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▶ • **Instruments supporting territorial development. The Conero park experience**

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## Introduction

This thesis studies territorial development. The relevance of the territory is gaining ground in the global scenario: rising competitiveness among territories is developing more and more; thus the strong points of the different areas should be stressed and improved in order to take advantage of them.

The territory should be seen as a resource to be enhanced, on one hand to pursue its preservation and on the other hand to develop the opportunities of creating business and employment.

The present work takes into consideration a specific kind of territory, i.e. the protected areas, in particular a park belonging to the Marche Region (The Conero Natural Regional Park). Attention is drawn not only on strictly environmental aspects, but also on the social and economic ones. The planning of this area is mainly based on the schemes provided for by legislation: the *Master Plan* and the *Development Plan* (i.e. the Social and Economic Long-term Plan, hereafter known as SELP).

Moving from the normative context (theory) to practice, it is possible to identify the key components that foster development in the area of the Conero Park. Such territory has been given a *Development Plan (SELP)*: an original experiment in the Italian scenario of the parks; in fact even if provided for by law No 394/1991, socio-economic planning has not yet been completely implemented all over the country.

The SELP is really important as it aims at enhancing the relations among economics, society and the environment which can help the planning of the territory reach its goals.

This Plan deals with several issues (e.g. tourism, farming, and other activities) and represents a strategic tool for fostering the development of an area with exclusive natural assets whose value should be increased.

SELP will be closely analysed in order to see if there are concrete opportunities to implement it: its implementation requires that political choices and technical solutions go hand in hand.

A good territorial management is necessary to avoid possible discrepancies, overlapping, and even gaps often found in the policies. Therefore, acting in the territory requires a good management and this assumes good planning strategies.

The territorial planning is not easy to be made as several actors having different interests are involved, therefore interests should be organised and cooperation is necessary.

This is the right track for development. In fact, when different interests are at stake, development is not supposed to arise from many separated behaviours but rather from a common reaction of the whole local system. Thus, territorial marketing, aimed at improving the performances of all the local businesses, favours the convergence of different points of view and the development of a consistent image of the territory.

monitoring and evaluation) are extremely necessary and the feed-back should be constant and should regard all the phases.

In particular the text analyses one project (out of the 34 proposals provided for in the SELP) by taking into consideration the passage from programming to implementation. In fact, proposals need to be studied and then put into effect passing from the theoretical phase to the operational one: this is right what the Plan is aimed at.

The proposal examined is “Environmental certification of tourist accommodation”, concerning the tourist sector.

This project could be further developed: other initiatives could be taken into consideration. A glance at similar experiences in other countries could be helpful.

In short, could the project analysis turn into a practical policy? Is environmental quality really important nowadays? Could this eco-label represent an innovative and appealing proposal? Are there any similar projects elsewhere?

In particular it is interesting to see also the position of the local businesses. In fact in the light of a bottom-up approach they must be considered as relevant actors. As they are directly involved they should play an active role. Could other actors have an interest in the initiative? Which ones? Local authorities, environmental associations or others?

In order to evaluate the advantages and disadvantages arising from the project, a cost-and-benefit analysis is required. It is important to make all the actors interested in the project, since only if they are aware of the possible benefits they will agree on the implementation measures: the Plan needs approval.

#### Structure of the study

Firstly, a general view will be given by presenting the Italian approach to the planning process (chapter 1). Then, also the European context (EU) will be analysed (chapter 2): the main form of Community intervention will be examined and specific attention will be paid to the role played by the EU in environmental issues.

Next, a narrowing focus technique will be adopted, by presenting the general situation of protected areas in Europe and in our country and narrowing the focus on the Conero Park (chapter 3)

The project analysed “Environmental certification of tourist accommodation” (chapter 4) seems to have many links with other actions (Chapter 5) and could be considered as one of the driving engines. It would be interesting to analyse the current scenario in the light of the European context (initiatives for sustainable tourism development).

Besides the present situation will be examined at world, European and national level in order to look for measures (laws, events) which could support and favour the project made.

# CHAPTER 1: LOCAL DEVELOPMENT, TERRITORIAL MANAGEMENT AND PLANNING

## Foreword

The promotion of local development requires a wide cooperation among economic, political and social actors, and the use of public funds to overcome negative externalities (fig. 1.1). The result should be the improvement of the existing activities and the widening of the opportunities to attract new investments from outside.

Fig. 1.1 – A schematisation of factors contributing to the local development.



In this context the territory can be seen at the centre of the socio-economic development process.

A good territorial management assumes a good planning process, showing time continuity, and the respect of local characteristics and peculiarities. Other positive effects flow such as social cohesion, or higher levels of safety and environmental sustainability.

All this is nothing but the spatial translation of the concept of “welfare”.

Nowadays, it is necessary to outstrip once for all the abstract view of the traditional planning with its overlapping of responsibilities and separate forms of protection. Adaptive, cooperative and integrated policies are to be pursued in order to achieve useful structures.

Thus plans should be made in the light of the European perspective and the national and regional one.

The current territorial scenario involves a change in the role played by actors and in the meaning of the planning practice itself.

There is a shift from an instrumental, prescribing and regulating procedure to a more behavioural, directional and evaluative one. This should correspond to the European devolutionary process where local institutions and actors play a leading role in territorial planning.

The main components characterising this context are: devolution v/s centralization; governance (logic of trial-and-error and procedure of concertation) v/s government (importance given to hierarchy and responsibility); guidance v/s layout plans; unity v/s fragmentation; concertation v/s approval; cooperation v/s hierarchy.

European themes such as sustainability or cohesion affect Italian planning by developing “concertation”: in this way the overall complexity of a project is taken into consideration.

Territorial management covers several fields, like: the environment, the industrial sector, the service sector, the agricultural sector and others.

Environmental policies in particular should not be overlooked. Yet, they seem to add to the other policies instead of integrating into them; this reduces their effectiveness and causes discrepancies and inconsistencies.

Old political stances and cultural traditions should be overcome (i.e. environment safeguard and protection considered as a passive and restriction defence for a few places). The new path has also been suggested by the EU, and aims at developing an active role in environmental policies.

Firstly, the planning process in our country will be briefly described starting from a review of the measures taken until today. Then, the European context will be analyzed (next chapter).

## 1.1 Planning in Italy: historical background

Article 41 of our Constitution states “Law sets the proper programmes and controls that the public and private economic businesses should be directed and connected to social aims.” In short, the Constitution outlines a social framework where the State puts common interest before the individual one. Planning activity is to be examined within this constitutional framework<sup>1</sup>.

In the 50s there was a start in planning for several important reasons such as the fight against unemployment or the Agrarian Reform.

Yet, the spur suddenly stopped. Firstly, because the Country was in the depths of the “economic miracle”, and the market itself appeared to be able to solve problems, so there was no need of planning. Secondly, because the political parties of the majority were fighting against each other and the spirit of cooperation vanished.

As for the European background and the ECM (European Common Market), it can be seen that the commercial approach was widespread.

The after-effect was that:

- the centralized form of the State became stronger;
- there were still many institutions dating back to the Fascist period (e.g. Federconsumi);
- an extraordinary form of administration “Cassa del Mezzogiorno” (Southern Italy Development Fund)\*<sup>2</sup> was established. Although it was bound to last for only ten years, it continued its activity into the 60s.

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<sup>1</sup> Other articles concerning the intervention of the State in the economy of the country are:

- articles from 35 to 47 (i.e. The 3<sup>rd</sup> Title of the Constitution: “Economic Relations”);
- art.23, regarding taxes;
- art.53, regarding the contributing capacity;
- art.81, regarding the activity of Parliament about the Balance;
- art.99, regarding the CNEL (National Council of Economics and Labour);
- art.100, regarding the “Consiglio di Stato” (State Council) and the Court of Accounts;
- art.119, regarding the financial autonomy of the Regions.

<sup>2</sup> Law No 646/1950 established the so called “Cassa del Mezzogiorno” (Fund for extraordinary interventions of common interest in Southern Italy). The Fund aimed at helping the lagging areas by providing, first of all, infrastructures.



In the 60s several events occurred: the famous “economic miracle” halted, Italy joined Europe where different levels of development existed.

Thanks to this situation there was a revival in planning. As a matter of fact whilst there is no need for planning when things go well, in bad times a remedy is necessary and a planning process usually starts.

Several laws were issued, for example the so called “green plans”<sup>3</sup>, regulating intervention in agriculture. These plans promoted investments by acting as “shower” (indiscriminate) funds.

Moreover a new ministry was established: the Ministry of Balance & Economic Planning, and also an Interministerial Committee for Economic Planning (CIPE).

However, even this time, failure was inevitable for the following reasons:

- the same old scenery of centralization based on a top-down approach;
- attention paid to infrastructures rather than to results;
- lack of administrative reforms;
- scarce participation;
- the so called “political dualism”. By this is meant that “planning” stands for long-term choices and “management” stands for short-term choices which are outside a planned framework. Obviously, it is understood that in this context things do not seem to be compatible while they should go hand in hand.

The 70s saw the coming of better times.

In those years regionalization took place (1972), and economic planning was officially acknowledged as the method that could enable the new authority (Region) to achieve its own ends of economic policy<sup>4</sup>. Thus, while national planning showed no signs of improvement, the Regions welcomed it.

In their statutes, the Regions adopted a bottom-up approach.

As regards the norms and decisions in favour of the regional planning policies, a few were of particular relevance:

- the willingness of the regions stated in the Statutes to implement planning policies;
- the EC provisions (i.e. social-infrastructure Directives No 159-160-161/’72<sup>5</sup>, which applied to entrepreneurs who were supposed to make plans);
- some national laws (i.e. in 1977 the “Quadrifoglio” law, in 1986 the National Agricultural Plan).

Yet, there were still several grounds for failure, most of which were the same as in the previous period (60s)<sup>6</sup>.

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<sup>3</sup> The Green Plans:

- Law No 454/1961 (a 5-year plan for the development of agriculture);
- Law No 910/1966 (another 5-year plan for the development of agriculture).

<sup>4</sup> Previously, the Regions were involved in the Vanoni Plan, which in 1959 established the regional Committees for economic planning.

<sup>5</sup> Directive No 159/1972, regarding renewal of the agricultural structures;

Directive No 160/1972, regarding the incentive to abandon farming;

Directive No 161/1972, regarding socio-economic information and professional training

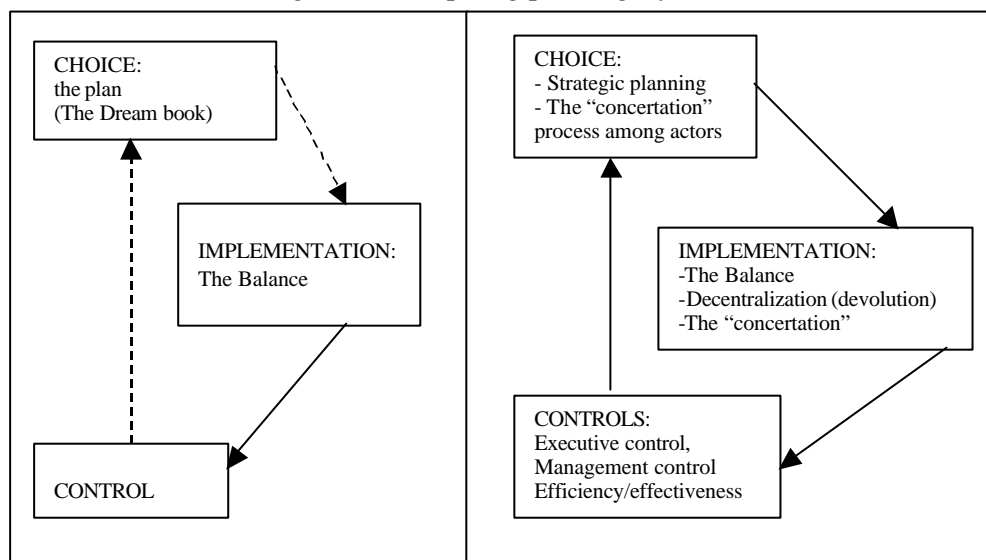
<sup>6</sup> According to the top-down approach, no attention to results was paid and no action of control or auditing existed due to the old lack of participation and administrative reform, as well as to the so

The results were:

- the so called “ Dream book” (fig.1.2);
- (and consequently) the thesis of impossible planning;
- the political time dualism”.

