural Areas**  
Project reference no.: 2G-MED09-282

## **C5 – STRATEGIC PLANNING IN MED RURAL AREAS**

**Phase 1 – Definition of the Local Pilot Operative Plans for the integrated development of rural areas**

**“Local Pilot Operative Plan”**  
**Intermunicipal Consortium Tindari Nebrodi**



October 2012



## **Brief description of Medstrategy project**

**MedStrategy project** is a project financed through the EU MED Programme. It aims at improving and address territorial governance of Med rural areas towards sustainability through an innovative integrated Planning Model (PM).

The aim of the "MedStrategy" project is to improve and address the local policies in Mediterranean rural areas towards new models of governance oriented toward an integrated planning of the local development that is based on the participation processes and on the sustainable development in the rural Med areas.

The process will focus on 3 themes:

- the integration of economic, social, environmental dimensions of sustainability in planning;
- the development of integrated & shared strategies and actions through the cooperation of local authorities and the engagement of local communities (key actors, stakeholders) for the innovation of territorial governance;
- the setting up of common objectives & activities (preservation of cultural and natural heritage, competitiveness of territorial system, social & gender equality, etc) for local and transnational synergies of rural areas.

### **Partners:**

**ITALY**     **Intermunicipal Consortium Tindari Nebrodi (Sicily)**  
**ANCI Sicilia (National Association of Sicilian Municipalities)**

**GREECE**   **Municipality Archanon- Asterousion (Crete)**  
**CRES – Centre for Renewable Energy Sources and Saving**

**SPAIN**     **Province of Teruel (Aragona)**  
**Foundation for the Social Development (Aragona)**

**MALTA**    **Pembroke Local Council (Malta)**

### **Associated Partners**

- Region of Sicily - Tourism Department (Italy)
- Province of Messina - Department of Territorial Policies, Infrastructures Planning, Parks and Natural Reserves, Civil Protection (Italy)
- Local Council Association of Malta (Malta)
- Environment Department of the Regional Government of Aragón (Spain)
- Region of Crete (Greece)

### **Geographic coverage**

The project involves rural territories of the Mediterranean area, in Italy, Spain, Greece, and Malta.

The involved areas are:

- the territory of Tindari-Nebrodi including 16 Municipalities in the Province of Messina (Sicily);
- the territory of Archanon-Asterousion Municipality including 3 municipalities in the Prefecture of Heraklion (Crete);
- 10 Municipalities in the Province of Teruel, in Aragona;
- Pembroke Local Council, “project leader” for the Majjstral Local Council including 13 Municipalities in the District of Northern Harbour (Malta Majjstral), in Malta.

## Summary of the project

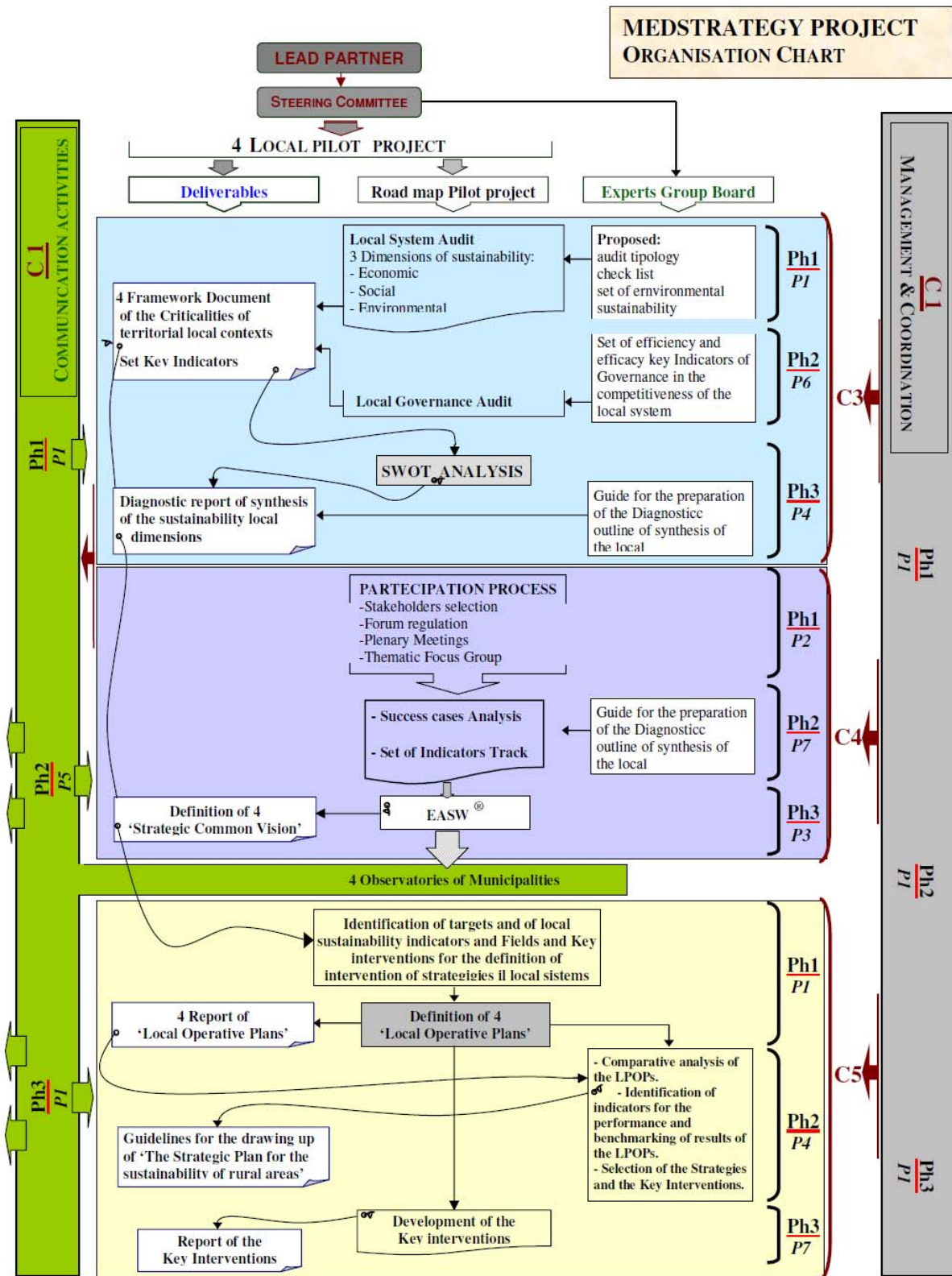
Today rural areas are subjected to a number of problems such as institution fragmentation, demographic decline (migration of young people towards urban centres), poor infrastructures and services, weak economic activities as well as lack of know-how and scarce innovation capacity both in technical and governance terms. On the other hand, rural areas have an extremely valuable natural and cultural heritage representing local identity but not driven by appropriate governance for this territorial level.

In this context the project intends to experiment an integrated planning pattern for supporting the sustainable development of Mediterranean rural areas. Sustainability concept ensures that the nature conservation and the improvement of living conditions for people are taken into consideration equally. In the search for balanced and shared solutions, the key actors and the stakeholders will be intensively involved. The collaboration of all local actors will represent the basis for the development of integrated local plans. Trans-national cooperation among them will allow to reach common and shared outputs and to pass on experience and results to other rural areas.

### The main activities of the project are:

- **Analysis of the Territorial context:** assessment of the 3 dimensions of sustainability (economic-social-environmental) through appropriate indicators and using GIS applications, for identifying trends and conditions, root causes of problems;
- **Analysis of the Institutional context:** audit of local authorities governance systems for identifying weaknesses and strengths of the present institutional system;
- **SWOT Analysis of the territorial and institutional context;**
- **Identification and analysis of best practices** and new innovative tools of governance;
- **Establishment of communities participation process** through the setting up of local forums that involve key actors and local stakeholders (citizens, local administrators and decision makers, opinion leaders, business sector operators, tourism providers, professional associations, environmental associations, civil society groups etc.) in order to elaborate and produce a common vision of future and shared "green economy" strategies;
- **Drawing up of a Local Pilot Operative Plan** for the planning of the development oriented to sustainability of involved territories;
- **Individuation of the key interventions** of the Local Pilot Operative Plan and description of the technical and administrative tools for their implementation, the financial sources/tools and the key actors requested for the implementation of each intervention.

Information and communication activities were carried out to raise the awareness on the importance of the sustainable planning models and encourage the local cooperation and the transnational networks in order to promote new governance models for the development of the Med areas.



## **The Intermunicipal Consortium Tindari Nebrodi**

**The Intermunicipal Consortium Tindari Nebrodi**, Lead partner of Medstrategy project, established in 1984, includes 16 municipalities<sup>1</sup> settled in the province of Messina, in Sicily (Falcone, Floresta, Gioiosa Marea, Librizzi, Oliveri, S. Angelo di Brolo, Basicò, Montalbano Elicona, Montagnareale, Patti, San Piero, Patti, Raccuja, Sinagra, Ficarra, Ucria, Mazzarrà Sant'Andrea). The territory of the Consortium covers an area of 418.4 km<sup>2</sup> with a population of about 48.000 inhabitants.

The Consortium was constituted with the aim of supporting innovative and effective actions aimed to develop the territory and promote stable forms of exchange and coordination between Public Administration, social workers and economic operators.

The Consortium set up and implemented several projects aimed to promote the local development and the enhancement of environmental, historical and cultural territorial resources. The Consortium coordinated various activities of local programming and planning, such as the Territorial Pact, the first tools with specific strategies in the tourism sector, the "Agricultural/food Employment Pact Tindari-Nebrodi", the Integrated Territorial Project "PIT 01 Tindari-Nebrodi" (PIT 01), the Integrated Regional Project "Networks of Local Development" and the INTERREG III C project titled "Dioscuri: le vie della conoscenza".

Since 2012, the Consortium is the head office of the "Tourist District" of Messina established by Regional Decree No. 38 - 13 June 2012.

In the last years, therefore, the Consortium has become a "tool" for the dissemination of the informations addressed to citizens and for the inter-connection between the municipalities and all other public bodies and private interested in development interventions of the territory.

In 2001 the Consortium joined the "Aalborg Charter" by launching the process of the Local "Tindari Nebrodi" Agenda 21.

## Analysis of the territorial context

The aim of the Framework Document "Integrated Territorial Analysis" is to give a synthetic and easily comprehensible diagnostic picture, on the state of the environmental components, on the quality of the urban areas, on the efficiency and management of the territorial services, on the current social-economic dynamics and policies adopted, so that to underline the most critical "pressures", the most sensitive and vulnerable resources to be protected and valorized, the sustainability of the actions adopted by the territorial actors, the critical points against which it is necessary to propose solutions and to define specific strategies in order to guarantee the local development.

Aim of this document is to allow an exhaustive evaluation of the investigated thematic and trends, through the use of selected indicators. It will suggest, where possible, the use of historical series and the "benchmarking" at a super-municipal level among the different MED areas involved in the project.

## Methodology used for the drawing up of the Territorial Analysis

The knowledge of the local sustainability problems and the availability of models able to clearly explain their complexity, constitutes an essential factor for an economic, environmental and territorial planning inspired to sustainability criteria in planning local development.

The structure of the Framework Document was defined in relation to the models and the graphic representations widely used in the main experiences of Environmental Reporting (OCSE, European Environment Agency, Eurostat, World Health Organization, etc.) in relation to the sustainability principles determined at a European level which constitute a reference point for local policies addressed to sustainable development. In particular:

- Integrated orientations for growth and employment within the Lisbon Strategy (2000)
- Sustainability Principles adopted within the ECI project (2003);
- Aalborg Commitments (2004);
- Challenges of the new "European Strategy for sustainable development" (2006).

The use of "*sustainability indicators*", as a tool for applying local sustainability policies, is broadly recognized by the main international and European environmental and development organizations. During the 1992 Rio Conference it was affirmed that: "*The sustainable development indicators have to be calculated in order to give a solid base to decisional processes and to motion a self-regulation mechanism for the integrated environment and development systems*"<sup>1</sup>.

The **Aalborgs Commitments**, confirmed by the recent **Seville Conference** (2007) as reference points at a European level, recall the **Sustainability Objectives** already enunciated in the "European Strategy for sustainable development" and those defined within the "ECI project". They can therefore be considered as an exhaustive and substitutive reference point of the other principles for the individualization of the prior objectives of the project.

For the drawing up of the Report on the Territorial Analysis it was selected a "**Short List of prior indicators**" which was used by the different territories involved in the MedStrategy Project as a common base for the development of the Framework Document contents. These indicators allowed a synthetic reading of the prior themes for the project and the comparison among the different territorial contexts.