Essentially, what prevailed was the practice of central managed intervention together with passive undifferentiated incentive. A “cascade” concept was dominant, from the centre to the suburbs. Therefore the expenditure decisional process was unable to work properly. In fact each consecutive level starting from the EEC to the State and to the local governments took its decisions separately from the under-levels. Moreover each of them added further bonds. Besides at the bottom level the degree of freedom was very limited.

Fig. 1.2 – Comparing planning styles.



The left side of the figure 1.2 summarizes what actually happened while the right side represents the solution. The dashed lines mean mild actions and the unbroken lines strong actions, where each action is exactly the consequence of the previous one.

The term efficiency shows the ratio of input to output, while effectiveness measures the ratio of output to goals.

In short, it can be concluded that there has never been real planning and that consistency between goals and their implementation has never been stressed.

### 1.1.1 Fragmented planning and the revival in planning

At the end of the 70s in order to achieve operativeness and simplify bureaucracy the Country adopted a form of planning by fields-and-schemes. The main laws concerned: agriculture (1.984/1977), manufacturing (1.657/1977), public health

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called “political time dualism”. Moreover, the implementation of the European socio-infrastructurel Directives was particularly tormented.

(1.833/1978), housing (1.487/1978), and several interministerial committees: CIPAA (Interministerial Committee for Agricultural Planning), CIPI (Interministerial Committee for Industrial Planning), CIPES (Interministerial Committee for External Politics); multisectorial interventions were entrusted to individual ministries. All this caused a further segmentation and fragmentation of administrative activity<sup>7</sup>.

The consequences were:

- obstacles to the evaluation of overall impacts, as objectives stated in the programming documents could not be easily used to evaluate the role of the sectorial public intervention in the overall economy;
- the return, in 1986, to an all-inclusive approach along with the abolition of the Interministerial Committees (only the CIPE does remain).

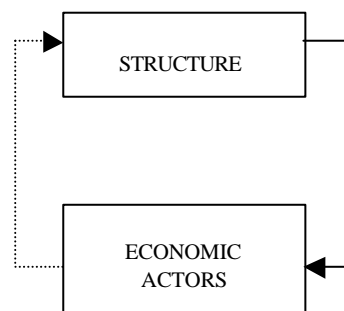
The medium-term plan 1981-1983, was a step towards the revival of the general planning. This plan consisted of a catalogue of public investments provided for by sectorial laws along with the analysis of their effects on a series of macro-variables (employment and Southern Italy).

Even this time an attempt of economic planning was made but the administrative structure didn't undergo the necessary changes.

## 1.2 The new approach

The role played by evolution economics in economic planning is worth mentioning.

Fig. 1.3 – The evaluation economics approach.



In figure 1.3, the unbroken arrow stands for a “linear process” belonging to neoclassic economics. It means: within the structure, which decisions are to be made?

On the contrary the dashed arrow, which moves from the actors to the structure, represents a “circular process” belonging to evolution economics. It means: within

<sup>7</sup> For example, with regard to the agricultural sector, the financed interventions were launched by the CIPAA and coordinated by the Ministry of Agriculture and Forests. This limited the planning action only to the agricultural aspects, instead of widening it to other issues involving the rural areas (e.g. improvement of social services to rural families, development of the handicraft sector).

the rising variety and complexity of the technology and of the organization, which is the adjustment strategy to adopt in order to face structural change? In other words, the present system moves speedily, so there is no longer a “one-way” path and decisions should be managed by a suitable control system and a planning system, following learning-by-doing and trial-and-error procedures where all actors play an active role.

### 1.2.1 New approach to development: the bottom-up approach

The planning of local development should be based on a bottom-up logic characterised by:

- bottom-up planning, concerning the active participation of local actors in defining, planning and managing strategies;
- global planning, involving all the aspects of local development (e.g. economic, cultural, social and environmental aspects);
- integrated planning, regarding the functional integration between actions and interventions;
- a new model of development, aiming at sustainable and concerted development.

Table 1.1 outlines the main differences between this approach and the old top-down one.

Tab. 1.1 - Comparing different approaches.

TOP-DOWN APPROACH	BOTTOM-UP APPROACH
<ul style="list-style-type: none"> <li>• Actions are centralised.</li> </ul>	<ul style="list-style-type: none"> <li>• Actions arise from social demand.</li> </ul>
<ul style="list-style-type: none"> <li>• Interventions are decided according to decisional hierarchic structures (i.e. central Bodies are responsible for decisions concerning areas and instruments to adopt, while the other public authorities are involved later). Lower Bodies can only take weak actions.</li> </ul>	<ul style="list-style-type: none"> <li>• The role of public authorities is: supporting, simplifying, and integrating. Once the necessary financial resources have been defined, the lower Body is responsible for the furnishing and the mobilization of resources</li> </ul>

### 1.2.2 The new planning

At the beginning of 1990s a new wind, paying attention to bottom-up logic (previous paragraph) blows into the planning process: it is time for negotiated planning<sup>8</sup>.

Negotiated planning represents a new kind of planning in our Country, which well satisfies the supporting principles of the EU’s policies. It is called “New Planning” to emphasize the difference from the “Old Planning”. Now there is no longer a watershed between the public and the private sector, but rather a big grey area.

<sup>8</sup> The novelty lies in the attention paid to the “agreement” among actors, differently from the past when there were just *ex tempore* agreements or weak mediations among several expectations

Everything started with the 1990 administrative reform that concerned local autonomies, followed by the 1996 Financial Act (L. 662).

Article 2 of L.662/96 introduces the institution of “negotiated planning” defining it as “the set of rules agreed upon among public actors or between the competent public actor and public or private actors in order to implement different interventions which require an overall evaluation of the activities of competence”.

The law also provides for a series of planning opportunities focusing on:

- purposes (goals) rather than means (infrastructures);
- a reduction in the number of projects where several bodies take part in financing following the principles of additionality (all this in contrast with the indiscriminate policies of the previous period).

The features of this planning are: the unitariness of resources and territory and the circularity regarding the path “dealing-evaluation-prize” (a reward for the most significant project).

Different programming levels are fixed:

- Strategic planning involving two types of tools: the Institutional Programming Agreement, the Agreement for overall programmes;
- Operating planning involving: Programmes Contracts, Area’s Contract, Territorial Pacts<sup>9</sup>.

The *Institutional Programming Agreement* concerns public actors and is a point of contact between the top-down approach and the bottom-up approach. In fact it is an agreement between local authorities and the central administration, and consists of a long-term plan of interventions in the common interest. This tool, compared to the others has an overall purport, it is the link between several types of local agreements.

The Institutional Programming Agreement has several goals:

- determination of priorities, absorbing local authorities and social parts;
- start of projects following shared evaluations of feasibility;
- financing of priorities with national and community funds;
- establishing control mechanisms of the implementation of interventions.

The Agreement can be considered as a dealing frame, founded on several principles.

First of all, the subsidiarity: the upper level does not act until the bottom one does, this is well described in the EU’s Treaty (art.3B) and involves: partnership, additionality and obviously, dealing. Partnership implies input from all competent bodies (national, regional or local partners) at all programming stages. Additionality requires Community assistance to integrate and not to replace national aid.

Other important features are: efficiency and effectiveness, simplification and graduality.

The weakness is that a right model still has difficulty taking off. Such a model should determine methods of implementation, as well as times and procedures regarding relations between Government and Regions.

Other opportunities given by the law (as above mentioned) are:

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<sup>9</sup> CIPE furnished a first definition of “Territorial Pact” in 1995 (Decision of 10<sup>th</sup> May 1995).

- the *Agreement on “an overall programme”*, an executive programme of interventions which regards public and private actors. This tool brings about the Institutional Programming Agreement, as it is binding for all the subjects which take part in it.
- the *Programme Contract*, between government and industrial areas or enterprises. This contract is about the implementation of specific interventions;
- the *Area Contract*, a practical tool for the implementation of new entrepreneurial activities in order to create new employment and development;
- the *Territorial Pact*, an agreement promoted by local authorities, social parties, public and private actors. It is a programme for the implementation of local development interventions involving several sectors: manufacturing, agroindustry, tourism and services, infrastructures.

The last point is particularly important so it is worth discussing. For the EU the “Territorial Pacts” are meant as the conclusion of a bottom-up conducting process among local actors able to understand and develop the existing employment potentials in good time.

There are several phases for the subscription of such an agreement:

- firstly, a local drive must be determined;
- secondly, the actors are supposed to meet at a working table;
- thirdly, they organize an interest forum;
- fourthly, there is the signature of the “Territorial Pact”;
- finally, the agreement is forwarded to the CIPE, which decides about the scheme, the time needed for its realization and the managing body.

All the phases noted above are helped by the CNEL (National Council of Economics and Labour), which has specific tasks like: showing that consent about goals and actions exists, or formalizing the agreement so that it can be sent to the Ministries.

The actors involved are: mayors, social representatives, entrepreneurs, and banks.

The phases of the work consist of:

- territory definition;
- search for a “fundamental idea” (establishing priority );
- defining the relation with the government (administrative actions should aim at local development), and with “local knowledge”;
- seeking ways and sources by which rising additional funds to put the Agreement into effect.

This agreement has pros and cons.

The advantages lie in several aspects. First of all there is the possibility to let a local managing class to come out, and yield “relational goods” as cultures’ rally or making networks among social actors.

As far as disadvantages are concerned, the main problems this agreement brings about are: the risk of proliferation (opportunity for new special interventions), idle concertation (the “local top-ranking” logic), the problem of planning blocks because of the assembling of disjointed projects, agreements that are micro or just

virtual or only involving infrastructures. Such agreements risk being a reason for clash between the central logic of representation and the autonomy of local actors.

### 1.3 The current framework: evaluation and monitoring

In short, a qualitative leap is made in the planning process. This is confirmed in particular by the principles of good administration: stating targets or accounting for reached goals in a verifiable way.

The conditions to be respected are: outlining routines of liability, the culture of “control” from two viewpoints, financial control (about expenditures) and social economic outcomes’ control.

In short we are in front of an open administration ready to accept the opinion of outside experts.

Furthermore it is relevant to analyse the concept of need, which was not present in the “old planning” when the main purpose was to forecast what would happen in five years. In order to define needs it is necessary:

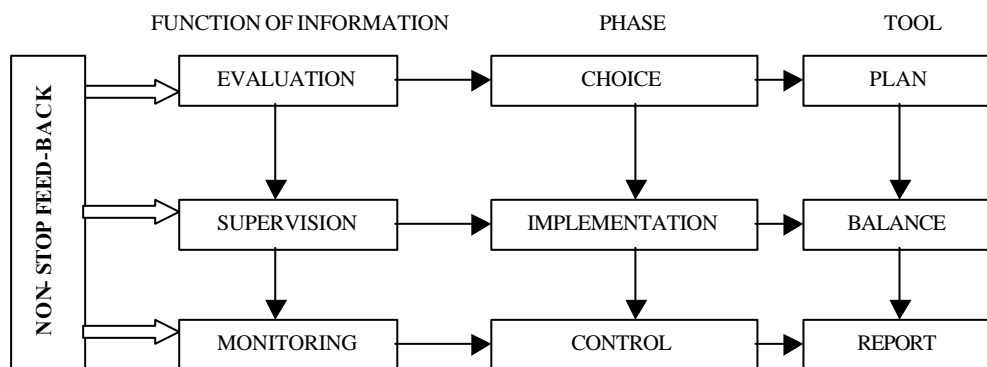
- to evaluate the action effects, both direct effects (the welfare of citizens) and indirect such as the improvement of investing convenience;
- to measure the present public capital stock, on the basis of the public services provided with public capital.