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<sup>1</sup> The word "indicator" means a tool providing a synthetic representation of the investigated phenomenon: it translates into a legible datum, usually expressed by a number, a table or a graphic, both quantitative or qualitative information.

The list of the selected indicators is linked to the frame of the consolidated system of sustainability indicators at a European level<sup>2</sup> and is considered as more representative in comparison to others for the description of the chosen thematic and for the evaluation of the territorial sustainability in the MED area.

The development/drafting of the "prior indicators" included in the "Short List" allowed an integrated reading of the main environmental, territorial, social and economic components of the single local contexts, the monitoring of the pressures acting on such components and the evaluation of the ability of the territorial corporate body (local government) to valorize the local resources and to answer to the criticalities individualized in a sustainable way.

Moreover the proposed indicators had the objective to underline and monitoring the efficiency and effectiveness of the "Local Governance" in the management of the territorial services and the economic, social and environmental sustainability of the adopted policies and the appointments assumed by the public and private bodies that operate for the safeguard and valorization of the local resources.

For the selection and organization of the indicators elaborated for editing the Framework Documents, was chosen the **DPSIR model**<sup>3</sup> (Driving forces, Pressures, State, Impacts, Responses). The model was developed in 1995 by the European Environment Agency (EEA) for the editing of the first Report on

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<sup>2</sup>The definition of the list of sustainability indicators was referred to some systems consolidated at an European and national level. The followings general systems were therefore considered:

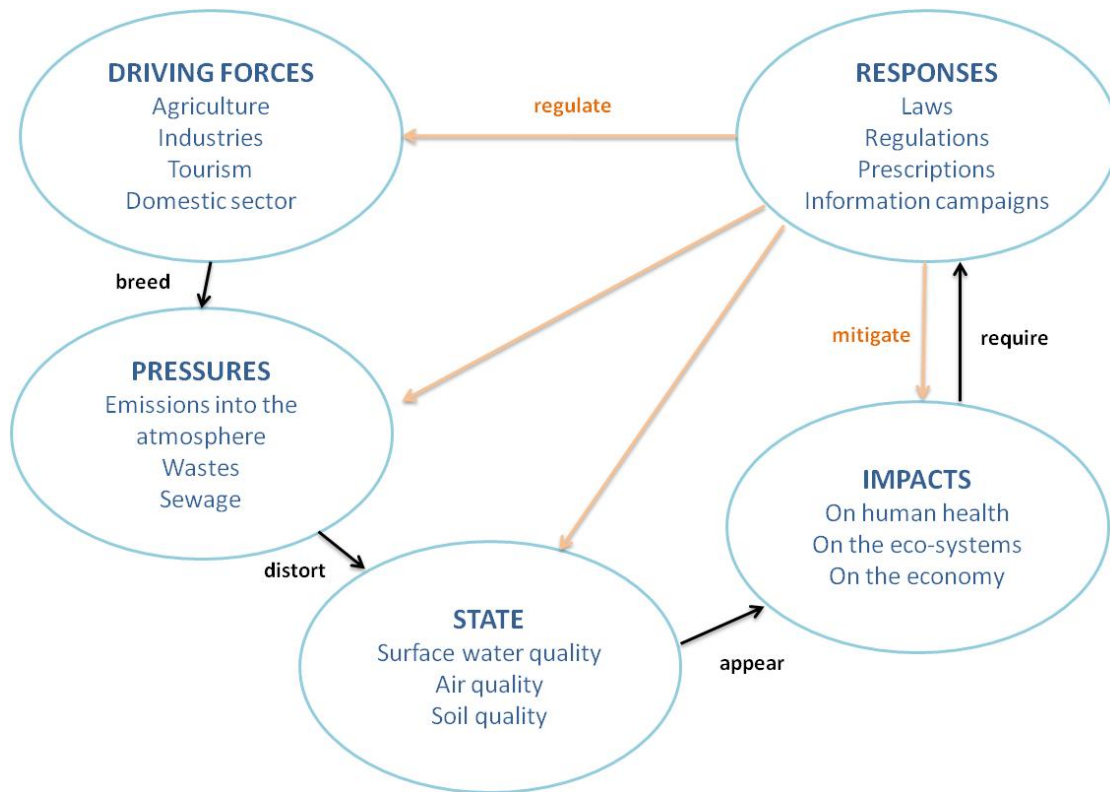
- Common European Indicators (European Commission, 2003);
  - Sustainable development Indicators (EUROSTAT, 2005);
  - Sustainable development Indicators (CNEL, 2005);
  - Indicators of the Mediterranean Strategy for sustainable development (UNEP, 2005);
  - Structural Indicators of the Lisbon Strategy (European Commission, 2005);
  - Indicators defined in the STATUS project - Sustainability Tools and Targets for the Urban Thematic Strategy (ICLEI, 2006);
- and the followings specific systems:
- Urban Environmental Indicators (ISTAT, 2002);
  - Urban Ecosystem (Legambiente, 2008);
  - Indicators for the monitoring and the integration of environment and sustainable development into the industrial policies (the research is recommended by the European Commission and undertaken by an international working group following the Cardiff process, 2001);
  - Agro-environmental indicators for the integration of the environmental dimension in the common agricultural policies (European Commission, 2006);
  - Action Indicators for a more sustainable European tourism (European Commission, 2007).

<sup>3</sup> The DPSIR model describes the existing causal sequence among:

- **Driving forces:** these are all the human activities on a territory, such as urbanization, population, agriculture, industry, tourism, etc., that breed the pressure factors on the environmental components;
- **Pressures:** variables that can be responsible for the environmental degradation, pressures on the environment (emissions, wastes, etc.), determined, directly or indirectly, by human activities. They are useful to determine and quantify the causes of changes in the environmental state. Each driving force can practice different pressures on the environment. For instance urbanization leads to a reduction in natural spaces, waterproofing leads to a reduction in soil with consequences on water tables, consumption of water resources leads to a reduction in the availability of drinkable water, the production of sewage, the production of wastes, the emissions in the atmosphere consequent to the use of heating fuels and so on, they all have different impacts on the environment;
- **State:** the state of the environment and of natural resources, interpreted as quality and maintenance degree of the environmental components. The state indicators are descriptive as they describe the qualitative state and conditions of the natural and social environment. They are useful for assessing the damage degree of the environment (e.g. quality of surface waters, salty intrusion into underground waters, etc.);
- **Impacts:** they are the result of the interaction between pressures and state of the resources, in other words the effects of the human activities and environmental degrade on the ecosystems, on the health and on the economic and social systems (e.g. loss of biodiversity, loss of ground fertility, problems for the human health, restriction of the economic activities, reduction of the fruition of the natural resources, etc...). Their knowledge is useful for identifying the most effective interventions for the reduction of the impacts;
- **Responses:** they represent the responses in terms of policies, legislative initiatives, fiscal tools, planning, adopted by society and addressed to improve the quality of life and of the environment. They can affect the state of the environment (e.g. works of environmental requalification or reclamation) or of the pressures, trying to decrease their strength (e.g. expansion of the monitoring system and fireproof control). Responses can also address to a driving force, through the adoption of policies, regulations, laws or the diffusion of new processes for a determined type of activity.

the State of the European Environment. It was then adopted by ANPA (National Agency for Environmental Protection) for the development of the knowledge system and of the control system in the environmental sector.

The use of this model makes possible the representation of the interactions between the economic, political and social systems and the environmental components, according to a cause-condition-effect sequence. It provides an integrated vision of the different environmental processes.





**The indicators proposed for the drafting of the Integrated Territorial Analysis of the Consortium Tindari-Nebrodi municipalities.**

The indicators selected for the drafting of the Integrated Territorial Analysis were subsequently disaggregated according to the sustainability sub-objectives and grouped in relation to the following thematic areas, that represent the different thematic sections of the report:

- 0. Characterization of the context**
- 1. Consumption and lifestyle choices**
- 2. Settlement System**
- 3. Environmental and territorial resources**
- 4. Territorial services**
- 5. Economic activities**

The sections on the "**Characterization of the economic and territorial context**" has the aim to provide a synthetic description of the social-economic structure of the resident population and of the territorial peculiarities of the different contexts through the use of a specific set of indicators.

<b>0</b>	<b>CHARACTERIZATION OF CONTEXT</b>	<b>0.1</b>	<b>Total surface of the area</b>
		<b>0.2</b>	<b>Resident population trend</b> (The direction of change in the total number of persons inhabiting the area)
		<b>0.3</b>	<b>Population density</b> Territorial population density (inhabitants/whole surface of the area) and Urban population density (population/urban areas' surface)
		<b>0.4</b>	<b>Resident population by ages</b> (Resident population by age classes, old age ratio, dependency ratio)
		<b>0.5</b>	<b>Resident population by level of education</b> (ISCED 5, ISCED 3-4, ISCED 2, ISCED 1, Literate without any title; Illiterate). Educational levels refer to the International Standard Classification of Education (ISCED)
		<b>0.6</b>	<b>Gross Domestic Product</b> (total and per capita)
		<b>0.7</b>	<b>Employment and unemployment rates</b> Employment and unemployment rate by gender (females,males) and by age (Juvenile, less than 25 years old)
		<b>0.8</b>	<b>Archaeology, architectural and cultural heritage</b>

List of the “environmental indicators” used for the “Territorial Analysis” grouped in relation to each specific thematic area.

Thematic areas		Indicators	
1	CONSUMPTION AND LIFESTYLE CHOICES	1.1	<b>Use of freshwater resources</b> 1.1a Use of freshwater resources per capita 1.1b Use of freshwater resources by sector
		1.2	<b>Energy consumption</b> 1.2a Energy consumption per capita 1.2b Energy consumption by sector 1.2c Energy consumption by vector
		1.3	<b>Municipal waste generation</b> (Municipal waste generation total and per capita)
		1.4	<b>Road vehicle fleet</b> 1.4a Composition of the vehicle fleet: number of road vehicles by categories 1.4b Motorization rates
		1.5	<b>Environmental quality of road vehicles</b>
2	SETTLEMENT SYSTEM	2.1	<b>Land take</b> 2.1a Land take by the expansion of artificial areas and related infrastructure. 2.1b Land take by urban development.
		2.2	<b>Local tools and plans on urban and territorial planning</b>
		2.3	<b>Housing stock</b> 2.3a Vacant household-dwelling units 2.3b Household-dwelling units by number of persons. 2.3c Floorarea per person
		2.4	<b>Local rules on the energy certification of buildings</b>
		2.5	<b>Availability/Density of urban green areas</b>
		2.6	<b>Mobility management</b> 2.6a Restricted traffic zones 2.6b Pedestrian areas 2.6c Cycling paths and lanes
		2.7	<b>Transport infrastructures</b> 2.7a Density of road infrastructures by road categories 2.7b Density of railways by railway categories (electrical, high speed etc) 2.7c Passenger transport in the port infrastructures 2.7d Passenger transport in the airport infrastructures
3	TERRITORIAL AND ENVIRONMENTAL RESOURCES	3.1	<b>Land use by land use categories</b>
		3.2	<b>Landscape constraints: areas subject to landscape protection</b>
		3.3	<b>Local tools and plans aimed at protection and enhancement of landscape</b>
		3.4	<b>Protected areas</b> (Regional Natural Reserve, Nationally designated protected areas, Sites designated under the EU Habitats and Birds Directive, Marine Protected Zone, etc....)
		3.5	<b>Local tools and plans aimed at biodiversity conservation and protected areas management</b>
		3.6	<b>Quality of water resources</b> 3.6.a Quality of surface water sources, underground water sources and marine water 3.6.b Bathing coast on the total coast
		3.7	<b>Quality of the air</b> 3.7a Number and density of fixed monitoring sites 3.7b The number of times the limit value is exceeded for the following air pollutants: sulphur dioxide (SO <sub>2</sub> ), nitrogen dioxide (NO <sub>2</sub> ), particulate matter (PM <sub>10</sub> ), carbon monoxide (CO) and ozone (O <sub>3</sub> ) 3.7c Existence and level of implementation of the plan for the improvement/ management of the quality of the air
		3.8	<b>Energy produced from renewable sources</b>