Public money is allocated on the basis of two criteria: certainty (identification of available resources in time) and prize (which leads to competitive behaviours among actors).

The unification of financial programming is needed for the rationalization of fund management, so a special “basic estimating unit” is used.

Last but not least there is the role played by evaluation and monitoring which is becoming stronger. In fact there is a continuous investment in this function (fig. 1.4).

Fig. 1.4 - A graphic of programming.



Source: Transparencies by Sotte F. (professor of Regional Economics and Agrarian Economics – University of Ancona).

At present, all the phases (choice, implementation, control) are kept under observation at the same time, while in the “Old Planning” they were neatly separated.

The first stage, involving evaluating is worthy of attention. It consists of three phases: *ex-ante*, *intermediate*, and *ex-post*.

Ex-ante evaluation concerns a check-list and takes care of the time requested, formalities and responsibilities. There is also a glossary describing the evaluating process so that univocal definitions can be used.

The criteria followed are: consistency and effectiveness (assessment of expected impact).

The supervision Committee is involved with the intermediate evaluation, so programmes must be measurable, i.e. have quantifiable goals, availability of financial, material, procedural data. The professional competence of the evaluation team and of the Government is of course crucial.

In the ex-post evaluation it is the final balance that is examined.

Eventually, the overall target is to set up a “National evaluation System”.

Besides the evaluation process, also the monitoring process plays a crucial role.

It consists of a methodical observation of data concerning the financial progress of programmes, and this is an instrument for a practical supervision of the partnership circle.

The monitoring is of three types:

- financial monitoring, which is the most advanced. This verifies the quality, how data are returned and the access time;
- procedural monitoring, aimed to simplify procedures;
- material monitoring, this uses an appropriate set of indicators to obtain information regarding the material progress of the work. The methods used for this monitoring are standard.

In Italy only the first kind of evaluation is used.

#### **1.4 The current available instruments**

In short, the main instruments of interventions in economic and local development are:

- Negotiated planning (widely dealt with in paragraph 1.2.2);
- The EU’s Funds, which require real planning.

Other tools are:

- the administrative simplification (e.g. the establishment of the Single Bureau for Productive Activities);
- actions supporting and improving local economy (e.g. “quality marks”), including interventions addressed to support ailing activities (e.g. agriculture, fishing) or activities of direct entrepreneurship and active employment policies;
- territorial marketing initiatives (i.e. promotion of the territory, addressing territorial policies towards the needs of local economic operators and towards the expectations of external operators, rearrangement of bureaucracy);



- e-government and new-economy, involving the local portal, e-commerce (all this should bring a cluster effect, i.e. many businesses gathered together offering a qualified range of services).

In order to spread information, several agencies have been recently established:

- “Sviluppo Italia” (Development in Italy)<sup>10</sup>, which regards the economic development in Southern Italy and lagging areas. Since 2000 the Agency has been available on-line<sup>11</sup>: several laws concerning specific sectors can be found (e.g. “young entrepreneurship”, agriculture, franchising).
- Formez<sup>12</sup>, involving several activities: the technical assistance and training as far as the changes of the civil sector are concerned; the formulation of innovative projects and the streamlining of bureaucracy; new and more effective tools promoting sustainable and well-balanced development,
- Italia Lavoro (Work in Italy)<sup>13</sup>, developing interventions for employment (in accordance to EU strategies) at national and local levels, and aiming at strengthening the competences (//responsibilities) of the Regions.

## 1.5 Planning the environment in our country

The planning process concerns more than one field, for example the territory or the socio-economic situation. In this context the environmental issues should be given due attention: a good development process cannot be considered regardless of the environment.

In the last ten years, environmental policies have come to play an increasing role in our country, yet they seem to add to the other policies rather than integrating into them: this reduces their effectiveness and causes discrepancies and inconsistency.

The problem of integration of environmental policies is of relevance at the international level<sup>14</sup>, but it especially involves our country.

An integrated outlook of the territory is to be pursued and this objective should regard all the levels, i.e. the Government (in a *top-down* view) and the local authorities (in a *bottom-up* view). With regard to these relations, it is important to mention the recent constitutional law (“Amendments to the 5<sup>th</sup> title of the second part of the Constitution”). The law has introduced significant changes, in particular:

- “the protection of the environment, the ecosystem and cultural assets” becomes one of the exclusive competence of the State;
- the sharing of the competence for “government of the territory and the enhancement of cultural and environmental assets” between the Government and the Regions.

However, as far as these two points are concerned, the law extends the local autonomy: the Regions can take initiatives which may culminate in the issue of a

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<sup>10</sup> Legislative Decree No 1 of 9<sup>th</sup> January 1999.

<sup>11</sup> Available on site: [www.opportunitalia.it](http://www.opportunitalia.it)

<sup>12</sup> Legislative Decree, reorganising the Agency, No 285/1999.

<sup>13</sup> Established in 1997.

<sup>14</sup> See the Summit of Rio de Janeiro, in 1992.

national law (that is passed on the basis of an Agreement between the Government and the Region involved).

### **1.5.1 A close examination of environmental policies in the Marche Region**

The involvement of the Marche Region in environmental policies intensified in the 90s in order to make up for the time lost, compared to other Regions, especially the Centre and the North of Italy.

As far as sectorial environmental policies are concerned, the first step was the conformation to the normative framework:

- the new law about waste (in accordance with the Ronchi Decree);
- the new law about waters (in accordance with the Galli Law) and the waters reclamation plan;
- the framework law about the defence of the soil;
- the law about mining activities;
- the law establishing the Regional Agency for the Environment (ARPAM).

At the same time also the planning process concerning the preservation and management of waste, the fight against pollution, the protected areas, the mining activities, has been concluded.

In particular, the protected areas are of interest to our discussion. In 1987 the first park was established (the Conero Regional Natural Park), but it was in the 90s that the protected areas policy took off. In fact several parks were instituted: the National Park of Sibillini, the regional parks (Sasso Simone e Simoncello, Monte San Bartolo, Gola della Rossa, Gola del Furlo). Moreover, following Outline law No 394/1991 the Region issued regional law No 15/1994 that provided for a regional 3-year programme for protected areas (PTRAP)<sup>15</sup>.

Finally, several institutions and groups were established (they are not all completely operational yet), e.g.:

- an agency for environmental defence (ARPAM);
- the regional branch of the national ecological operative team of the Carabinieri;
- Agencies managing the National and Regional Parks;
- interregional authorities for the basin (the Conca River and the Marecchia River) and the common authority for the other regional streams.

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<sup>15</sup> PTRAP is a planning instrument concerning the interventions in natural protected areas and the preservation of the environmental values of the regional territory.

## CHAPTER 2: COMMUNITY INSTRUMENTS FOR TERRITORIAL DEVELOPMENT

### Foreword

Gaps in levels of development involve European, national, and local territories. Territorial development policies have been characterized by considerable changes both in Italy and in the European Union.

The new model of European integration, starting from the political aim of cohesion among different local areas of the Member States, leads to a scenery involving a new supranational government: the EU.

In the same territory it is possible to plan differentiated interventions having a different impact on the local economy and on social cohesion thanks to differentiated instruments (negotiated planning and structural funds) and with the involvement of different institutional levels. Thus, the new “supranational architecture” is connected to the concept of governance, which refers to the interaction among several political actors, several institutional levels and economic or social groups existing in the territory.

This supranational architecture represented by the EU has played a relevant role in Member States since its constitution in 1957.

The Community intervention has deeply affected economic planning in our country as well as in the other Member States.

### 2.1 The new European development model

At present, in the EU a new approach to development is emerging. This involves: competitiveness, sustainable development, and social/spatial cohesion.

The necessary mechanisms are:

- full economic and monetary union (recently achieved);
- investment in new technologies and production systems;
- active solidarity among all the actors.

The key-principles of this approach are<sup>1</sup>:

- promoting active citizenship;
- mobilising territorial assets;
- establishing partnership relations;
- adopting integrated strategies;
- achieving sustainable development;
- ensuring social cohesion.

In short the approach implies an active role of people that are no longer supposed to be passive beneficiaries, because people as stakeholders are expected to participate in designing and implementing strategies: development is everyone's

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<sup>1</sup> Source: The Territorial Approaches focus group, available on site: [www.buildingterritories.org/english](http://www.buildingterritories.org/english)

responsibility. Thus partnership is badly needed in order to adapt flexibly to a rapidly changing world.

Moreover the development process cannot succeed if it is a top-down one: only a combination of *top-down* and *bottom-up* processes<sup>2</sup> can bring about synergies.

In this new context the Government has to play an active function, by slimming down bureaucracy with devolution of power to Regions.

## **2.2 Interventions for local development: State-aids and Community-aids**

Financial aids given by States to companies represent one of the most important instruments of direct state intervention in the economy of a country.

Other forms of direct intervention are: control of prices; control of foreign investments; protection of public enterprises; discretionary regulation of public utilities. Yet, nowadays such actions are more and more fading owing to privatisation and to the gradual vanishing of general legal instruments allowing intervention.

Besides the Community requires more transparency in the definition of duties of public service.

Therefore state-aids remain the core of public law for economics.

Within the Community framework companies can be given aids coming from:

- national financial resources, with larger expenditures or smaller incomes in the budget both of the State or Region than those of other public bodies (“State- aid”);
- EU financial resources, by larger expenditures in the Community budget in particular coming from the Structural Funds (“Community aid”, extensively dealt with in the next paragraph).

Provisions involving the first type of aid are essentially found in articles 87 and 88 of the EEC Treaty<sup>3</sup>.

The fundamental principle is that public aids are forbidden unless they are provided for in the Treaty.

Aid can be differentiated according to:

- a geographical point of view;
- the size of concern (small, medium, large);
- the criterion used for classifying the incentive.

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<sup>2</sup> The concept is broadly dealt with in the 1<sup>st</sup> chapter (1.2.1).

<sup>3</sup> Article 87 regards “aids allowed by States or through national funds which favouring some concerns or certain productions distort or threaten to distort competition”.

Even if the article does not sharply define the meaning of “aid”, jurisprudence and decisions of the courts describe it as a measure which uses national funds to support private enterprises in order to promote activities considered as useful for the public matter. Thus, three features characterize the so called “aid”:

- it is an advantage for the payee enterprise;
- it is a pecuniary charge for national revenue;
- it is granted only to certain concerns or productions, in a selective way.

## 2.3 Community aids: the Structural Funds

As substantive equality lies right in offering different treatment to actors or territories with different problems, Structural Funds are differentiated defining priority objectives and tools to achieve them.

Interventions can concern various categories: those regarding agriculture and fishing; measures to increase competitiveness; policies on networks (transport, telecommunications, energy); actions aimed at improving the quality of life (such as social policy or protection and improvement of the environment), etc.

Such interventions are covered by the Structural Funds, which together aim at fostering development of disadvantaged areas or sectors or underprivileged social groups, in order to enhance cohesion and more balanced economic and social growth.