Thematic areas		Indicators	
4	TERRITORIAL SERVICES	4.1	<b>Availability of public and private services</b>
		4.2	<b>Public transport supply</b> 4.2a Density of public transport infrastructures/network by categories 4.2b Volume of passenger transport
		4.3	<b>Local tools, plans and initiatives aimed at enhancement (improvement) of public transport and the promotion of innovative modes of transport</b>
		4.4	<b>Waste management</b> 4.4a Number and capacity of waste treatment, waste disposal facilities and waste-to-energy plants 4.4b Separate collection of municipal waste by typology (paper, glass, plastic, aluminium, iron material, wood material, organic waste, etc) 4.4c Recycled or recovered waste
		4.5	<b>Management of waste water:</b> Population connected to waste water treatment plants and population connected to sewage system.
		4.6	<b>Efficiency of water distribution system</b> (network/service): ratio of disbursements and losses.
5	ECONOMIC ACTIVITIES	5.1	<b>Local units of enterprises and workers by sector</b> (Agriculture, hunting, forestry and fishing; Industry; Trade & services)
		5.2	<b>Utilised Agricultural Area in relation to Total Agricultural Area</b> 5.2a Utilised Agricultural Area (UAA) 5.2b Utilised Agricultural Area, per main cultivation (Sowed grounds, Tree cultivations, Grasslands and pasture)
		5.3	<b>Agricultural holdings</b> 5.3a Agricultural holdings per size of Total Agricultural Area (TAA) 5.3b Agricultural holdings by type of occupancy 5.3c Agricultural holdings by main cultivation
		5.4	<b>Farms</b> 5.4a Farms per livestock type 5.4b Heads per livestock type
		5.5	<b>Organic farming</b> 5.5a Number of organic farms 5.5b Area under organic farming
		5.6	<b>Typical products</b> Typical products registered PDO/PGI and organic products
		5.7	<b>Traditional Manufacturing activities</b> Manufacturing activities based on the promotion and enhancement of local culture and traditional crafts, by typology
		5.8	<b>Tourism</b> 5.8a Arrivals and stays in hotels and other accommodation, by origin and month 5.8b Tourism intensity 5.8c Nights spent in hotels and similar establishments by a resident or non-resident person and occupancy rate 5.8d Offer of accommodation facilities
		5.9	<b>Sustainable management of the local authority and local enterprises</b>
		5.10	<b>Number of industrial and transportation activities at major accident risks, by categories</b>

## The structure of the Report on the Territorial Analysis

The Report on the Territorial Analysis has an homogeneous structure for all thematic areas useful for an immediate reading of the different contents: it is also functional for possible updating. Infact, every section is preceded by an introductory chapter, allowing to understand each theme underlining potentialities and crucial points starting from objectives of sustainability determined by EU.

The introductory chapter of each section of the report was therefore structured in the followings paragraphs:

- **Introduction**
- **Sources and available data**
- **Calculated indicators**

After the introductory chapter, for each thematic section follows the **description of the selected indicators**. For the description of the indicators was used the following scheme:

○ **Definition of the indicator and calculation methodology:**

Description of the indicator, of the reasons why you think it is useful to develop it and of its importance from an environmental sustainability point of view. It will be described the methodology of calculation, the administrative coverage (Municipalities, province, region) and time (last available year, historical series) period of the data gathered and used for the development/ assessment of the indicator.

○ **Desirable environmental objectives:**

Description of the objectives included in the regulations currently in force or in the programmes and planning acts at a national or European level, and/or description of the general objectives to make reference to for evaluation. They have to be described in relation to the achievement of the sustainability principles determined at a European level.

○ **Evidence found (final evaluations):**

Description of the results deriving from the development of the analyzed indicator and evaluation (where possible thanks to the availability of historical series) of the variation in time and of the difference with the objectives of sustainability or with the limits imposed by regulations currently in force. Whereas data of other territorial areas are available, it can result be useful to do a comparison (benchmarking) with data of similar territories or with average data referred to territorial contexts of the same administrative level and/or of superior level (e.g. provincial, regional and national averages). These guidelines consider "Benchmarking" as a fundamental tool for the interpretation of the indicators, both at regional and local level.

In order to guarantee a more immediate reading of the underlined problems, the description of the "*evidence found*" (final evaluations) should be integrated with effective and easily comprehensible tools synthesizing the results obtained through the elaboration of the indicators. In particular through:

- **tables** (which synthetically summarize the data)
- **graphs** (pie charts, histograms, etc...)
- **images**
- **cartographic elaborations** (which can be produced or extracted by surveys and previous studies).

The cartographic work can be substitutive or complementary to the graphic one.

Charts, graphs and images (besides representing in a synthetic and immediate way the indicator) can be used to compare, where possible (if the data are available in time series), the current data with the data in time series. In particular, the necessary data for the elaboration of the 'territorial' indicators (then expressing characteristics related to portions of the interested area), should be collected or at least produced on georeferred cartographic base in order to be managed through the Geographic Information System (GIS).

### The synthetic tables

At the end of each thematic section, after the description of the indicators, it was included a **synthetic**

**table** listing the indicators used for the analysis of that specific thematic section and the synthetic conclusions derived by the interpretation of the indicators, indicating for each indicator:

<p><b>Macro-objective:</b> Synthetic description of the main objectives to be pursued in relation to the sustainability principles determined at a European level (e.g. Aalborg Commitments)</p>
<p><b>Indicator typology:</b> Definition, in relation to the DPSIR model, of the indicator typology, or if it is a "Driving force" (D), "Pressure" (P), "State" (S), "Impact", "Response" (R) indicator</p>
<p><b>Data source:</b> list of the data sources used for the elaboration of the indicator (Statistic offices, Environmental Agencies, Planning Offices, etc...)</p>
<p><b>Territorial coverage of the data:</b> Definition of the territorial reference area of the data used for the calculation of the indicator (town, province, region, nation, etc...)</p>
<p><b>Time period of the data:</b> Indication of the time period to which the data refer (the time series of the available data or the last available year)</p>
<p><b>Trends:</b> Representation through the "arrow" symbol (horizontal, turned upward or turned downward), also with a synthetic description, of the current situation, with reference to the time series of available data (e.g. in comparison to the last years, today the situation is improved or worsened?)</p>
<p><b>Criticality:</b> Representation through the "smile" symbol, also with a synthetic description aimed at underlining if, with reference to the last available year, standards and objectives fixed by current regulations were respected (or compared to local, national or international level reference levels). Such evaluation keeps in mind the situation of other territorial realities, at the same or superior administrative level. (e.g. The situation is better or worse compared to other territorial realities, at the same or superior administrative level? Crisis points exist or you can talk of situations representing positive signals for the underlined problems?)</p>
<p><b>Responses/Actions:</b> Representation, through the "smile" symbol with a synthetic description, of the eventual presence/absence of actions and politics realised by the public administration or by other subjects. (e.g. Which positive actions were realised? Which actions should be strengthened or activated?)</p>

### Synthetic table of indicators

Label	Macro-objective	Indicator typology (DPSIR model)	Data source	Time period	Time trend		Criticality		Responses/actions	
Indicator	...	P	...	...	↑	The situation is <b>improving</b>	😊	These is an absence of crisis points. In other words, a <b>positive situation</b> compared to the one met in other territories	😊	<b>Appropriate current responses</b> , addressed to an improvement of the situation
		S	...	...	↔	The situation is <b>static</b>	😐	There are some <b>small crisis points</b> or lower than the average or a <b>precarious situation</b>	😐	<b>Current responses to be reinforced</b>
		R	...	...	↓	The situation is <b>worsening</b>	😞	There is a <b>negative situation</b> or a <b>big crisis point</b> or higher than the average	😞	<b>Resposes</b> by regulations to be activated or <b>not good enough for appropriate solutions</b> or for improving the situation
		D ...	...	...	❓	Time trend is not present for the absence of time series	❓	Data are not available or they are not enough to determine crisis points	❓	Innovative actions or actions to be determined

## The Institutional Analysis

The priority objective of the institutional analysis is to **analyze the governance systems of Local Bodies pointing out the interdependences of the different institutional levels, the criticalities (competences, effectiveness and efficiency) and their ability to sustain growth and innovation.** This analysis allowed to appraise the ability of local authorities to develop politics and programs, finalized to the sustainability of the Local Development and able to increase the competitiveness and the attractiveness of the territory in coherence with European, national and regional planning politics.

For the Institutional Analysis, were defined the “*Guidelines for the drawing up of the Institutional Analysis*” elaborated in according with an approach “IAD” (*IAD - The Institutional Analysis and Development*) that distinguishes the terms “*institution*” and “*organization*”:

The IAD framework focuses the analyst's attention on two main aspects:

- how individuals and groups consider/see the institutions,
- how institutions work in practice and the effects determined by the institutions on the society;
- the relationship between the institutional performance and the results of the policies;
- the "social space" in which individuals interact, exchange goods and services, conduct business, solve problems.

For the analysis of the institutional framework was selected a system of qualitative indicators that is based on four inter-dependent criteria (**Efficiency - Equity - Transparency - Adaptability**) and on the principles of good governance such as the subsidiarity and the participation, which should be considered as pillars of the sustainable development.

In order to facilitate the data and information gathering for the development of indicators, addressed to the layout of the institutional analysis, a **data gathering file** has been prepared with the aim to evaluate:

1. **the existence and the advancement state of urbanistic and territorial planning tools** foreseen by the actual legislative system;
2. **the presence of tools, specific norms, projects and activities on building energetic certification;**
3. **the presence of green areas, LTZ, pedestrian areas and bikelines** in the territory;
4. **the availability of public services;**
5. **the ability of each Municipality to "network" with other Municipalities, bodies and institutions** and to start politics, initiatives and strategic processes addressed to the social-economic development sustainability and to the cultural heritage and environmental goods valorisation;
6. **the ability of each Municipality to intercept resources and European funds** and to detect the actions and projects that can be carried out through the use of these funds for the realization of infrastructures and equipments and for the drawing up of plans and strategic programmes.

80% of the Municipalities filled the file with the requested information. The results, analysed through the evaluation of the files, contributed to give a frame of the institutional context.

## SWOT Analysis of the territory of Consortium Tindari-Nebrodi

The **SWOT analysis** has the aim to identify, in relation to the results obtained from the analysis of the local context and of the institutional context, "**Strengths**" and "**Weaknesses**" of the territory analyzed and "**Opportunities**" and "**Threats**" affecting the local context but which stem from the outside.

The "strengths and weaknesses" are considered "*endogenous factors*" because they include variables that are part of the territory analyzed on which actions can be taken; "opportunities and threats" are "*exogenous factors*" because they include the external variables to the local context that can influence it. On these variables it can not act directly but can be kept under control in order to take advantage of the positive events and prevent the negative ones.

The "**Territorial SWOT Analysis**" was drawn up in relation to the results obtained from the territorial analysis and was structured in 6 thematic areas considering 2-3 key indicators per thematic area, according to the following list:

### 1. Socio-demographic dimension (aspects)

- population structure and evolution
- education and life style
- employment and Gross Domestic Product

### 2. Settlement system

- urban growth
- quality of urban areas
- transport infrastructures

### 3. System of environmental and historic-cultural resources

- protected natural areas and other sites of natural interest
- archaeology, architectural and historic-cultural heritage
- environmental resources (air, water, soil)

### 4. Economic and production dimension (aspects)

- industrial and traditional craft activities
- agriculture and zootechnical activities and fishing
- tourism / tourist activities

### 5. Territorial services,

- public transport
- school, social welfare, cultural and sporting facilities

### 6. Environmental services

- waste management
- protection and management of water resources
- energy production and distribution

The "**Institutional SWOT Analysis**" was drawn up in relation to the results obtained from the Institutional analysis and in relation to parameters as:

- the capacity to cooperate with the different levels of government for the territorial management;
- the ability in fostering growth and innovation in a competent, efficient and effective manner;
- la capacità di sviluppare politiche, programmi e azioni orientate allo sviluppo sostenibile;
- the capacity to develop policies, programs and actions oriented at the sustainable development;
- the capacity to promote a shared (common) "Vision" of the sustainable development through the activation of participative processes.