Four Structural Funds have been established<sup>4</sup>:

- the ESF (European Social Fund) created in 1958 with the Treaty of Rome then reformed in 1988. First of all it aimed at fighting long-term unemployment and aim at improving the capacity of young people to find employment. Then since 1993 several incentives for adapting to industrial change have been added.  
The Fund acts in favour of occupational training and improvement of the educational system;
- the EAGGF (European Agricultural Guidance and Guarantee Fund) created in 1962 together with the CAP (Common Agricultural Policy). The “Guarantee” part involves policies for the market; in fact it has financed the policy for keeping up prices, while the “Guidance” part is aimed at financing structural expenditures for adjustment in agriculture with measures that modernise production and development in rural areas;
- the ERDF (European Regional Development Fund) created in 1975 for dealing with non-agricultural issues. It acts in several fields and mainly aims at improving the economic potential of the regions supported. It concerns productive investments, infrastructure projects, co-financing operational programmes, support for large projects, and global subsidies, technical assistance and preliminary studies. This is the Fund with larger endowments;
- the FIG (Financial Instrument for Fisheries Guidance) created in 1988 to replace previous separate financial instruments. It finances structural actions in the fishing industry or the aquaculture field.

## 2.4 Today’s instruments: the new perspective

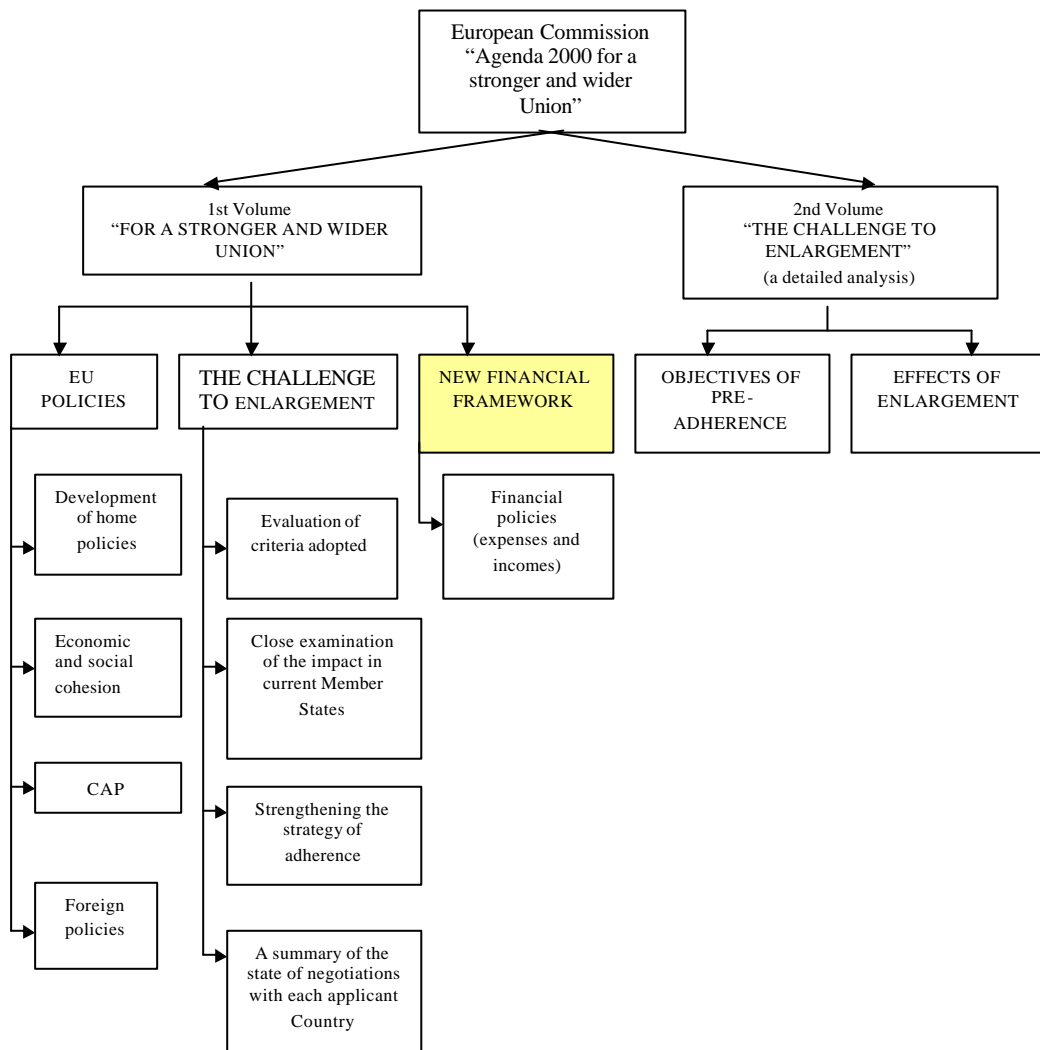
At present, the scenery of EU in XXI century lies in Agenda 2000<sup>5</sup>: a document outlining the new framework of reference (fig. 2.1). This new financial

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<sup>4</sup> Besides these, there is also another instrument contributing to the cohesion policy: the Cohesion Fund. It was established by the Maastricht Treaty (in 1993) and involves just a few States (Greece, Portugal, Ireland, Spain). This Fund supports the weakest States entry into the economic and monetary Union.

framework, contained in the 1<sup>st</sup> Volume, shows the need for a better coordination of Community financed interventions. In fact Agenda 2000 revises the Structural Funds methods during the period 1994-1999 in the light of the leading principle of concentration. Such an important principle involves a reduction in the number of normative acts, and of the methods for intervening with Funds and a reduction in the size of financial resources allocated to each action.

Fig. 2.1 – The framework established by Agenda 2000.



With its prescriptive translation Agenda 2000 enables the passage from theory to practice, obligations and concrete opportunities.

In fact the Regulation for the new enforcement of Structural Funds<sup>6</sup> plays a really important role, identifying the main forms of interventions carried out with

<sup>5</sup> Community Measure: [COM(97)2000] of the European Commission: "Agenda 2000: for a stronger and wider Union" of 16-07-1997.

<sup>6</sup> Regulation (EC) No 1260/1999 of 21/06/1999 laying down general provisions on the Structural Funds.

Structural Funds and the approximate division of financial resources (for the amount of 195 Meuro, tab. 2.1).

The main forms of intervention in the programming period 2000-2006 are:

- for programmes involving priority objectives;
- for programmes involving Community initiatives.

As for the first, priority objectives have been currently reduced to three<sup>7</sup>:

- objective 1 promoting development and structural adjustment of lagging regions (ex obj.1 and 6);
- objective 2 favouring economic and social reconversion of areas with structural difficulties (ex obj.2 and 5a);
- objective 3 supporting adaptation and updating of policies and systems for education, training and employment (ex obj. 3 and 4).

As for the second method, instead of the thirteen previous Community initiatives, there are just four<sup>8</sup>:

- INTERREG III, for overboundaries transnational and interregional cooperation aiming at stimulating a harmonious and lasting development within the Community area.
- LEADER +, for rural development<sup>9</sup>.
- EQUAL, for transnational cooperation in order to fight every kind of discrimination and inequality in the labour market.

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<sup>7</sup> Until 1999 Structural Funds were concentrated on seven objectives:

- four specifically regional objectives:
  - ob.1) structural adjustment of lagging regions;
  - ob.2) economic conversion of declining industrial areas;
  - ob.5b) economic diversification of vulnerable rural areas;
  - ob.6) structural adjustment of regions with very low population density;
- another three involved the entire Community:
  - ob.3) aiming at fighting long-term unemployment and integration of the young into the world of work;
  - ob.4) aiming at adapting workers to changes in industry and systems of production;
  - ob.5a) adapting agricultural structures and fishing.

<sup>8</sup> Thirteen community initiatives covered the previous period (1994-1999). Besides the four current initiatives, the other nine were:

1. REGIS II, aiming at promoting integration of ultrasuburban regions.
2. ADAPT, regarding the adaptation of workers to industrial changes.
3. RECHAR II, concerning the reorganisation of local fields, the promotion of alternative activities and the environmental reclamation of interested areas.
4. RESIDER II, concerning the reconversion of steel and iron field.
5. KONVER, about diversification of the economic activities in regions depending on the sector of defence.
6. RETEX, for the diversification of the economic activities in regions depending on the textile industry.
7. PMI, aiming at increasing the competitiveness of small and medium sized concerns both in the industrial sector and in the service industry.
8. FISHING, aiming at diversifying and reorganizing economic activities in areas depending on the fishing industry.
9. PEACE, aiming at helping the process of peacemaking and reconciliation in Northern Ireland.

<sup>9</sup> This is a successor to the LEADER Community Initiatives (1989-1993 programming period) and LEADER II (1994-1999 programming period).

- URBAN II, continuous support to a sustainable urban development by economic and social revitalisation.

Of all the initiatives just the second is of particular interest to our discussion. In fact it has had a considerable application in our country, in particular in our Region<sup>10</sup>.

LEADER aims at sustainable development in rural areas: its general objective is encouraging high-quality strategies for integrated rural development. This programme represents the first example of a programme arising from a *bottom-up* process involving institutional and socio-economic partnership. With regard to the organisations benefiting from the programme, two types of actors are involved<sup>11</sup>: GAL (Groups acting locally) and OC (Collective operators).

The eligible areas involve rural territories, forming a consistent whole from the geographic, economic and social point of view, with:

- less than 100,000 and more than 10,000 inhabitants;
- the population density inferior or the same as 120 inhabitants/skm.

Tab. 2.1 - Structural Funds: forms of intervention and distribution of EU's financial resources (in Million of euro) in the period 2000-2006.

Forms of intervention by Structural Funds	% max out of the total resources	Total amount of financial resources:		The financing Structural Funds
		EU	Italy	
Priority objectives	94,00	183,834	28,484	ESFR, ESF, EAGGF-Guidance, EAGGF-Guarantee, FIFG
Community initiatives	5,35			
INTERREG III		4,875	426	ESFR
EQUAL		2,847	371	ESF
LEADER +		2,020	267	EAGGF-Guarantee
URBAN II		700	108	ESFR
New actions and technical assistance	0,65	734		
<b>Total Structural Funds</b>	<b>100,00</b>	<b>195,010</b>	<b>29,656</b>	

Source: elaboration on tables contained in "Fondi UE e sviluppo locale", Il sole 24 ore (2001).

<sup>10</sup> For example, six LEADER II areas in the Marche Region:

- 1) Colli Esini – San Vicino;
- 2) Flaminio – Cesano;
- 3) Montefeltro;
- 4) Piceno;
- 5) Sibillini Marche;
- 6) Stella dei Sibillini.

<sup>11</sup> The local groups consist of a balanced and representative selection of partners of different socio-economic sector, and economic partners and associations shall account for at least 50% of the partnership at the decision-making level.



### **2.4.1 Agenda 2000 and environmental concerns**

Agenda 2000 includes the environment policy in:

- the framework of the reform of the Common Agricultural Policy (CAP) and cohesion policy;
- the strategies for enlargement (involving the countries of Central and Eastern Europe).

As far as the CAP is concerned, the reform aims at:

- reducing prices support in favour of direct payment that will improve the economic performance of producers and lead to more balanced use of polluting inputs;
- enabling Member States to ensure that direct payments are conditional on compliance with environmental requirements;
- leading a rural development programme and access to environmental protection.

With regard to the accession of other European countries, environmental policy is considered as one of the necessary requirements.