## Territorial SWOT Analysis

### 1.1 Thematic area: Socio-demographic dimension

	STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
Population structure and evolution	<p>Significant growth (with increments ranging from 17% to 35%) of the resident population in the coastal municipalities of Falcone, Oliveri, Gioiosa Marea and Patti. In the same municipalities, the old age ratio is significantly lower than the the old age ratio related to the whole territory of the Consortium.</p> <p>In the territory of the Consortium the population density is lower (115 inhabitants/km<sup>2</sup>) than that recorded in Province of Messina (201 inhabitants/km<sup>2</sup>), in Region of Sicily (196 inhabitants/ km<sup>2</sup>) and at national level (200 inhabitants/km<sup>2</sup>). In inland municipalities of Basicò, Montalbano Elicona, Floresta, Raccuja and Ucria, the population density is even below/under 50 inhabitants/ km<sup>2</sup>.</p>	<p>In the territory of the Consortium there is a significant decrease (-13.5%) of the resident population. In the inland municipalities of Basicò, Montalbano Elicona, Floresta, Raccuja and Ucria the resident population shows a significant decrease, even exceeding 40%.</p> <p>In the coastal municipalities of Falcone, Oliveri, Gioiosa Marea and Patti the population density shows high values (from 210 to 313 inhabitants/ km<sup>2</sup>) in relation to the national average.</p> <p>The composition of the resident population in the territory of the Consortium is characterized by a significant number of individuals aged over 45 years (46%) compared to individuals aged under 24 years (26%).</p> <p>Progressive ageing of the resident population and consequently high old age ratio and dependency ratio.</p>	<p>Attractiveness capacity of the coastal municipalities of Falcone, Oliveri, Gioiosa Marea and Patti.</p>	<p>Progressive ageing of the resident population with increase of old age ratio and dependency ratio.</p> <p>The limited job opportunities for young people could increase further the depopulation process already in place.</p>

Education and life style	<p>In the inland areas of the territory of the Consortium, the consumption of environmental resources is significantly lower than that one recorded at national level.</p>	<p>Low level of education and schooling of the resident population in relation to the national average. High rate of school drop out.</p> <p>Significant increase (+9.6%) in the number of vehicles and in the motorization rate</p> <p>Environmental quality of road vehicles inferior to that recorded in the national territory.</p> <p>Lack (absence) of information and sensitivity toward the issues of sustainable development and sustainable tourism.</p>	<p>Presence of training centers that can favour the increase of education levels and professional qualification.</p>	<p>Absence of awareness campaigns aimed at promoting the reduction of consumption.</p> <p>Increase of the demand for private mobility and of air pollution and the construction of new infrastructure that generates phenomena of fragmentation.</p> <p>Absence of awareness campaigns on the quality of life.</p> <p>Absence of specific measures aimed at reducing private mobility.</p> <p>Absence of policies and measures aimed at encouraging the diffusion of low environmental impact vehicles and in particular at enhancing the environmental quality of public road vehicle fleet.</p> <p>Weak connection between the system of training and the needs of the labour market and the economy.</p>
Employment & Gross Domestic Product	<p>Significant presence of environmental and historical and cultural resources that, if properly exploited, can be an important opportunity for the development of new activities, source of income and employment.</p> <p>Considerable number of small businesses and activities (&lt;4 employees) related to the enhancement of local products.</p> <p>Widespread presence of accommodation facilities and catering services, especially in the coastal localities.</p>	<p>High rate of unemployment in relation to the national average.</p> <p>Limited availability of job mobility.</p> <p>Vocational training system poorly connected with the productive world/system.</p> <p>Significant presence of underemployment, undeclared work and precarious youth.</p>	<p>New opportunities arising from the growth in the activities related to organic farming and to valorisation of local productions.</p> <p>New opportunities arising from the increasing interest in cultural, rural, natural and gastronomic tourism.</p> <p>The recent establishment of the Tourist District "Thyrrenium Tyndaris - Parco Dei Miti" is an opportunity for the development of an integrated and quality tourist offer that can favour the increase in employment.</p>	<p>Total absence of development of small and medium enterprises.</p> <p>Insufficient entrepreneurial dynamism.</p> <p>Development of business affected by the presence of illegal activities (Mafia).</p> <p>Weak capacity to promote the local products.</p> <p>Weak forms of collaboration between companies, institutions and local actors for the socio-economic development.</p>

## 1.2 Thematic area: Settlement System

	STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
Urban growth	<p>Contained presence of urbanized areas in relation to the total territorial surface in the inland areas of the Consortium Tindari Nebrodi.</p>	<p>Significant presence of urbanized areas in relation to the total territorial surface in the coastal municipalities of Falcone (10%), Oliveri (9%), Gioiosa Marea (6.5%) and Patti (5.9%).</p> <p>Significant increase in the number of dwelling units (+62%) in relation to the resident population that shows a decrease of -10%.</p> <p>High percentage of vacant (not used, not inhabited) dwelling units in the historic centers.</p>	<p>The significant presence of protected and constrained areas will favour the implementation of policies aimed at urban and territorial development compatible with respect for the natural environment and rural landscape.</p> <p>The forecasts of the Urban Plans current in force aimed at the satisfaction of housing needs through the recovery of the existing housing stock.</p> <p>The recovery of the vacant (not used, not inhabited) dwelling units in the historic centers, can favour the innovate and qualification of the tourist offer.</p>	<p>More than half of the Consortium Tindari-Nebrodi municipalities hasn't started the process of updating of the urban plans.</p> <p>Absence of policies aimed at the recovery and restructuring of existing housing stock.</p> <p>Absence of specific initiatives and interventions aimed at improving the energy efficiency of public and private buildings and consequently to reduce energy consumption.</p>
Quality of urban areas	<p>High quality of the cultural and historic built heritage.</p> <p>According to the "Regional Coordination Plan for the Protection of the Environment Air Quality", the territory of the Consortium lies entirely in areas where levels of pollutants are below the limit value.</p> <p>The historic center of Montalbano Elicona, recently redevelopment, is a pole of attraction for tourism.</p>	<p>Green areas and urban services undersized in relation to the needs of the resident population and to the tourist potential of the territory.</p> <p>Absence of Restricted Traffic Zones (RTZ), pedestrian areas and cycling paths.</p> <p>Absence of air quality monitoring sites.</p>	<p>The Region of Sicily started a project aimed at strengthening and reorganization the air quality monitoring network.</p> <p>The strategic planning tools are an opportunity to favour the increase and improvement of the quality of urban services.</p>	<p>Absence of policies and initiatives aimed at strengthening and enhancing the urban green areas and services.</p> <p>Absence of policies and specific tools aimed at the mobility management (such as Urban Mobility Plan, Urban Traffic Plan), at the improvement of urban public transport and at the promotion of innovative modes of transport.</p>

<p style="writing-mode: vertical-rl; transform: rotate(180deg);"><b>Transport Infrastructures</b></p>	<p>The connection between the municipalities of the Consortium Tindari - Nebrodi and the main urban centers of Sicily is guaranteed by the highway A20 Palermo-Messina, A19 Palermo-Catania and A18 Messina-Catania, by the state roads SS113, SS116 and SS185 and by a dense network of secondary roads.</p> <p>The coastal municipalities of Falcone, Gioiosa Marea, Patti and Oliveri are the only ones of the Consortium, crossed and served by the railway.</p> <p>Good accessibility to the ports of national interest (Messina, Milazzo)</p> <p>Good accessibility to the airports of national major traffic. (Palermo, Catania)</p> <p>Proximity to the Milazzo's port, node of the connection between Sicily and the Aeolian Islands.</p>	<p>The secondary roads appear inadequate to link the inland areas with the coastal areas and to connect the primary roads with the interchange nodes modal of roads and rail.</p> <p>Presence of road infrastructures subject to natural events such as landslides and geological instability.</p> <p>The railway network doesn't represent an alternative to road transport.</p>	<p>The completion of the highway A20 Messina-Palermo and the construction of the highway Siracusa-Gela and Catania-Siracusa will contribute to improve the links / communications between the main centers in the Region of Sicily.</p> <p>The program of the Italian Railways related to the doubling of railway track along the lines Messina - Catania and Messina - Palermo, may offer new alternative opportunities to the road transport.</p> <p>The "Transportation plan" of the Sicilian region provides for greater ease of connection with the inner areas and with the smaller islands.</p>	<p>Reduction of public investment in primary infrastructure due to the processes of containment of the public spending.</p>
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### 1.3 Thematic area: System of environmental and historic-cultural resources

	STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
Protected natural areas	<p>Presence of a significant number of protected areas: Nebrodi Park, Natural Reserves (R.N.O. Bosco di Malabotta and R.N.O. Laghetti di Marinello) and Natura 2000 Sites that cover 12% of total territorial surface.</p> <p>Presence of quality natural areas with high tourist potential.</p>	<p>Poor capacity to manage in a systematic and innovative way the use and the valorisation of the protected areas.</p> <p>Weak and fragmented knowledge and awareness of the potentiality of the system of natural resources by citizens and by local businesses.</p>	<p>The Territorial Plan of Nebrodi Park will guarantee an efficacious protection and enhancement of the environmental resources.</p> <p>The “Management Plans” of Natura 2000 sites establish appropriate strategies aimed at the protection of habitats and species.</p>	<p>The “Arrangement Plans” and the “Utilization Plans” of the natural reserves haven't been yet drew up.</p> <p>Absence of specific interventions directed to enhance and protect biodiversity, extending the surface of protected areas and ensuring their sustainable management.</p> <p>Reduction of public investment aimed at the preservation, restoration and enhancement of natural heritage.</p>
Archaeology, architectural and cultural heritage	<p>Presence of a significant number of archaeological, architectural, historical and cultural resources, of great tourist attraction.</p> <p>Archaeological site of “Tyndaris” in correspondence of Tindari’s promontory (Municipality of Patti), which includes the ruins of a settlement of the Hellenistic- Roman age, a basilica and a greek theater dating from the third-fourth century B.C., which in summer is used for the performance of classical plays, concerts and various kinds of performances. Within the archaeological site, a museum collects archeological finds of prehistoric, Greek and Roman age, of great archaeological interest and explanatory panels, floor plans and reconstructions that allow to retrace the history of Tyndaris.</p> <p>Presence of the Sanctuary of Black Madonna of Tindari, of national and international importance, which attracts many faithful for the whole year.</p> <p>Presence of the ruins of a roman late imperial villa, in the municipality of Patti.</p> <p>The historic centers of the municipalities maintain the original ancient and medieval structure.</p> <p>Widespread presence of historical paths crossing and linking the inland areas of the territory.</p>	<p>General state of deterioration of the historic centers and of the historic built heritage in general, not sufficiently emphasized and subject to a process of abandonment.</p> <p>Presence of significant number of architectural, historical and cultural resources that are in a state of decay and neglect, not properly subject to policies of protection and enhancement.</p> <p>Inadequate knowledge and awareness of the value and opportunities connected to the valorization of historical, cultural and ethno-anthropological heritage.</p> <p>Absence of expertises specific in the management of cultural heritage and of territorial resources.</p> <p>Lack of services and facilities to support the enjoyment of archaeological, historic and cultural resources.</p> <p>Absence of plans for the integrated management of environmental, historical and cultural resources.</p>	<p>The archaeological, architectural and cultural heritage, is a strong element of attractiveness potential of the territory.</p> <p>The archaeological, architectural and cultural heritage, if properly subject to redevelopment and enhancement, could represent an important opportunity for the development of new activities, source of income and employment.</p>	<p>Inadequate activities of protection, maintenance and restoration of archaeological, architectural and cultural heritage. Absence of territorial policies aimed at the synergetic enhancing of these resources.</p> <p>Progressive degradation of the historic centres due to the absence of interventions aimed at the protection and enhancement of the historic buildings.</p> <p>Inadequacy of funds (Underfunding) for the maintenance, restoration and enhancement of the cultural heritage.</p> <p>Lack of interventions aimed at enhancing and promoting the potentiality of historical, architectural and cultural resources.</p>

Environmental resources	<p>Agricultural landscape of high value environmental and natural.</p> <p>Significant presence of agricultural areas (49%) and natural and semi-natural areas (46%).</p> <p>Presence, in the municipality of Patti, of an area of particular environmental interest subject to constraint that includes the archaeological site of Tindari and the Natural Reserve “Laghetti di Marinello”.</p> <p>Presence of natural and semi-natural habitats with high biodiversity.</p>	<p>Absence of awareness by citizens toward the environmental resources and the landscape protection.</p> <p>Lack of data and information aimed at describing the current state of most environmental components and critical issues related to the effects on the human health.</p> <p>Lack of activities oriented toward families and schools aimed at the information and awareness on environmental heritage and landscape and on the problems related to its conservation and protection.</p> <p>Lack of awareness and training of technicians, administrators and economic operators on new opportunities of innovation related to environmental sustainability.</p> <p>Unavailability and lack of systematization of the environmental data and of the information necessary for the creation of a database for all agencies/organizations operating in the territory.</p> <p>Absence of territorial and urban policies aimed at protecting and preserving the landscape and the environment.</p>	<p>Significant presence of high value landscapes subject to environmental protection.</p> <p>The implementation of the forecasts contained in the landscape and territorial plans will ensure the protection of the constrained areas aimed at the conservation of landscape and of archaeological, historical and cultural heritage.</p> <p>The national and European Union policies oriented to the preservation of environment and of landscape and to the promotion of sustainable development.</p> <p>Development of new economic activities as the rural and agro-industrial tourism as a defence of territorial environmental quality.</p>	<p>Absence of regulations and plans aimed at ensuring the conservation and enhancement of the natural resources and the respect of the constraints arising from the implementation of these tools.</p> <p>Absence of measures aimed at the protection of areas with high level of naturalness and environmental value.</p> <p>Reduction of the environment defence/ garrison due to the progressive abandonment of agricultural practices.</p> <p>Progressive abandonment of agricultural areas in the mountain areas could determine a widespread environmental degradation (eg hydrogeological instability)</p> <p>Reduction in public investment in environmental issues due to the economic crisis</p> <p>Increase "uncontrolled" of the human pressure on the coasts and on the territories due to illegal activities controlled by organized crime.</p>
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### 1.4 Thematic area: Economic and production dimension

	STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
<b>Industrial and traditional craft activities</b>	<p>Tendential increase in the number of Local Units and employees in the "Industry" sector and in the "Trade and Services" sector.</p> <p>Presence, although limited and not yet widespread, of enterprises that adopted Environmental Management System.</p> <p>Absence of industrial activities and plants at major accident risks.</p> <p>Widespread presence of small handcraft activities and of local productions.</p>	<p>Infrastructural facilities and services undersized or inadequate to the needs of enterprises.</p> <p>Lack of integration of spinneret and strong presence of isolated enterprises particularly in the agricultural sector.</p> <p>Low commercial enhancement of local productions.</p> <p>Weak diffusion of technology and innovation in the enterprise system.</p> <p>Absence of coordination and cooperation between local administration and production system.</p> <p>Small size and fragility of a large part of manufacturing activities and low propensity toward associative behaviour.</p>	<p>Enhancement and strengthening of the production and marketing of the local products</p> <p>Strengthening and enhancement of local traditional handcraft.</p>	<p>Absence of local and regional policies that encourage the diversification of productive activities as from the enhancement capacity of territorial resources.</p> <p>Absence of policies and incentives aimed at favouring a wider diffusion of environmental management systems within the enterprises and the public administrations.</p> <p>Phenomena of globalization, which might marginalize some local manufacturing activities.</p> <p>Unfavourable trend in the marketing of traditional products.</p> <p>Absence of initiatives aimed at implementing conditions of particular advantage for the establishment of innovative activities with low environmental impact.</p>

Increase in the number of organic farms.  
 Presence of a wide range of typical agro-food products (eg. salame of S. Angelo Brolo), which can reach niche markets facilitating the tourist sector.

Increase in the abandonment of agricultural areas in the hilly and mountain areas determined by the low level of income.

Agricultural system based on the predominance of agricultural holdings to "directly owned", managed mainly by "family manpower", with small extension of the agricultural area (from 1 hectare to 10 hectares).

Agricultural holdings with low propensity to new production and commercial strategies.

Lack of knowledge of the real possibilities related to the development of activities related to rural tourism.

Insufficient integration of local products with the tourist offer.

Absence of adequate structures for the promotion and marketing of local and quality products.

Low commercial enhancement of agricultural production and agro-food typical local (Typical products registered PDO/PGI and wine -gastronomic itineraries)

Significant decrease in the number of farms and heads of livestock.

Inadequate development of the industrial sector linked to the transformation of agricultural products.

Weak capacity of cooperation between entrepreneurs and public body in the definition of common strategies for creating food spinnerets aimed at the enhancement of local products.

Increasing demand for quality agricultural products, organic and typical products, with safety requirements, authenticity, traceability.

Increasing interest in rural and enogastronomic tourism.

Opportunity to integrate the income of farmers through the resort to other activities linked to the agricultural practises such as rural tourism and traditional crafts.

Growth of other activities related to the agricultural practices (rural tourism, direct sales of agricultural products of certified quality) aimed at integrating the income of farmers

Increasing demand for organic products and certified quality products.

Absence of local policies aimed at increasing agricultural production and at strengthening the agricultural production system, against the phenomenon of abandonment of agricultural and forest territories.

Absence of initiatives aimed at promoting the technological innovation and a more efficient organization of production systems within the agricultural holdings.

Progressive decrease in the prices of agricultural products, unprofitable of the production factors.

International competition with the cheap imported products.

Reduction of the action aimed to contrast the hydrogeological risk and protect the landscape due to the further abandonment of agricultural activity.

Lack of generational change in the agricultural sector.



<b>Tourism / Tourist activities</b>	<p>Tourist attractiveness determined by the quality of natural resources and landscapes, by the archaeological sites and by the architectural heritage.</p> <p>Significant demand for religious tourism originated by the presence of the sanctuary of the Black Madonna of Tindari that attracts over one million of visitors every year.</p> <p>Presence of a dense network of paths to be exploited for the individuation of paths for the enjoyment of the territorial resources.</p> <p>Popular and religious traditions as a tourist attraction.</p> <p>High quality of food and gastronomic products.</p> <p>Significant growth, in recent years, of accommodation facilities (in particular other accommodations as B&amp;B, Farms holidays, Camping, Accommodations for rent).</p> <p>Accommodation capacity characterized by different types of accommodation facilities (hotels, B&amp;B, Farms holidays, Camping, Accommodations for rent, etc..) although mainly localized/distributed in the coastal resorts.</p> <p>Widespread presence of catering/food services.</p> <p>Constitution of District Tourist "Thyrrenium Tyndaris - Myths Of the Park".</p>	<p>Persistence of a seasonal tourist model and for short stays.</p> <p>High concentration of tourists during the bathing season in the coastal resorts.</p> <p>Inadequate promotion of tourism.</p> <p>Lack of proper organization and synergetic coordination of tourism.</p> <p>Insufficient awareness of the opportunity that may arise from the protection and enhancement of environmental and cultural resources for tourism development.</p> <p>Lack of facilities and services as a support for the tourist activities and for the enjoyment of natural and cultural resources.</p> <p>Low quality standard of existing tourist services.</p> <p>Difficult accessibility to environmental and cultural resources located in the inland areas.</p> <p>Tourist offer little functional to the needs of a tourist "multi-interest".</p> <p>Lack of integration between the bathing tourist offer and that one environmental, historical, cultural and religious.</p> <p>Limited presence of accommodation facilities in the inland areas.</p> <p>Low level of professional expertise in the tourist sector (knowledge languages, marketing, customer service).</p>	<p>The "Tourist Development Plan" (2010) represents an opportunity to promote the implementation of an integrated tourist offer and consequently increase the tourist demand in the different months of year.</p> <p>Increasing tourist demand of high quality with wide possibility for diversification (environmental, cultural, rural, food and wine and religious tourism, etc ...) and for deseasonalization of tourist flows.</p> <p>Proximity to areas of exceptional environmental and historical-cultural interest (Aeolian Islands, Nebrodi Park, Taormina, Giardini Naxos).</p> <p>Optimal climatic conditions for the extension of the tourist season.</p> <p>Significant number of historic rural buildings and not used dwelling units in the historic centers to use for increasing the offer of accommodation facilities.</p> <p>National and community programs and funding for the integrated enhancing of environmental and cultural resources related/linked to the tourist sector.</p> <p>Coordination with other local governments (regional, provincial governments) for the integrated promotion of the tourist offer.</p>	<p>Absence of policies aimed at increasing the accommodation facilities favoring the recovery of historical and architectural heritage and of not used dwelling units.</p> <p>Absence of policies and interventions aimed at improving the "environmental performance" of the existing accommodation facilities.</p> <p>High competition with the other regional tourist areas. (excessive pressure of competing areas on tourism demand).</p> <p>Absence of policies and measures aimed at improving the real and potential tourism products in the forms required and recognized by the market.</p> <p>Fragmentation of the tourist offer due to the lack of coordination between the public administrations and the private tourist operators.</p> <p>Lack of marketing strategies that connect the promotion of local products with the preservation of historical and cultural resource, the safeguard of landscape and the promotion of sustainable tourism.</p> <p>Absence of measures aimed at improving and promoting the enjoyment of cultural heritage.</p>
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1.5 Thematic area: Territorial Services

	STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
Public transport		<p>Urban congestion due to the weak integration of the urban transport system.</p> <p>Weak public transport connections between rural and urban areas.</p>		<p>Absence of policies and specific tools aimed at the mobility management (such as Urban Mobility Plan, Urban Traffic Plan), at the improvement of urban public transport and at the promotion of innovative modes of transport.</p>
School, social, cultural and sporting facilities		<p>Unequal distribution on the territory of public and private services, which are mainly localized on the urban and coastline areas.</p> <p>Services and facilities undersized and inadequate in relation to the needs of the resident population and to the tourist potential of the territory.</p> <p>Difficult accessibility to the territorial services mainly located along the coastal areas.</p> <p>Lack of social and welfare services.</p>		<p>The presence of areas inadequately equipped with facilities reduces the attractiveness of the territory towards the population and the tourism.</p>

## 1.6 Thematic area: Environmental Services

	STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
<b>Waste management</b>	<p>Organization of the integrated waste management through the ATO (Optimal Territorial Area) in accordance with the Community directives.</p>	<p>The ATO (Optimal Territorial Area), responsible for the integrated waste management, is inefficient and has not yet started a system of integrated waste management.</p> <p>The integrated waste management by the ATO is inefficient and didn't improve the quality of management services.</p> <p>The percentage of separately collected waste is lower than that recorded at regional and national level and doesn't comply with the provisions of Community directives.</p> <p>Presence of sewage treatment plants of old technology and undersized in relation to the demand.</p> <p>Sewage system mainly mixed (not differentiated by the white water and black water) and insufficient.</p>		<p>Absence of effective policies and specific initiatives aimed at: reducing the amount of municipal waste produced and conveyed in the landfills and increasing the percentage of separately collected in relation to the total municipal waste production.</p>
<b>Protection &amp; management of water resources</b>	<p>Good quality of surface water sources.</p> <p>High percentage (over 98%) of bathing coast (high quality of marine water sources).</p> <p>Good quality of underground water sources.</p>	<p>Water resources insufficient in relation to the demand during the summer period, due to the inefficiency of the networks (crumbling municipal water networks) and to the significant losses that occur in the distribution network.</p> <p>Insufficient monitoring activities on the quality of drinking water.</p> <p>Absence of a monitoring system on the efficiency of the water distribution networks, which involves a lack of confidence on the quality of drinking water and a general use by the citizens of bottled water.</p>	<p>The "Plan for the Waters Protection" of the Sicilian Region provides the monitoring on the quality of the surface waters, of the underground waters and of the marine waters.</p>	<p>Absence of initiatives aimed at improving the water management systems.</p> <p>Absence of policies by local authorities aimed at defining the measures to protect the quality of surface waters, underground waters and marine waters.</p>

<b>Energy production and distribution</b>	<p>Environmental conditions favourable to the installation of alternative energy sources and innovative technologies for energy saving.</p>	<p>The Local bodies (municipalities and province) haven't yet started a proper strategy for the promotion of energy conservation and renewable sources of energy.</p> <p>There isn't a database of energy data (energy consumption, current projects).</p> <p>Inadequate training activities addressed to the staff of public administrations about the opportunities to develop projects and obtain funding for the use of renewable and for a more efficient energy consumption.</p> <p>Inadequate information activities addressed to the citizens on energy saving and on the renewable energy.</p>	<p>Regional, national and community funds/incentives for the introduction of innovative technologies aimed at energy saving and the production of renewable energy (wind and solar).</p> <p>Regional, national and community funds/incentives for the renewal of the energy distribution networks (in particular relating to the industrial uses with large capacity).</p>	<p>Absence of local policies aimed at reducing the energy consumption and improving the energy efficiency of production processes and of the final electric devices used in housing, in the tertiary sector, in the productive activities and in the transport systems.</p> <p>Lack of local incentives for the public and private building aimed at ensuring the rationalization of consumption and the use of renewable sources.</p>
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## Institutional SWOT Analysis