### **2.5 The programming period 2000-2006: principles**

In the period 2000-2006 besides the above mentioned principle of “concentration”, regarding objectives as well as funds, other important principles come to light:

- Programming, which comes out of the scarcity of financial resources. As resources are limited a programming and planning process is necessary to avoid indiscriminate use and provide for future use (developing a long-term perspective). Programming consists of working out long-term development plans; this process involves organising, making decisions and financing.
- Additionality. The Community support must not substitute for efforts by national governments. This means no Community spending in addition to national spending.
- Sustainable development is a cross-wise principle which should permeate all the policies. Community financial instruments are supposed to act simultaneously in a long-term perspective aiming at economic growth, social cohesion and protection of the environment: in short sustainable development. In fact the integration of environmental issues, especially the observance of EU provisions concerning the protection of the environment, represents a political priority for agricultural and structural policies in the framework of “Agenda 2000”.
- Equal opportunities is another cross-wise principle. EU advises obligatorily to adopt such a principle within the entire programming of Structural Funds. Besides the traditional meaning regarding males and females this principle also involves the young and the old and in broad terms advantaged and disadvantaged people.

- Subsidiarity and partnership are key principles of development. The former protects and furthers the improvement of each part of society and of single institutions compared to the whole as the Maastricht Treaty reaffirms “The Community acts when an objective can be met more satisfactorily at the European level than at the level of Member States in isolation”. The latter represents “concertation” and promotes the improvement that society can reach both by individual action or global action.
- Reservation of effectiveness and efficiency. Several incentives have been provided for the achievement of intermediate results in the period 2000-2006 in order to stimulate a better and wider use of financial resources.

## 2.6 Programming documents for interventions

The implementation of interventions generally requires programming documents. Several documents provided by Regulations No 1260/99 characterize the programming cycle (programming period running from 2000 to 2006):

- The CSF (Community Support Framework) is the basic programming document agreed upon between the Commission and Member States<sup>12</sup>. It sets out plans for Structural Funds support and identifies problems, strategies, priorities and situations in which money should be channelled. During the programming period each CSF represents a frame of reference for Operational Programmes (OPs).
- The OP (Operational Programme) is arranged by the responsible authority (Government or Regions) and sets out more in detail the plans to implement the CSF. In fact it specifies how and where the Funds are to be spent, expected impacts and how the programmes will be monitored and evaluated. The Ops that Member States submit to the Commission can be either sectoral (tourism, training and human resources) or regional; in the latter case they involve several Regions or just one and use only one Fund (so called mono-operational programmes) or more than one Fund (so called poly-operational programmes).
- The SPD (Single Programming Document) is a document coming from the reform of 1993. It was created to simplify and speed up the programming phase; in fact now Member States (Government or Regions) can present a single Document (SPD) that only requires a single Commission decision, which combines both the content of a CSF and an OP. The SPD sets out the strategy, priorities, objectives and expected impact of Structural Funds activities and gives an outline of management of the programmes, monitoring and evaluation on the ground.
- The PC (Programme Complement) is a particular document that complement the OPs /SPDs by providing further details (how, where and for what purpose the Funds will be spent). This document is presented to the Commission for information (i.e. it does not require formal approval).

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<sup>12</sup> Our CSF was approved by the Commission in 2000: EU C (2000) No 2050 of 01-08-2000.

Table 2.2 provides further information, identifying the phases of the required procedure.

Tab. 2.2 – Current programming documents.

OBJECTIVE	PROGRAMMING DOCUMENT	PHASES
OBJ. 1	CSF	<ol style="list-style-type: none"> <li>1. The Member States submit a plan to the Commission;</li> <li>2. the Commission adopts a CSF;</li> <li>3. the CSF is implemented through Ops</li> <li>4. OPs are more detailed by adopting a new document (i.e. PC)</li> </ol>
OBJ. 2	SPD	<ol style="list-style-type: none"> <li>1. The involved Region submits the SPD to the Commission;</li> <li>2. Once the Commission has decided to adopt the SPD, each Region works out and adopts a new document (i.e. PC).</li> </ol>

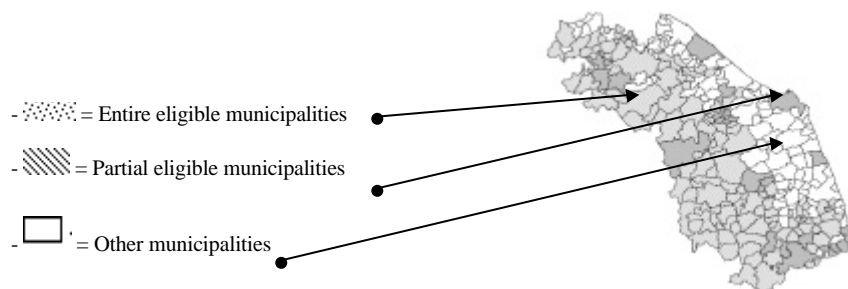
### 2.6.1 A close analysis of the SPD for our Region<sup>13</sup>

The SPD is of interest to our discussion as it regards our Region.

The general objective (“Changeover and development”) breaks down into global objectives (corresponding to the so called “axes”) that in turn are detailed in measures. In this way the logic of the negotiated regional planning is pursued, as the choice of axes aims at favouring an integrated approach in order to enhance possible synergies.

Recently the list of eligible Municipalities for objective 2 (2000-2006) and those for the phasing – out support (2000-2005) has been approved<sup>14</sup>: in total 146 Municipalities are involved; with regard to our discussion, the Municipalities of the Conero Park (Ancona<sup>15</sup>, Camerano, Sirolo, Numana), are not included neither in the 2<sup>nd</sup> objective (fig. 2.2) nor in the phasing-out areas.

Figure 2.2 - Eligible municipalities for “objective 2”.



Source: “Complemento di programmazione”<sup>16</sup> DocUP ob.2 – anni 2000/2006 Regione Marche.

<sup>13</sup> SPD Marche, No 2000 IT 162 D O 011 Decision of the Commission C(01) 2790 of 16-10-2001.

<sup>14</sup> Community Measure: C(2000)2327 of 27-07-2000 and further amendments according to the decision of 27-04-2001 (C(2001)1073).

<sup>15</sup> Ancona is only partially involved.

<sup>16</sup> “Complemento di programmazione” stands for Programme Complement.

The SPD deals with several themes: the second axis, regarding “The ecological network and territorial re-designing”, deserves particular attention as it involves environmental issues and makes specific reference to the Parks and Protected Areas in general.

The global objective of the axis is to provide the adequate infrastructures to the territorial and environmental context of the production and service activities, in order to foster a sustainable development taking account of environmental compatibilities.

Several detailed measures, aiming at specific objectives, are provided (tab. 2.3); in particular, it is important to draw the attention to the third measure focussing on Protected areas.

Tab. 2. 3 – The measures of the 2<sup>nd</sup> axis and their objectives.

MEASURES	SPECIFIC OBJECTIVES
1 Integrated cycle and environmental reclaiming	- Improving the water resource management. - Enhancing environmental resources.
.2 Optimising the waste management system	- Optimising the waste regional system; - Favouring the reduction of the waste quantity and of their dangerousness
.3 Interventions to support the system of Protected areas and environmental education centres (EEC)	- Improving the use of naturalistic assets.
.4 Harbour infrastructures	- Favouring the reorganisation of the services and the infrastructures to improve the harbour mobility and accessibility. This should favour the development of production and marketing activities of fishing products.
.5 Intermodal infrastructures	- Reorganising the goods transportation system.
.6 Rationalisation of the transportation system	- Improving the conditions of the population mobility.
.7 Interventions to improve rural villages and their infrastructures	- Favouring the strengthening of the socio-economic fabric of the fringe areas risking depopulation, and improving the life and working conditions of rural populations.

## 2.7 Economic development and interest in the environment

The European Community has been criticised for putting trade and economic development before environmental considerations.

The quality of life in Europe has declined considerably in recent decades owing to pollution, noise and vandalism; therefore the protection of the environment is one of the major challenges facing Europe: the model of development cannot be based on the depletion of natural resources or the deterioration of our environment.

The European Union’s response to the environmental concern can be dated back to “The Paris Declaration on the Environment” in 1972.

In fact, in 1972 the Community began its environmental action, so several pieces of legislation were adopted to introduce a legislative framework. Community action developed over the years<sup>17</sup>, and finally in 1992 the Treaty on European Union (Maastricht Treaty) gave it the status of a policy. A further step was taken with the Amsterdam Treaty in 1997, enshrining the principle of sustainable development as one of the European Community's overall objectives and considering a high degree of environmental protection as one of absolute priorities: the integration of environmental policies into all the other is seen as a means for achieving sustainable development (tab. 2.4 shows the main articles related to such issues). In particular, the Amsterdam Treaty provides for the creation of protected areas by taking an interdisciplinary approach, aiming not only at specific actions (e.g. tourism, agriculture) but also at integrated policies.

Tab. 2.4 - The environmental issue in the text of the Treaty.

Articles of the Treaty establishing the European Community*	Main points
<ul style="list-style-type: none"> <li>• Art.174</li> </ul>	<p>Objectives of the Community policy on the environment:</p> <ul style="list-style-type: none"> <li>- preserving, protecting and improving the quality of the environment;</li> <li>- protecting human health;</li> <li>- a prudent and rational utilisation of natural resources;</li> <li>- promoting measures to deal with regional or worldwide environmental problems.</li> </ul> <p>Community policy shall:</p> <ul style="list-style-type: none"> <li>- aim at a high level of protection;</li> <li>- be based on the precautionary principle and others (i.e. preventive actions should be taken, environmental damage should as a priority be rectified at source; and the polluter should pay)</li> </ul> <p>In preparing such a policy the Community shall take account of:</p> <ul style="list-style-type: none"> <li>- scientific and technical data;</li> <li>- environmental conditions in the various regions;</li> <li>- the potential benefits and costs of action or lack of action;</li> <li>- the economic and social development of the Community as a whole and the balanced development of its regions</li> </ul>
<ul style="list-style-type: none"> <li>• Art.175</li> </ul>	The Member States shall finance and implement the environment policy
<ul style="list-style-type: none"> <li>• Art.176</li> </ul>	The Member States are not prevented from maintaining or introducing more stringent protective measures (which must be compatible with the Treaty, and be notified to the Commission)

\* = updated by the European Union Treaty (in force since 1993) and the Amsterdam Treaty (in force since 1999)

For the period 1993-2000 with the “Fifth Community Action Programme on the Environment: Towards Sustainability”<sup>18</sup> the principles of a European Strategy of

<sup>17</sup> For example, in 1973 the Commission published its “First Action Programme on the Environment” and after 1975 research on environmental impact assessment (EIA) were commissioned.

<sup>18</sup> The Programme was approved by the Council and the Representatives of the Governments of the Member States on 01/02/1993.

As its title implies, the Programme set longer term objectives and focused on a more global approach; the two major principles were:

- 1<sup>st</sup>, the key factor of the integration of the environmental dimension in all major policy areas;
- 2<sup>nd</sup>, the need to replace the command-and-control approach with shared responsibility among the various actors.

voluntary action were established; this represented the starting-point of a horizontal (i.e. across-the-board) approach to environmental policy regarding all the causes of pollution (e.g. industry, tourism, transport, agriculture, etc.). In 1998 this approach was confirmed by the Commission first, and later by the Council.

### **2.7.1 Current adopted measures**

Now the Community institutions must take account of environmental considerations in all their policies, in particular in the fields of employment, agriculture, development cooperation, single market, industry, fisheries, economic policy and transport. A Communication on the European strategy for sustainable development, setting out the long-term objectives concerning climate change, transport, health and natural resources, was approved in May 2001.

The current Community Measure is the Sixth action programme for the environment, "Environment 2010: our future our choice", which presents the priorities and objectives of Community Environmental policy up to 2010<sup>19</sup> and describes the measures to help implementation of the EU's sustainable development strategy.

As a strictly legislative approach is not enough by itself, a strategic approach is needed. The latter uses a whole range of instruments and measures to influence decisions made by business people, policy planners, consumers, and citizens, and proposes five priority ways of strategic action: improving the implementation of existing legislation; integrating environmental concerns into other policies; working closer with businesses; empowering citizens to change behaviour; taking into account in land-use planning and management decisions.