Thematic areas	STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
<b>The capacity to cooperate with the different levels of government for the territorial management</b>	<p>Local authorities participated in several Territorial strategic programs.</p> <p>The Intermunicipal Consortium Tindari-Nebrodi plays a coordinating role for the promotion of Integrated Strategic Plans</p>	<p>The territorial planning is not seen as an opportunity for the local development planning/programming.</p> <p>The potentialities of the strategic programmes adopted aren't always valued.</p>	<p>Presence of a strong local identity linked to the agricultural productions.</p> <p>Presence of a significant number of historical, cultural and environmental resources.</p> <p>Several EU Programmes are aimed at enhancing the environmental, historical and cultural heritage.</p> <p>Constitution/establishment of Tourist District "Thyrrenium Tyndaris "</p>	<p>It wasn't developed a "common vision", shared with private operators and aimed at orienting the local development policies.</p>
<b>The ability of the Local Authorities in fostering growth and innovation in a competent, efficient and effective manner</b>		<p>The EU funds were mainly used for the construction of municipal/local infrastructure.</p> <p>Weak initiatives, public and private, aimed at improving the energy efficiency of buildings.</p> <p>Technical and professional skills inadequate to the development of strategic and innovative projects that are able to intercept the EU funds.</p>		<p>The municipalities are not attracted by the opportunity to implement policies aimed at improving the efficiency of key sectors.</p> <p>Permanence of the low level of computerization of the Public Administration, inadequate to the national and Community standards.</p>
<b>The capacity of the Local Authorities to develop policies, programs and government actions oriented at the sustainable development</b>	<p>In 2006, the "Consortium Tindari Nebrodi" started the process of Local Agenda 21 with the drafting of the "Environmental Report"</p>	<p>Plans and Programs approved and implemented are not always oriented to the definition of integrated development strategies and regional marketing.</p> <p>None of the municipalities has started projects aimed at achieving the Environmental Quality Certification.</p> <p>Local resources (human and financial) insufficient to support the development of innovative projects on socio-economic and territorial issues.</p>	<p>The quality of environmental and cultural resources represents an point/element of strength upon which to build strategies for sustainable development.</p> <p>The maintenance of agricultural practices is an important garrison for the protection of landscape and environmental</p>	<p>Lack of knowledge and awareness of the potential role, innovative and strategic, of the historical and cultural resources.</p> <p>Difficulty to find qualified human resources and expertise within the public administration.</p>

<p><b>The capacity of the Local Authorities to promote a shared (common) "Vision" of the sustainable development through the activation of participative processes</b></p>		<p>The drafting of the Strategic Programs has not been used properly to ensure the participation of the stakeholders in the planning stage.</p> <p>The stakeholders are not perceived as surplus/added value to define a shared vision, but as beneficiaries of funding.</p>	<p>The recent constitution/establishment of the Tourist District represents an opportunity to start the participation process with the local communities in order to the definition of the development programs</p>	<p>Little consideration of the effectiveness of participation processes on the part of the 'Leadership' and of the private entrepreneurs.</p> <p>Loss of confidence in the institutions by the citizens.</p>
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## **The participation process for defining shared activities: “Local resources: opportunities for development” in the Intermunicipal Consortium Tindari- Nebrodi.**

The organization of the participation process followed the instructions included in the "Guidelines for the organization of the participation process" realized by ANCI Sicily and the instructions included in the " EASW Guidance" realized by Archanon - Asterousion Municipality.

In the Intermunicipal Consortium Tindari-Nebrodi, the participation activities allowed to define a “Local Pilot Operative Plan for tourism and for the promotion of the territory”, based on a shared idea of local sustainability development, that identifies integrated strategies, objectives and target interventions to promote and improve the local tourist offer.

In the Intermunicipal Consortium Tindari-Nebrodi, the Forum meetings, managed according to the EASW methodology, were organized by external experts and facilitators commissioned by Intermunicipal Consortium Tindari-Nebrodi (LP) and by ANCI Sicilia (P2).

Before the start up of the participation process, from April to November 2011, 4 preliminary meetings were organized: 1 meeting with the Local Representatives and 3 meetings with the Local Stakeholders, according to the following plan:

### **Preliminary meetings**

In the Intermunicipal Consortium Tindari-Nebrodi, before the start up of the participation process, from April to November 2011, **4 preliminary meetings** were organized aimed at collecting questions and suggestions on the project:

- **1 Meeting with the Local Representatives**
  - ◇ 20th April 2011 – Head office of Consortium Tindari - Nebrodi, Patti (ME)
- **3 Meetings with the Local Stakeholders**
  - ◇ 21st October 2011 – Municipality of Ficarra
  - ◇ 27th October 2011 – Municipality of S. Piero Patti
  - ◇ 28th October 2011 – Municipality of Basicò

The preliminary meeting with the Local Representatives of the Municipalities of Consortium Tindari - Nebrodi was aimed at identifying the intervention area of the project. At the end of the meeting it was decided to work on the theme of “the enjoyment of the territory and tourist offer”. The other preliminary meetings with the local communities were aimed at promoting greater involvement of stakeholders in the participation activities, supporting the choice of the theme indicated by the politician leadership.

The identification of stakeholders (institutional, economic, social, scientific) was carried out in order to involve the most active local actors that know the problems of the territory and have experiences and knowledge useful to formulate proposals and ideas.

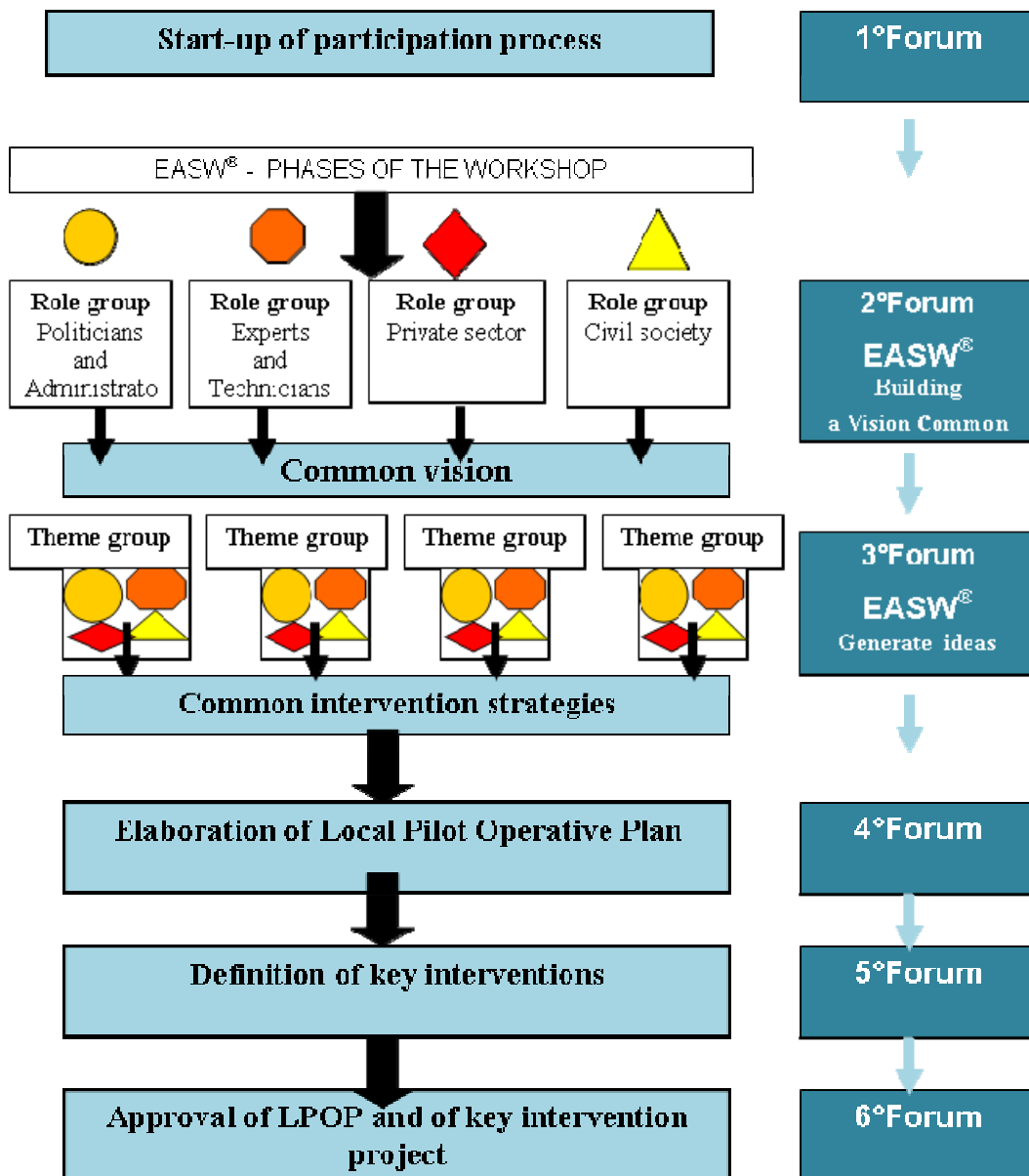
Around 90 people, public and private stakeholders, attended the meetings including politicians, administrators, members of cultural and environmental associations, experts and technicians and entrepreneurs who mainly operate in the tourist sector and in the promotion and enhancement of cultural and environmental resources, that together were engaged to build a shared vision of the local development aimed at starting up a new model of governance for the management of local tourism supply.

The Forum meetings were managed according to consolidated facilitation techniques (EASW methodology) and divided into “Plenary sessions” and “Group sessions” (“Role Group” and “Thematic Group”).

**The Forum meetings:**

The participation activities were organized in 6 meetings according to the following plan:

13th December 2011	<b>I Forum meeting</b> <b>Start up of participation process</b>
17th January 2012	<b>II Forum meeting – I EASW meeting</b> <b>Building a shared “Common Vision”</b>
31st January 2012	<b>III Forum meeting – II EASW meeting</b> <b>Generation of ideas</b>
21st March 2012	<b>IV Forum meeting</b> <b>Elaboration of the Local Pilot operative Plan and identification of “prior interventions”</b>
17th April 2012	<b>V Forum meeting</b> <b>Identification of “key interventions”</b>
3rd May 2012	<b>VI Forum meeting</b> <b>Approval of the Local Pilot operative Plan and of “key interventions”</b>





## I Forum meeting - Start up of participation process

<b>Date</b>	<b>13th December 2011</b>
<b>Meeting place</b>	<b>Town Hall, Piazza Sciacca (Patti)</b>
<b>Work mode</b>	<b>Plenary session</b>
<b>Aim /Results</b>	<b>Establishment of Forum and approval of participation process rules</b>

During the first meeting were described the aims and the activities carried out during the MedStrategy project and in particular the results obtained from the diagnostic analysis related to the Intermunicipal Consortium Tindari-Nebrodi and some “Success Cases” on the governance, selected by the “Experts Board” appointed by the partners involved in the project.

### List of the Success Cases selected

1. “Rural Multiservice Network” formula (Aragón, Spain)
2. Val di Cornia: a new experience of cultural and touristic services (Tuscany region, Italy)
3. Regio Nord, a governance experience of public services (Emilia Romagna, Italy)
4. Increasing public participation through access to information (Malta)
5. Energy savings from intelligent metering and behavioral change of the citizens (Amaroussion, Greece)

In addition, the methodology, the rules and the working modalities of the participation process were illustrated to all participants and the collection of the adhesions to the forums was made.

## II Forum meeting – I EASW meeting - Building a shared “Common Vision”

<b>Date</b>	17th January 2012
<b>Meeting place</b>	Head office of Consortium Tindari - Nebrodi, Patti (ME)
<b>Aim/ Results</b>	Each role group defines its own negative and positive vision in relation to each specific thematic area in order to build a shared “Common Vision”
<b>Work mode</b>	“Plenary session” and “Group sessions” (“Role Group”)

The first two meetings of the Forum were organized according to the EASW® (European Awareness Scenario Workshop) methodology adopted, promoted and disseminated since the early 90s by the European Commission's Innovation Programme with the aim of promoting the discussion and exchange of information between the participants, encouraging local actors in the search for practical solutions to existing problems for a sustainable, social, and economic development of the territory.

The scenario workshop EASW ® foresees, during the first part, the construction of a *common vision for the future*, in order to provide participants the starting point on which to develop the proposals in the thematic groups of the next phase.

During the plenary session, a working paper, named "Scenario Zero" was distributed to all participants: it contained a summary of the current status regarding the tourist sector in the territory of the Consortium Tindari - Nebrodi.

After the plenary session, participants were divided into 4 role groups and were invited to work in 4 parallel sessions.

1. **Politicians and Administrators**
2. **Experts and Technicians** (architects, geologists, agronomists, economists, etc...)
3. **Private sectors/ Entrepreneurs** (Entrepreneurs who mainly operate in the tourist sector)
4. **Civil Society** (members of cultural and environmental associations)

The activities were managed by facilitators with the aim to involve the participants actively, in the definition of their own “negative” and “positive” vision in relation to each of 4 thematic areas proposed:

- **Thematic area A: Innovation processes for local development**
- **Thematic area B: Territorial cooperation and cohesion**
- **Thematic area C: Integration of economic sectors**
- **Thematic area D: Competitiveness and territorial marketing**

### **Thematic area A: Innovation processes for local development**

Innovation in the economic development of a territory has been for a long time object of empirical and theoretical analysis which recognized its central role in detecting policies and actions. In this context the discussion should be focused on the interaction between research and local productive systems, on the ability of the small and medium-sized enterprises to introduce innovation in their production, on the need to innovate services in the tertiary sector, on the transfer of knowledge for human capital, etc.

The objective of the group work will be to outline scenarios and to determine actions "using" innovation, introducing innovative approaches or determining new management models for the existing tools with the purpose to assure a new territorial governance through innovative processes.

**Thematic area B: Territorial cooperation and cohesion**

Territorial cooperation is the search and promotion of joined solutions to common problems among public administrations, among private organisations, among public and private sectors, in the fields of urban development, rural development, creation of economic relationships and networks of SMEs, etc.

The theme is besides connected to ‘cohesion’, as defined by the European Union, as promotion of a balanced, harmonious and sustainable development of the local community, with the purpose to reduce its disparities.

The objective of the group work will be to identify the possibilities to activate collaborations, partnership, projects that jointly involve the public sector, the private sector or both, so that to promote together its development.

**Thematic area C: Integration of economic sectors**

This theme concerns actions for a greater and more careful involvement of enterprises / bodies / organizations belonging to different sectors "connected" to that of reference (i.e. involved in direct or indirect way by the action that you want to undertake in the chosen sector) can be useful above all with the purpose to promote, to structure and to propose integrated development models and effective actions taking into consideration the existing interconnections among the different economic sectors of the territory.

**Thematic area D: Competitiveness and territorial marketing**

Competitiveness is generally defined as the ability to improve the productivity of a territory, the ability to produce goods and services which meet the international market demand, guaranteeing better life conditions, higher employment rates and increased wealth. The *Reports on economic and social cohesion of the European Committee* (from 2004 to 2010) define territorial competitiveness as "the ability to anticipate and to promote changes". It is therefore interpreted as the level of territorial dynamism and its ability to react at the right moment to the new global challenges (in international contexts that always ask for new abilities and strategies of growth). Territories have therefore asked to strengthen their competitiveness and ‘appeal’, taking however into consideration the existing economic, social and territorial disparities.

The objective of the group work will be to identify the actions that mostly makes territory competitive in the selected sector.

The “Negative vision and “Positive vision” identified by each “Role group” were compared and syntetized in a one “**Common Vision**”.

## “Common Vision”

Common Vision	
<p><b>Thematic area A</b> Innovation processes for local development</p>	<p><b>A1.</b> Improving the way of processing territorial plans by Local Authorities take into account the contribution of citizens and local actors (entrepreneurs and technicians) through the start up of the participation processes based on a "bottom-up approach"; adapting Territorial Planning tools to a common vision of sustainable development based on the valorisation of the local resources.(natural and cultural resources and traditional handicraft products and food).</p> <p><b>A2.</b> Adapting the tourist services to the European standards, through the introduction of high technology services in order to reduce the digital-device (eg Wi-Fi Free in the public areas).</p> <p><b>A3.</b> Improving the quality level of the tourist accommodations, defining protocols and "marks" for the activities and ensuring minimum standards of efficiency (eg. appropriate facilities for disabled people); improving the professional skills of the tourist operators (accommodation and catering) through training and retraining courses aimed in particular at the knowledge of languages and at the use of information technology.</p> <p><b>A4.</b> Improving the organization and management of the tourism offer through a collaboration between public and private actors and the start up of courses aimed at the training of experts in web site management (with multilingual interface). Creating a new "Design of integrated tourist routes "(cultural, gastronomic, sport, environmental, etc...) capable to use internet services and to offer services such as for example " Trip-advisor " for the location of tourist facilities and the identification of virtual circuits for the enjoyment of environmental, historical and cultural heritage and the promotion of the local products (agro-food products and traditional handicraft). Overcoming the lack of relationship between research and production activities.</p> <p><b>A5.</b> Developing innovative measures aimed at local sustainable development taking into account the "best practices" implemented in other contexts.</p>
<p><b>Thematic area B</b> Territorial cooperation and cohesion</p>	<p><b>B1.</b> Strengthening / establishing facilities to coordinate the public administration activities and to avoid the fragmentation of development strategies and bureaucracy.</p> <p><b>B2.</b> Favouing the strengthening and the creation of associative bodies (cooperatives, associations, etc..) for the production of goods and services, in particular in the food industry, in order to ensure the completion of the production chain.</p> <p><b>B3.</b> Increasing the opportunities for the confrontation (eg. participation processes) between the different public and private local actors in order to generate synergy and shared actions.</p> <p><b>B4.</b> Promoting the concept of environmental, social and economic sustainability, in the management of the territory (urban centres, road infrastructure, etc.) and in the organization of services (environmental services and mobility) in order to protect the historic, cultural and environmental heritage and meet the current and future needs.</p> <p><b>B5.</b> Developing / enhancing forms of collaboration and interaction with the other tourist centres and with the strategic transport nodes (ports, airports, etc..) in order to improve communication and to favour the growth of tourism.</p>

<p><b>Thematic area C</b> Integration of economic sectors</p>	<p><b>C1.</b> Promoting the start up of activities (comparison tables, forums, etc...) aiming to increase the opportunities for the confrontation between the different local actors in order to: ensure the integration between the different sectors, define development policies and shared activities and identify common goals to be pursued in close synergy.</p> <p><b>C2.</b> Promoting the integration between the agri-food sector, the accommodation activities and the catering. Developing an integrated tourist offer in order to favour the growth and the deseasonalization of tourist flows.</p> <p><b>C3.</b> Enhancing the local traditional activities, arts and crafts. (Promoting the cooperation between the small enterprises).</p> <p><b>C4.</b> Improving the enjoyment of environmental, historical and cultural heritage.</p> <p><b>C5.</b> Improving the environmental sustainability of the tourist sector through the integration with the policies related to energy, waste, water and transport sector</p> <p><b>C6.</b> Increasing and improving the services and infrastructure system necessary for the tourists, to guarantee the enjoyment of the territorial resources and to enhance the liveability and quality of urban areas (improvement of the facilities and of the connection between the main sources of tourist interest in the territory).</p> <p><b>C7.</b> Promoting and encouraging the preservation of agricultural practices (with particular reference to the small plots of land) as a garrison to safeguard the landscape and to prevent the environmental risk and as a prerequisite to allow the implementation of activities related to the use of rural areas (rural tourism, education farms, etc ...).</p>
<p><b>Thematic area D</b> Competitiveness and territorial marketing</p>	<p><b>D1.</b> Enhancing local excellences in order to increase the attractiveness of the territory and its products.</p> <p><b>D2.</b> Improving the quality of tourism offer in order to reach a specific quality level (standards) in the production of goods and services, in particular relation to the issue of environmental sustainability.</p> <p><b>D3.</b> Improving the ability to intercept new market segments (eg. promoting specialized forms of tourism).</p> <p><b>D4.</b> Promoting the whole territory as a "single product" activating a common strategy of territorial marketing (that is building "a territorial brand")</p> <p><b>D5.</b> Promoting the upgrading/enhancement of human resources (eg. starting up of training courses aimed at increasing the ability to start strategic actions for the territorial development).</p>

### III Forum meeting – II EASW meeting - Generation of ideas

Date	31st January 2012
Meeting place	Head office of Consortium Tindari - Nebrodi, Patti (ME)
Work mode	Plenary Session – Group Sessions (Thematic groups)
Aim /Results	Identification, by each thematic group, of the actions to be undertaken and of the actors that will be involved in the implementation of the actions to reach the “Common positive vision”

During the II EASW meeting, the participants, that were invited to work for thematic groups, in 4 parallel sessions, have proposed ideas and projects to be undertaken to reach the “Common positive vision” and the objectives identified in the previous meeting.

The proposals elaborated by each group were presented and discussed in plenary session in order to build a synthesis report that includes all the ideas, actions, projects proposed by the participants during the meetings.

The composition of the groups was made in relation to the preferences for thematic area expressed by each participant and taking into account the need to set up four thematic groups as heterogeneous as possible, from which can emerge different points of view in relation to the roles.

The thematic groups worked in 4 parallel sessions:

1. **Group A: Innovation processes for local development**
2. **Group B: Territorial cooperation and cohesion**
3. **Group C: Integration of economic sectors**
4. **Group D: Competitiveness and territorial marketing**

Within each thematic group, the facilitators asked to the participants to indicate in relation to each of 4 thematic areas: which "Actions" can be undertaken to reach the “Common positive Vision” and which “Stakeholders” can be involved in the implementation of these actions.

The working groups identified, on the whole, **54 interventions** aimed at the promotion and at the touristic enhancement of the Intermunicipal Consortium Tindari Nebrodi.

### IV Forum meeting - Elaboration of the Local Pilot operative Plan and identification of “prior interventions”

Date	21st March 2012
Meeting place	Head office of Consortium Tindari - Nebrodi, Patti (ME)
Work mode	Plenary Session
Aim /Results	Definition of objectives, strategies and key interventions of the Local Pilot Operative Plan

During the IV Forum meeting, the working groups presented the activities carried out by each group during the previous meetings.

The proposed interventions, grouped and organized in relation to the objectives and the strategies identified, constitute the *Local Pilot Operative Plan for the tourism and the promotion of the territory* of the Intermunicipal Consortium Tindari - Nebrodi.

## The Local Pilot Operative Plan for the tourism and the promotion of the territory: “Local resources: opportunities for development”

Objectives (Vision)	Strategies	Actions/ Target Interventions (What)	Actors (Who)
Overcoming of the fragmentation of policies and development strategies undertaken by Local authorities	Adaptation of the Territorial Planning tools to a common vision of sustainable development that is based on local resources.	Establishment of a "Common Technical Office" for the Consortium Tindari-Nebrodi territory in order to manage and coordinate the planning activities (eg. Local Plan for tourism development valid for five-years)	Consortium Tindari –Nebrodi, municipalities, private actors
	Coordinating of public and private initiatives in order to ensure a synergy and more effective management of the strategies and of the planning activities on tourism development	<p><b>Establishment of a Coordination Board</b> constituted of persons who have distinguished themselves for pursuing innovative initiatives and projects, with specific responsibilities and with the following functions:</p> <ul style="list-style-type: none"> <li>- Identifying strategies for tourism development in synergy with other municipalities and with the demands of the local entrepreneurs in accordance with the existing planning tools.</li> <li>- Providing support services to tourism operators and streamlining the bureaucratic procedures necessary for the start up of activities and initiatives.</li> </ul>	Consortium Tindari –Nebrodi, municipalities, private actors
Improving the way of processing of the territorial plans by the Local Authorities	Expanding and strengthening the opportunities for comparison between different public and private actors in order to generate synergy and shared actions through a "bottom down" approach that takes into account the needs of citizens and of local stakeholders.	Establishment of a “Permanent/standing Forum on tourism” in order to increase the participation and the collaboration among public and private entities operating in different sectors related to tourism development (hotels, farmers, managers of transport companies, tour operators, etc. ..) and to identify and implement synergistic and shared actions oriented to the sustainable development.	Consortium Tindari –Nebrodi, municipalities, private actors
Enhancing “local excellences” in order to increase the attractiveness of the territory and of its products	Increase the knowledge and awareness of the value of the environmental, historical - cultural and ethno-anthropological heritage and of the opportunities related to its enhancement.	Starting up of information and awareness initiatives aimed at spreading the concept of environmental sustainability and support the importance of actions aimed at protecting and enhancing the landscape and the natural and cultural heritage.	Consortium Tindari –Nebrodi, Associations, Educational Institutions
		Promotion and publication of divulgative tools (CD, leaflets, brochures, guides, etc.) on the environmental, historical and cultural heritage. Construction of a database on the environmental, historical and cultural heritage for all operators and workers involved in their protection and enhancement.	Consortium Tindari –Nebrodi, municipalities, Associations, private actors, (tourist operators, hoteliers, restaurateurs)
	Increasing the attractiveness of the territory through the organization of events and the realization of exhibition spaces.	Creating exhibition spaces for the promotion and marketing of local products and local crafts.	Consortium Tindari –Nebrodi, municipalities, Associations, private actors, (tourist operators, hoteliers, restaurateurs, farmers)