The last theme is of great importance for our discussion therefore it is worth giving more details on the actions proposed:

- publishing a communication on the importance of integration of the environment into land-use planning and management;
- improving the implementation of the Environmental Impact Assessment Directive;
- spreading best practice and encouraging the exchange of experiences on sustainable development;
- including sustainable development in Community regional policy;
- increasing agri-environmental measures within the CAP;
- developing active partnership for sustainable tourism.

Moreover in this Programme four areas are given attention:

- nature and biodiversity ;
- management of natural resources and waste;
- environment and health;
- climate exchange.

The first three are of interest to our analysis.

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<sup>19</sup> Community Measure: Communication from the Commission to the Council, the European Parliament, the Economic and Social Committee of the Regions of 24 January 2001.

Nature and biodiversity have the objective of protecting and restoring the structure and functioning of natural systems and stopping the loss of biodiversity. There are several ways to reach this objective: the implementation of environmental legislation especially in the areas of water and air; the coordination of Community Member State's action on accidents and natural disasters; the protection and conservation or restoration of landscapes; the establishment of a Community strategy for protecting the soil; the protection and restoration of marine habitats and the coast, and the extension of the Natura2000 network to include them; the integration of natural conservation and biodiversity into commercial and development cooperation policies; the creation of programmes for gathering information about nature conservation and biodiversity; support for research in nature conservation.

As far as the management of natural resources is concerned, it mainly aims at regulating the consumption of renewable and non-renewable resources and at the reducing waste.

Several actions should be undertaken, like: a strategy for the sustainable management of resources (by laying down priorities and reducing consumption); the taxation of resource use; the removal of subsidies encouraging the overuse of resources; the integration of considerations about resource efficiency into integrated product policy; eco-labelling schemes; environmental assessment schemes; a strategy for recycling waste; investment in quantitative and qualitative prevention programmes as well as in the improvement of existing waste management schemes.

With regard to the environment and health, the policy aims at achieving a quality of the environment that will not endanger human health. The actions proposed are: identifying the risks strengthening research and setting standards accordingly; introducing environmental and health priorities into other policies; developing a new system concerning the management of new chemicals risks; limiting the use of the most dangerous pesticides and ensuring that best practice be applied; ensuring the implementation of legislation on water and air quality standards (defining also a strategy for air pollution); adopting and implementing the Directive on noise.

## **2.8 Environmental instruments and application**

As environmental policy has developed the range of environmental instruments available has expanded. In fact, besides adopting framework legislation providing for a higher level of environmental protection, the Community has also introduced a specific financial instrument (i.e. LIFE programme) as well as technical instruments: eco-label<sup>20</sup>; the Community system of environmental management and auditing (EMAS<sup>21</sup>); the system for the assessment of the effects of public or

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<sup>20</sup> Community Measure: Regulation No 1980/2000 of the European Parliament and of the Council a (see paragraph 2.8.3.)

<sup>21</sup> Community Measure: Regulation No 761/2001 of the European Parliament and of the Council (see paragraph 2.8.4)

private projects on the environment<sup>22</sup>; and the criteria of environmental inspections in the Member States.

Also the EEA (European Environmental Agency) has come to play an important role in recent years. It aims at supporting sustainable development and at helping achieve significant and measurable improvement in Europe's environment. In order to reach such objectives, the Agency supplies timely, targeted, relevant and reliable information to policy making agents and the public.

### 2.8.1 Instruments financing sustainable development: the Structural Funds

As mentioned above (paragraph 2.3) the Structural Funds are used to promote more balanced socio-economic development in the Union. Thus it is interesting to evaluate their role from the point of view of the environment (table 2.5).

Tab. 2.5 – Allocations of SF (1994-1999) (million ECU in 1994 prices)

OBJECTIVE	TOTAL	ALLOCATED TO THE ENVIRONMENT	%
1 (Lagging regions)	93,972	Sanitation & Water Distribution Industrial and Urban Environment, Nature protection Waste collection and treatment Research, Training, Other	84 % 13 % 3 % 1 %
2 (Regions worst affected by industrial decline in 1994-'96)		Decontamination, Waste treatment & clean technology Rehabilitation of industrial sites and the urban environment Training and other	53 % 41 % 6 %
3 (Long term and youth unemployment)	12,938		
4 (Adaptation of workers to industrial change)	2,246		
5 a (Agricultural and Fisheries structural adjustment)	890,251		
5 b (Vulnerable rural areas)	6,860	Environmental management, landscape and biodiversity protection. Decontamination, industrial waste treatment, clean technology Forestry development	56 % 30 % 14 %
6 (Very sparsely populated artic regions)	697,000		
Total allocations for objectives 1 - 6	138,201		
Community Initiatives	14,018		
Grand Total	152,218		

Source: European Commission (available on site: [europa.eu.int./comm/environment/agenda21](http://europa.eu.int./comm/environment/agenda21)).

<sup>22</sup> This is dealt with in paragraph 2.8.5.



With regard to national environmental authorities, they must be involved in the development and monitoring of programmes (environmental indicators are used as part of programme evaluation).

Besides, the Funds are increasingly destined to environmental improvement projects, such as the cleaning of coasts, harbours and rivers and the recuperation of industrial and urban areas.

Moreover Funds are also used to:

- promote environmentally friendly technologies;
- provide support for renewable energy, conservation, public transport and environmental management training.

### **2.8.2 Financial instruments: LIFE programme**

Regulation (EEC) No 1655/2000<sup>23</sup> concerns the financial instrument for the environment (LIFE III). The purpose of this instrument is contributing to the development, implementation and updating of Community environment policy and environmental legislation. This programme co-finances activities in the Community and in some non-Community countries.

LIFE dates back to 1992 and before it a number of financial instruments provided support to environmental policies. In fact, the Community nature conservation financing is not a recent theme: it dates back to the late 70's. Several instruments were set out to such an end like ACE<sup>24</sup> or ACNAT<sup>25</sup>.

ACNAT was almost immediately superseded by the adoption of the "Habitats" Directive (92/43/EEC) and of a new fund known as LIFE<sup>26</sup>.

LIFE I Regulation comprised several priority fields, one of which was the protection of habitats and nature.

LIFE II<sup>27</sup> started in 1996, and almost half of its total indicative budget was earmarked for nature.

As a matter of fact, so far the number of LIFE-Nature eligible projects has improved constantly (as it is shown in fig. 2.3).

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<sup>23</sup> Community Measure: Regulation (EEC) No 1655/2000 of 17 July 2000 repealing Regulation (EEC) of 1992 establishing LIFE

<sup>24</sup> ACE stands for Actions by the Community relating to the Environment. Two Regulations laid down the terms and conditions of this instrument:

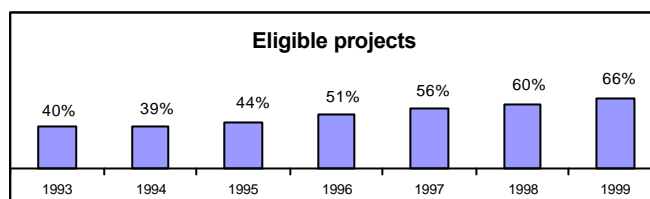
- Regulation No 1872/84, granting financial support to projects involving the development of new clean technologies, or new techniques for monitoring the quality of natural environment, and the maintenance or re-establishment of threatened biotopes;
- Regulation No 2242/87, which widened the scope including the financing of demonstration projects in the fields of waste, contaminated site restoration, and the re-establishment of land damaged by fire, erosion or desertification. (This Regulation was valid until July 1991).

<sup>25</sup> ACNAT (Action by the Community for Nature) was a fund for nature adopted in December 1991, after the end of the ACE programme. It made it possible to continue the support for actions in favour of bird species and sites.

<sup>26</sup> Community Measure: Council Regulation 1973/92

<sup>27</sup> Community Measure: Council Regulation No 1404/96 amending the Council Regulation of 1992.

Fig. 2.3 – Life-Nature eligible projects from 1993 to 1999.



Source: Available on the EU site (<http://europa.eu.int/comm/life/nature/history.htm>).

The current LIFE programme (tab. 2.6) consists of three components, and while all the three areas aim to improve the environment, each has its specific priorities:

- *LIFE-Nature*, aiming at contributing to the implementation of the Community Directive on the conservation of wild birds (79/409/EEC) and that on the conservation of natural habitats (92/43/EEC), especially the European Network of protected areas (Natura2000). The actions eligible for funding are those aiming at the conservation of fauna and flora of EU interest.
- *LIFE-Environment*, aiming at contributing to the development of innovative methods and techniques and to the further development of Community environmental policy. The eligible actions are: innovative and demonstration actions for industry, demonstration and promotion of actions for local authorities, preparatory actions to support Community legislation and policies.
- *LIFE-Third Countries*, aiming at contributing to establish the capacities and administrative structures needed in the environmental sector. Thus the eligible actions are: technical assistance actions; demonstration actions.

General criteria that projects financed by LIFE must meet are:

- be of Community interest and contribute to LIFE objectives;
- be implemented by technically and financially sound participants;
- be feasible as regards technical proposals, timetable, budget and value for money.

Tab. 2.6 - The current LIFE programme.

COMMUNITY MEASURE	Regulation (EEC) No 1655/2000 of the European Parliament and of the Council of 17 July 2000
OBJECTIVE	To contribute to the development, implementation and updating of Community environment policy and environmental legislation
CONTENTS	Implementation of the programme: <ul style="list-style-type: none"> <li>-the previous period: <ul style="list-style-type: none"> <li>· 1<sup>st</sup> phase from 23/07/1992 to 31/12/1995;</li> <li>· the 2<sup>nd</sup> phase from 01/01/1996 to 31/12/1999;</li> </ul> </li> <li>-the current period: <ul style="list-style-type: none"> <li>· 3<sup>rd</sup> phase from 01/01/2000 to 31/12/2004.</li> </ul> </li> </ul> Thematic components: <ul style="list-style-type: none"> <li>-LIFE-Nature, (submission deadline to the Commission on 31/10/2001);</li> <li>-LIFE-Environment (submission deadline to the Commission on 30/11/2001);</li> <li>-LIFE-Third Countries(submission deadline to the Commission on 30/11/2001)</li> </ul>

As far as our Country is concerned, the LIFE programme has had considerable relevance, in fact several projects have been submitted; some in particularly regard the Regione Marche (tab. 2.7.).

Tab. 2.7 – LIFE projects in the Regione Marche.

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- 1992:	First phase of the implementation of the Habitats Directive in Italy (LIFE 92 NAT/IT/013100);
- 1994:	First phase of a coordinated action plan in favour of the mammals in the Alps and Appennines (LIFE 94 NAT/IT/000575). Extension of the Habitat Italia programme (including the Bioitaly programme) (LIFE 94 NAT/IT/001048). Second phase of a coordinated action plan in favour of the mammals in the Alps and the Pennines (LIFE 94 NAT/IT/001077);
- 1995:	Urgent action programme for the protected areas in Italy (Action A: Central Italy: II phase) (LIFE 95/ NAT/IT/000693). First phase of a coordinated action plan in favour of the mammals in the Alps and the Apennines. (LIFE 95 NAT/IT/004802);
- 1997:	Conservation of wolves and bears in the new parks of CentralApennines (LIFE 97 NAT/IT/ 004141);
- 1998:	Conservation of forest in the “Conero Natural Regional Park” (LIFE 98 NAT/IT/005083);
- 1999:	Natura 2000 network in Italy: management models (LIFE 99 NAT/IT/006279).

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Source: the site of the EU Commission (<http://europa.eu.int/comm/life>).

The 1998 LIFE project is of interest to our discussion as it involved the “Conero Natural Regional Park” covering a period from 1998 to 1999 (tab. 2.8 for details). The main objective of the project was to undertake urgent conservation actions in the two predominant habitats of Community interest in the pSCI (proposed Sites of Community Interest):

- the “Quercus ilex” forest, i.e. the holm oak forest;
- the “Salix alba” (white willow) and “Populus alba” (white poplar) gallery woods, i.e. riparian forests<sup>28</sup>.

Tab. 2.8 – Life project for the Conero Natural Regional Park

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Beneficiary	Consorzio di Gestione per il Parco naturale regionale del Conero.
Duration	01-04-1998 > 01-10-1999
Life contribution	€242,971.21 (38% of the total budget)
Total budget	€639,397.91

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Source: available on the site of the EU Commission (<http://europa.eu.int/comm/life>).

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<sup>28</sup> The first point aimed at safeguarding the holm oak forest, and this objective was pursued by gradually eliminating the Aleppo pines as they prevented the spontaneous development of native species.

The second point aimed at restoring the original composition of the riparian forests (along the watercourses). The project involved the elimination of alien species and the planting of indigenous ones (e.g. black poplar, grey willow).

### **2.8.3 Technical instruments: eco-label**

Ecolabelling is an important technical instrument dating back to 1992<sup>29</sup>; its objective is to promote products with a reduced environmental impact compared with others in the same product group.

The Community eco-label award is designed to such an objective and to provide consumers with accurate and scientifically based information and guidance on products.

Products must meet certain environmental requirements and specific eco-label criteria. These criteria must be fixed by product groups and be based on: the product's prospects of market penetration; the technical and economic feasibility of the necessary adaptations; and the potential for environment improvement.

Product groups must fulfil some conditions: besides having a considerable environmental impact, they must represent a significant volume of sales and trade in the internal market; moreover they must have a significant potential for making environmental improvements possible through consumer choice; and a sizeable part of the sales volume must be sold for final consumption or use. Products with the award of a European eco-label are recognisable by the "daisy" logo.

Eco-label is a voluntary scheme, whose promotion is a task of both the Commission and the Member States. Campaigns must be carried out aimed at spreading information and increasing awareness; all the actors involved (producers, distributors, institutions, associations) should play an active role in promoting the eco-brand towards consumers<sup>30</sup>.

With regard to the implementation of this Measure, the number of businesses involved is increasing; for example in our country there are 144 labelled products belonging to 15 enterprises<sup>31</sup>.

### **2.8.4 Technical instruments: EMAS**

The Community eco-management and audit scheme (EMAS) dates back to 1993 (when Council Regulation (EEC) No 1836/93 came into force<sup>32</sup>).

At present there is a new Regulation (No 761/2001) replacing the previous one.

The objective of the scheme is promoting a continuous improvement of the environmental performance of all the European organisations together with providing the public and private actors with relevant information.

Organisations wishing to take part in the scheme have to adopt an environmental policy, and conduct an environmental review of activities, products and services.

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<sup>29</sup> Community Measure: Regulation No 880/1992 replaced by Regulation No 1980/2000 of the European Parliament and of the Council of 17 July 2000 on a revised Community eco-label award scheme.

<sup>30</sup> As results from a document presented in a Conference by Luiss Management and ANPA (Fieschi M., "L'etichetta che premia l'ambiente: il punto sull'ecolabel. Strategie, obiettivi e potenzialità" published in "De Qualitate", Febbraio, 2002).

<sup>31</sup> From "L'angolo dell'ecolabel" in *La Nuova Ecologia*, Febbraio 2002, pag. 39.

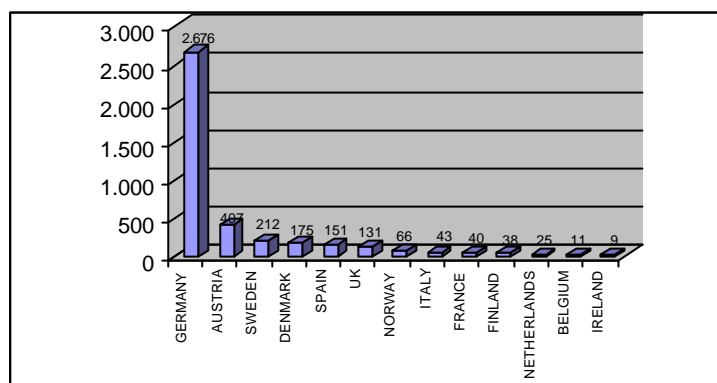
<sup>32</sup> The scheme has been open for participation by companies since April 1995.

Obviously, an environmental management system must be introduced and environmental auditing should be carried out regularly.

Finally, a mission statement must be made and registered with the relevant Member State body and subsequently made available to the public.

Member States, as well as the Commission, should promote this scheme: the greatest number of people should be made aware of it (fig. 2.4 shows the current number of EMAS certifications). In particular, the participation of small and medium-sized undertakings should be encouraged.

Fig. 2.4 – The number of EMAS certifications in some European countries (Oct. 2001).



Source: data available on the ISO 14000-EMAS site.

### 2.8.5 Technical instruments: assessment of the effects of plans and programmes on the environment

New Directive (No 42/2001)<sup>33</sup>, following Directive 85/337/EEC, introduces a system of prior environmental assessment at the planning stage.

It applies to plans and programmes which are likely to have considerable environmental effects.

Environmental assessment is required for plans and programmes prepared for town and country planning, land use, transport, energy, waste management, water management, industry, telecommunications, agriculture, forestry, fisheries and tourism. Moreover it applies to the adoption of plans and programmes involving sites protected by Directive 92/43/EEC, as required under that Directive (which will be dealt with in the next paragraph).

The competent authority of the Member State concerned, before adopting a plan or programme, is required to carry out an environmental assessment. After consulting the competent environmental authorities, it must prepare an environmental report. The draft plan or programme together with the report must

<sup>33</sup> Community Measure: Directive 2001/42/EC of the European Parliament and of the Council of 27 June 2001 on the assessment of the effects of certain plans and programmes on the environment. Deadline for implementation of this legislation is: 21 July 2004.

be available to the authorities responsible for the environment and to the public, so that each part is able to express its views.

The Member State must send a copy of the above mentioned documents to other Member States:

- if it considers that the plan or programme has environmental effects on the territory of those other Member States;
- on request of those other Member States.

All the opinions expressed must be taken into account by the competent authority during the preparation of the plan or programme and before its adoption.

Finally, once the plan or programme has been adopted, the Member State informs all the parties concerned which have been consulted.

### **2.8.6 Protection of nature and biodiversity: a detailed analysis of the measures**

The protection of nature and biodiversity are object of several measures<sup>34</sup>:

An important measure is: “*Sites protected by directive 92/43/EEC: natural habitats (Natura 2000)*”.

This Directive<sup>35</sup> regards the conservation of natural habitats and of the wild fauna and flora. Its objective is to maintain biodiversity by conserving natural habitats and wild flora and fauna.

The Directive fixes a European ecological network: “Natura2000”, which includes “special areas of conservation” defined by Member States according to the provisions of the Directive and special protection areas according to Directive 79/409/EEC (conservation of wild birds).

A list of the habitats and species, whose conservation requires the designation of special areas, is provided for.

Another important measure is the “*Biodiversity Action Plan for agriculture*”.

In fact a recent Commission Communication<sup>36</sup> establishes an action plan in order to improve or maintain biodiversity status and avoid further biodiversity loss due to agricultural activities.

Biodiversity stands for variety of species and related habitats, ecosystems, and genes.

An analysis of the reciprocal relationship between agriculture and biodiversity points out mutual benefits but also the pressure made on biodiversity by farming. Thus, there are several priorities for the action plan.

Another interesting measure is the “*Biodiversity Action Plan for Fisheries*”: the above mentioned Communication (dated 27 March 2001) in the Volume IV establishes an action plan to improve or maintain biodiversity status and avoid biodiversity loss due to fisheries and aquaculture activities.

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<sup>34</sup> This theme needs to be dealt with as in our country the law discipline of biodiversity has been mainly developed by implementing EU’s Directives (and international agreements).

<sup>35</sup> Community Measure: Council Directive 92/43/EEC of 21 May 1992 amended by Council Directive 97/62/EC of 27 October 1997.

<sup>36</sup> Community Measure: Commission Communication of 27 March 2001 to the Council and the European Parliament Biodiversity Action Plan for Agriculture (Volume II).

## **2.9 The Member States and the common cause with the EU**

In short, over the past 30 years the European Community has established a strong structure of law to protect the environment and to turn economic development towards a long-term sustainable path.

It should be remembered that “today’s actions will dictate the environmental quality and economic sustainability of tomorrow”<sup>37</sup>, thus such important issue should be given the due attention in all European and national programmes.

Therefore the Member States must make reference to a common legal structure which on one hand binds them with a set of common standards procedures, on the other hand it provides for a set of financial tools supporting projects.

In the looking for funds the EU should be seen as an actual partner: thus a constant updating is necessary so not to miss opportunities.

### **2.9.1 EU and the environmental question: summing things up**

At European level, not enough attention has been paid to the broad theme of the environment.

In fact the several dossiers, dealing with different problems and aspects have not yet taken into consideration, for instance, a “green” or “white” Book about protected areas, this could be useful to verify similarities and discrepancies in the European framework.

The recent “White Book” (issued by the European Commission on 25 July 2001) points out the theme of “European governance”, including wide questions and as one objective is “finding the fair balance between imposing a consistent structure and allowing more flexibility in the implementation of rules”, also the problems of protected areas should be involved.

Among the proposals of the Book, one regards the improvement of the implementation of EU’s policies by drawing up contracts that involve specific objectives and should be made between the Member States – Regions - local authorities. According to the Commission, such idea could be applied to environmental policy which more than others, requires the recurring concepts of subsidiarity and networking<sup>38</sup>.

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<sup>37</sup> From “Taking European Environment Policy into the 21<sup>st</sup> Century” available on the net: [http://europa.eu.int/comm/environment/agend21/implem.htm#\(24\)](http://europa.eu.int/comm/environment/agend21/implem.htm#(24))

<sup>38</sup> These concepts were also emphasized by Prodi (The President of the Commission) during his speech to the European Parliament, in occasion of the expounding of the White Book.





## CHAPTER 3: THE PLANNING OF PARKS: NATURE V/S ECONOMICS

### Foreword

Each territory should have its own development plan worked out in cooperation with local actors (and the different levels of institutions).

What is to be pointed out, in this discussion, is that planning needs to be carefully carried out since it regards an important issue such as “nature” and its management.

Nowadays the protection of nature has great importance and parks are supposed to play a fundamental role in it.

Indeed the attention and respect given to nature are not new, not dating back to the 90s (e.g. The Rio de Janeiro Summit in 1992) but coming from ancient cultures, such as the Latin one (e.g. Lucretius, Virgili, Plinius).

### 3.1 Protected areas in Europe

The planning concerning protected area has recently been promoted.

In Europe there are different behaviours concerning the management of such areas: it is possible to make a general distinction between the northern countries and the central-southern ones.

The North of Europe has been characterised since the beginning<sup>1</sup> by policies of integration between preservation and land use. The key words are:

- *preservation*, covering the whole territorial management. In fact preservation policies are intersectorial and based on development and planning use);
- *co-ordination*, between the protected areas planning and that of the other sectors.

With regard to the central-southern countries, at first protected areas policies were not connected to other policies; then in 90s links with the other territorial policies developed, and the idea of protection was extended to the whole territory<sup>2</sup>.