Objectives (Vision)	Strategies	Actions/ Target Interventions (What)	Actors (Who)
<p><b>Improving the quality of the organization and of the management of the tourism offer, in particular in relation to the issue of environmental sustainability</b></p>	<p><b>Introducing and enhancing the use of high technology tools and services in order to reduce the digital-device</b></p>	<p><b>Spreading the use of digital tools and introducing the free wi-fi in the public and touristy areas;</b> installation of panels and digital supports in order to ensure the access to Internet and the use of digital applications (eg. augmented reality and geolocation) which have the function of providing information and describe places ensuring a better enjoyment/knowledge of the territory.</p>	<p>Municipalities, private actors</p>
		<p><b>Designing a "web portal" to promote the tourism sector</b></p>	<p>Consortium Tindari –Nebrodi, municipalities (Tourist District)</p>
		<p><b>Promoting the exchange of experiences and knowledge and dissemination of good practices and innovative technologies adopted in other contexts</b> through the use of computer network (living labs: virtual places for the exchange of information and ideas between persons).</p>	<p>Consortium Tindari –Nebrodi, municipalities</p>
	<p><b>Encouraging the fulfillment of quality standards in providing tourist services and "products".</b></p>	<p><b>Extending the opening hours and days (including public holidays) of the tourist offices and museums</b></p>	<p>Consortium Tindari –Nebrodi, municipalities, Associations, Private sectors (tourist operators, hoteliers, etc.)</p>
		<p><b>Establishing a "register of qualified tour operators / hoteliers " and drawing up a "Charter of minimum requirements" that must be fulfilled for the production of goods and services in the tourism sector.</b></p>	<p>Municipalities tourist operators, hoteliers, restaurateurs</p>
		<p><b>Ensuring the presence of public services for tourists / visitors in the touristy areas</b> (eg. info point, visitor centres, toilets, shuttle services, etc.)</p>	
		<p><b>Carrying out surveys</b> (through questionnaires, surveys and other) <b>for the evaluation of the services quality and the visitors satisfaction in order to improve and address the tourism offer toward specific targets</b></p>	<p>Consortium Tindari –Nebrodi, municipalities, Associations, private actors, (tourist operators, hoteliers, etc.)</p>
	<p><b>Promoting the valorisation of the human resources and improving the professional skills in the tourist sector.</b></p>	<p><b>Starting up of training courses and retraining courses addressed to the staff employed in the tourism sector</b> (hotels, food services, info-point, etc) and aimed at improving the professional skills of tourist operators and in particular the knowledge of languages and the use of information technology.</p>	<p>Consortium Tindari –Nebrodi, municipalities, Associations, private actors, research establishment, schools</p>
		<p><b>Establishing a "register of skilled operators in the guidance of natural, cultural and food and wine itineraries".</b></p>	<p>Consortium Tindari –Nebrodi, municipalities, research establishment, private actors.</p>
	<p><b>Increasing the level of awareness of the technical and economic operators on the opportunities for development of tourism related to sustainability.</b></p>	<p><b>Organization of training courses addressed to technicians and other operators on the funding opportunities for the realization of more innovative interventions.</b></p>	<p>Consortium, municipalities, private actors, research establishment, schools</p>



Objectives (Vision)	Strategies	Actions/ Target Interventions (What)	Actors (Who)
<p><b>Developing an integrated tourist offer in order to favour the growth and the deseasonalization of tourist flows.</b></p>	<p><b>Promoting the integration between the activities of agricultural and food production, the traditional handcraft activities and the tourist activities</b> (catering, accommodation activities and enjoyment of cultural and natural heritage) <b>Diversification and deseasonalization of tourist offer</b></p>	<p><b>Designing of the "tourist itineraries"</b> (thematic and integrated: educational, religious, naturalistic, cultural, food and wine, traditional crafts etc..) addressed to specific users and aimed at ensuring the deseasonalization of tourist flows and the promotion and marketing of food, wine and traditional crafts.</p>	<p>Consortium Tindari –Nebrodi, municipalities, Associations, private actors (tourist operators, hoteliers, etc..)</p>
<p><b>Starting up of innovative actions aimed at the local sustainable development</b> (see "best practices" adopted in other local contexts)</p>	<p><b>Spreading the use of management systems and of the environmental certification for the enhancement of local products</b> (handicraft and agro-food)</p>	<p><b>Defining specific production protocols and encouraging the spread of brands quality</b> (PDO, PGI, BIO, etc ...) <b>on the local products</b> (agri food, wine, etc...).</p> <p><b>Promoting the adoption of environmental management systems by enterprises and organizations</b> (ISO 14001 - EMAS) through tax incentives.</p>	<p>Consortium Tindari –Nebrodi, municipalities, private actors (entrepreneurs, farmers, etc)</p> <p>Consortium Tindari –Nebrodi, municipalities, private actors (entrepreneurs, farmers, etc)</p>
<p><b>Creating and enhancing forms of association for the production of goods and services in order to ensure the completion of the production chains.</b></p>	<p><b>Encouraging the development of synergy actions and strengthening the forms of cooperation</b> between actors employed in different sectors in order to improve the tourist offer.</p>	<p><b>Creating a "permanent network" through the signing of cooperation commitments</b> (draft agreement, contracts) <b>among actors directly or indirectly employed in the tourist sector</b> (hoteliers, restaurateurs, farmers, managers and owners of transport companies, artisans, tour operators, etc ...)</p>	<p>Consortium Tindari –Nebrodi, municipalities, private actors</p>
<p><b>Enhancement of the local traditional activities, arts and crafts.</b></p>	<p><b>Enhancing the local traditions, the local crafts, the traditional arts and crafts</b> (tattooing, bobbin lace, embroidery, fabric painting, woodworking, stone and copper)</p>	<p><b>Organization, even in the schools, of training courses aimed at the knowledge of the traditions, of local crafts and the traditional arts and crafts</b></p> <p><b>Renovating and enhancing the workplaces used by the local artisans, in order to include them in educational courses on the local traditions.</b></p>	<p>Consortium Tindari –Nebrodi, municipalities, Associations, private actors, schools</p> <p>Consortium Tindari –Nebrodi, municipalities, Associations, private actors, schools</p>

Objectives (Vision)	Strategies	Actions/ Target Interventions (What)	Actors (Who)
<p>Promoting the environmental, social, and economic sustainability in the management of territory and of the cultural, historical, and environmental heritage.</p>	<p>Improving the "image" and quality of the urban area/context.</p>	<p>Enacting regulations and adopting measures at local level in order to improve and maintain the quality of the public spaces and reduce the visual impact in urban areas, in particular in the tourist areas (eg. regulation on the use of water tanks, antennas and satellite dishes, public and private lighting on the facades of historic buildings, ect ...)</p>	<p>Municipalities</p>
	<p>Promoting and encouraging the protection of the agricultural traditional practices (in particular the small agricultural plots)</p>	<p>Promoting the realization of the educational farms in the peri-urban areas, as a garrison to safeguard the landscape and to prevent the environmental risks.</p>	<p>Consortium Tindari –Nebrodi, municipalities, Associations, private actors (tourist operators, hoteliers, etc..)</p>
<p>Improving the environmental sustainability of the tourist sector through the integration with the policies related to energy, waste, water and transport sector</p>	<p>Improving the quality of environmental services, adopting sustainable policies on wastes, energy and water resources and ensuring the sustainable management of the collection services and disposal of municipal waste.</p>	<p>Improving the quality of the services favouring associative forms among public and private actors, in order to ensure the cleaning and the maintenance of sidewalks, streets, squares and green urban areas.</p>	<p>Municipalities, private actors</p>
		<p>Encouraging the use of renewable energy sources in the public and private sectors.</p>	<p>Municipalities, private actors</p>
		<p>Promoting and encouraging the use of innovative techniques with low environmental impact in order to reduce the pollution level and the pressures on the environment (eg. design of herbal purification plants in order to meet the needs of small towns and rural areas)</p>	<p>Municipalities</p>

At the end of the workshop EASW each participant expressed his comments on the proposals made, selecting 10 prior interventions by indicating the order of priority with a number from 10 to 1.

The most rated interventions showed a strong need of coordination between the public policies adopted at the local level and the business activities in order to ensure a close synergy between the different local actors for the elaboration and definition of integrated action plans for tourism, able to define a "new design of tourist routes" and the integrated enhancement of the environmental, cultural and enogastronomic resources.

<b>Top 10 INTERVENTIONS MOST VOTED</b>	<b>Grades</b>
<b>Establishment of a "Permanent/standing Forum on tourism"</b> in order to increase the participation and the collaboration among public and private entities operating in different sectors related to tourism development (hotels, farmers, managers of transport companies, tour operators, etc. ..) and to identify and implement synergistic and shared actions oriented to the sustainable development.	<b>109</b>
<b>Designing of the "tourist itineraries"</b> (thematic and integrated: educational, religious, naturalistic, cultural, food and wine, traditional crafts etc..) addressed to specific users and aimed at ensuring the deseasonalization of tourist flows and the promotion and marketing of food, wine and traditional crafts.	<b>106</b>
<b>Starting up of training courses and retraining courses</b> addressed to the staff employed in the tourism sector (hotels, food services, info-point, etc) and aimed at improving the professional skills of tourist operators and in particular the knowledge of languages and the use of information technology.	<b>104</b>
<b>Defining specific production protocols and encouraging the spread of brands quality</b> (PDO, PGI, BIO, etc ...) on the local products (agri food, wine, etc...).	<b>102</b>
<b>Establishment of a "Common Technical Office"</b> for the Consortium Tindari-Nebrodi territory in order to manage and coordinate the planning activities (eg. Local Plan for tourism development valid for five-years)	<b>81</b>
<b>Spreading the use of digital tools</b> and introducing the free wi-fi in the public and touristy areas; installation of panels and digital supports in order to ensure the access to Internet and the use of digital applications (eg. augmented reality and geolocation) which have the function of providing information and describe places ensuring a better enjoyment/knowledge of the territory.	<b>79</b>
<b>Establishing a "register of qualified tour operators / hoteliers "</b> and drawing up a "Charter of minimum requirements" that must be fulfilled for the production of goods and services in the tourism sector.	<b>61</b>
<b>Establishment of a Coordination Board</b> constituted of persons who have distinguished themselves for pursuing innovative initiatives and projects, with specific responsibilities and with the following functions: - Identifying strategies for tourism development in synergy with other municipalities and with the demands of the local entrepreneurs in accordance with the existing planning tools. - Providing support services to tourism operators and streamlining the bureaucratic procedures necessary for the start up of activities and initiatives.	<b>58</b>
<b>Creating a "permanent network"</b> through the signing of cooperation commitments (draft agreement, contracts) among actors directly or indirectly employed in the tourist sector (hoteliers, restaurateurs, farmers, managers and owners of transport companies, artisans, tour operators, etc ...)	<b>52</b>
<b>Enacting regulations and adopting measures at local level in order to improve and maintain the quality of the public spaces</b> and reduce the visual impact in urban areas, in particular in the tourist areas (eg. regulation on the use of water tanks, antennas and satellite dishes, public and private lighting on the facades of historic buildings, ect ...)	<b>48</b>

## V Forum meeting - Identification of “key interventions”

Date	17th April 2012
Meeting place	Head office of Consortium Tindari - Nebrodi, Patti (ME)
Aim /Results	Identification of the key interventions of the Local Pilot Operative Plan
Work mode	Plenary Session

During the V Forum, the participants analyzed and discussed the results of the evaluations made and in particular the interventions rated as "prior".

The considerations derived from the discussion among the participants at the Forum, led to identify **two key interventions**:

- **Setting up of a "Permanent Forum for tourism and for the promotion of the territory"**, a place for the discussion and the coordination between the different public and private actors working in the sectors linked to the tourism development, in order to identify and achieve synergistic and shared actions oriented to the sustainable development;
- **Designing of the "tourist itineraries"** (thematic and integrated: educational, religious, naturalistic, cultural, food and wine, traditional crafts etc..) addressed to specific users and aimed at ensuring the deseasonalization of tourist flows and the promotion and marketing of food, wine and traditional crafts.

## VI Forum meeting - Forum Approval of the Local Pilot operative Plan and of “key interventions”

Date	3rd May 2012
Meeting place	Head office of Consortium Tindari - Nebrodi, Patti (ME)
Aim /Results	Approval of the Local Pilot Operative Plan and of the key interventions
Work mode	Plenary Session

During the VI Forum, **the Local Pilot Operative Plan and the key interventions were submitted to the Forum evaluation and approved.** Both of them will be presented at the first meeting of the Board of Directors of the Consortium Tindari-Nebrodi, consisting of the mayors of 16 municipalities settled in the territory of the Consortium.