### 3.2 Protected areas in Italy

Protected areas, in our country, have significantly increased after the approval of the Protected Areas Act 1991<sup>3</sup>: many national, regional and local parks have been instituted since then<sup>4</sup>.

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<sup>1</sup> For example:

- in Scotland and Czech republic, the logic of sustainable development is widely spread;
- in England (with a remarkable tradition in environmental protection) the policies involve conservation, leisure as well as the socio-economic development of the communities.

<sup>2</sup> New regulations involve, for example, Italy, Spain and Portugal.

<sup>3</sup> L. 394/91 Protected Areas Act, recognising the parks as instruments of the national policy.

<sup>4</sup> The increase in the number of protected areas has been favoured by:

- greater attention of the public opinion to conservation policies;

At present, protected natural areas cover 10% of the total national territory (see table 3.1), and relevant issues have arisen: what should the management of such areas be and what is the path to follow in order to reach the goals of landscape (nature conservation) and economic development.

Tab. 3.1 – Protected Natural Areas in Italy

Typology of Protected Area:	No of areas	Surface (ha)
- National Park	22	1,380,000
- Seascape & Natural Reserve	159	280,000
- Natural Regional Park	110	1,190,000
- Natural Regional Reserve	252	140,000
- Others protected areas	128	70,000
<b>TOTAL</b>	<b>671</b>	<b>3,060,000</b>

Source: Federparchi surveys published in “Il sole 24 ore” of 29-11-2001.

### 3.3 Relationship between protected areas and socio-economic development

In Italian parks the environment and landscape conservation question is closely linked to socio-economic development themes.

In a modern sense, a “park” is not a naturalistic island but an open system, to which man with his economic activities belongs (Barone, 2000)<sup>5</sup>.

An improvement policy only considering the single park, outside the surrounding territorial context, is unlikely to be successful.

The point is not to protect some happy islands, but improve the overall environmental quality of the territory. A severe policy for parks and protected

- 
- the new national instruments (e.g. law No 394/91 and 426/98);
  - the EU’s context (e.g. 5<sup>th</sup> Environmental Action Programme, 5EAP).

<sup>5</sup> Barone V., (2000), “*Il Parco come promotore di sviluppo*” in *Aree protette e sviluppo economico – Quaderni di Gargnano (Convegno internazionale 21-22 ottobre 1999)*, pages 115-127.

areas should be inserted in a European strategy of enhancement of environmental assets (Gambino, 1998)<sup>6</sup>.

Nowadays the protection of nature cannot be considered an alternative choice to processes of local development; therefore the purpose is to preserve nature through the definition of new forms of man's adaptability to the environment.

Yet, official documents do not always take these issues into consideration.

### 3.4 The instruments of planning

The law 394/91 made the planning for parks compulsory.

At present, the planning of the park is going through a minute process of redefinition. As a matter of fact the view of the direct defence of the environment (landscape, nature) in the Plan has proved ineffectiveness as it is meant as a normative tool.

Special Agencies for the management of protected areas have been created by the law: they are endowed with particular instruments for land use and development planning (Master Plans, Socio-Economic Development Plans, i.e. SEDP) that are different from the usual tools although closely related to them.

Following the framework law 394/1991, the plan for development (i.e. Social and Economic Long-term Plan, hereafter known as SELP) was relegated to second position, so that the majority of parks have given up its implementation.

In the law text, the clean hierarchic subordination of the SELP to the Master Plan is evident<sup>7</sup>.

The point is that the SELP is entrusted to a consulting body (i.e. the Park's Community); moreover it follows the Master Plan chronologically and must respect the bonds and aims of the latter.

The recent law 426 of 1998 ("New measures in the environmental field"), reforming the above mentioned law (No 394/91), positively innovated it, giving to the SELP a parallel role to the "Master Plan" and integrating both planning tools under the same responsibility of the Park's Agency and the Park's Community (in fact at article 31 it states that both plans must be started at the same time).

A change in the conception of park planning is evident: a shift from a restrictive approach, which takes into consideration the naturalistic aspects and denies the relevance of relations between them and the socio-economic ones in the same territory, to an integrated approach based on the interaction between ecology and economics, nature and society and a dialogue among institutions.

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<sup>6</sup> Gambino R., (1998): "*Politiche dei parchi e valorizzazione del patrimonio ambientale*" in "Cento Idee per lo sviluppo", pages. 563-565.

<sup>7</sup> In fact art.12 states "the protection of natural and environmental values is entrusted to the Park's Agency and it is pursued in the Plan of the Park (Master Plan)". Such a plan is to be scheduled within six months from the park's institution and it is to be adopted by the Region within the following four months. Instead the Park's Community (art.14) is a consulting body, which also makes proposals and within one year from its constitution presents a Social and Economic Long-term Plan (SELP) to promote compatible activities, deciding about the bodies whose task is the realization of interventions, if necessary through Programme Agreements. This plan (SELP) should be arranged "respecting the park's goals and the bonds fixed by the Master Plan and by the regulations". The plan is subjected to the binding advice of the directing Counsel of the park.

Thus, the two plans are to be seen as “growing ever more intertwined in the planning process” where the concept of “conservation” is combined with the concept of “development”<sup>8</sup>.

### **3.4.1 National planning**

The simultaneous presence of the Master Plan and SELP has accelerated the process of SELP elaboration; yet the objective of economic planning of the park is still far from being achieved<sup>9</sup>. As a matter of fact regarding the national parks, only three out of the twenty-two parks have an approved, operative plan. Table 3.2 shows the conditions of socio-economic plans up to March 2002.

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<sup>8</sup> Matteoli (Minister of the Environment) in the message addressed to the national assembly of Federparchi (21 June 2001).

<sup>9</sup> Differently from other European countries, where there is a good planning process.

Tab. 3.2 - State of processing of the SEDP for Natural Parks in Italy.

NATIONAL PARK	STATE OF PROCESSING		
	Not begun	Being drawn up	approved
1. Maiella		X	
2. Abruzzo	X		
3. Gran Sasso e Monti della Laga		X	
4. Pollino		X	
5. Aspromonte		X	
6. Sila (Calabria)	X		
7. Cilento e Vallo di Diano			X
8. Vesuvio		X	
9. Foreste Casentinesi, Monte Falterona e Campigna		X	
10. Circeo		X	
11. Cinque Terre		X	
12. Monti Sibillini			X
13. Val Grande		X	X = in course of approval
14. Gran Paradiso	X		
15. Gargano		X	
16. Arcipelago di La Maddalena		X	
17. Golfo di Orosei e Gennargentu	X		
18. Asinara	X		
19. Arcipelago Toscano		X	
20. Stelvio	X		
21. Dolomiti Bellunesi			X
22. Appennino Tosco-emiliano <sup>10</sup>	X		

Source: direct survey

<sup>10</sup> The Appennino Tosco-emiliano National Park was recently instituted (in February 2002).

### 3.4.2 Regional planning

The competence of Regions for parks and protected areas in general dates back to the late 70s. DPR No 616/77<sup>11</sup>, transferring the subject from the State to the Regions, was a fundamental step contributing to the growth process of protected areas<sup>12</sup>.

As for economic programming in the regional protected areas, interesting results emerge from a recent survey carried out by the WWF Italia (tab. 3.3). It is important to stress that the Regions have not always followed the principles of the Outline Law with suitable legislation; in fact not all the parks included in the table have worked out a real socio-economic development plan equal to the plan for national parks.

Tab. 3.3. – Number of regional protected areas provided with economic planning tools.

TYPOLOGY OF PROTECTED AREA	PLANNING TOOL		
	Being drawn up	Approved	In adoption
1. Natural Regional Park	25	9	5
2. Natural Regional Reserve	24	7	2
3. Urban Park (Lazio)	-	1	-
4. Sub-urban Park (Lazio)	1	1	-
5. Oasis	-	1	-
6. Systems of Protected areas	1	1	-
7. Natural Provincial Reserve (Toscana)	25	-	-
8. Natural Provincial Park (Toscana)	2	-	-
9. Archeological Regional Park (Basilicata)	1	-	-

Source: processing on WWF Italia data

At a regional level there are three different planning forms:

- landscape planning tools (landscape plans provided for by law No. 431/85);
- territorial planning tools (regional territorial plans and schemes);
- economic planning tools (regional development plans).

The search for connections among these co-existing tools is necessary in order to have a coherent scheme of regional instrumentation.

To our purpose it is important to look for the connections between the second and the third form of planning. In fact the function of the territorial plan is to outline the territorial implications of the policies of the Regional Development Program (RDP), estimating the territorial compatibility of future projects. The two plans should become one document, pursuing the economic and territorial development in a co-ordinated way. The matter becomes complicated when the system of specialized Plans (particularly park Master Plans, Socio-Economic Development Plans and also provincial plans, all concerning the same territory) is inserted in the scheme of regional plans.

<sup>11</sup> DPR stands for Decree of the President of the Republic.

<sup>12</sup> In fact, regional protected areas cover a big surface nowadays, i.e. more than 1,000,000 ha (as the previous tab. 3.1 shows).

According to the Outline Law, park plans (Master Plans) should enjoy autonomy: co-ordination can be pursued only through co-planning forms.

- The socio-economic park plans have to cope with the same coordination problem existing between Regional Territorial Plans and Regional Development Programs.

### 3.5 Planning for the Conero Natural Regional Park

The Department of Economics of the University of Ancona has been involved in the setting up of the SELP for the Conero Regional Park<sup>13</sup> (tab. 3.4).

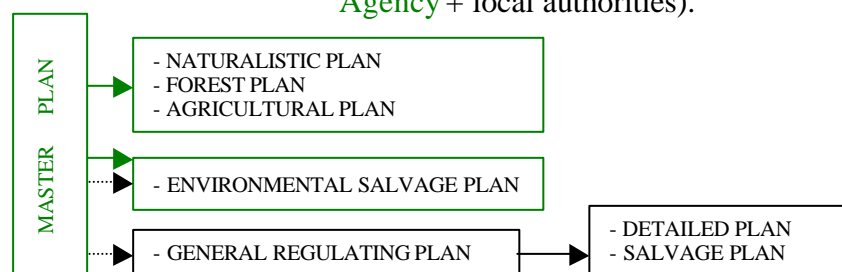
Tab. 3.4 – The Conero Natural Regional Park.

Year of establishment	1987
Surface and No of municipalities	6000 ha, 4 municipalities (Ancona, Camerano, Sirolo, Numana)
Human activities	Tourism, industry, services, farming, fishery, handicraft
Organs of the Park Agency	- Management Council; - Executive Committee; - Administrative office.
Planning instruments	- Master Plan; - SELP. (approval of both plan is submitted to the Region).

In the above mentioned scenario, involving the coordination of Plans, a forced choice had to be made by the work-team for the SELP. Thus, the team started from the analysis of the existing Master Plan, in order to find strategies integrating the various approaches and starting a collaboration process with the political managers of the park and the local authorities.

The Conero Park Master Plan fixes three plans as implementing tools of exclusive competence of the Park's Consortium. They are: the naturalistic plan, the forest plan and the agricultural plan. Secondly, it determines the environmental salvage plans to be implemented them together with the local authorities. Eventually, the Plan of the Park is acknowledged by separate municipal regulating plans, which in turn are implemented through detailed plans and salvage plans (fig. 3.1)

Fig. 3.1 – Implementation of the Conero Natural Regional Park Master Plan (Park Agency + local authorities).



Source: Sotte F., (1999) "Verso il PPES. Bilancio dell'analisi preliminare e linee del programma economico."- Quaderni del Parco, n. 1.

<sup>13</sup> The work has been carried out on the basis of a Convention of the University of Ancona and the Consortium of the Conero Regional Park.

In this context, even if the SELP is provided for by the law, it has no precise location, therefore it should be considered as something external somehow linked to the Master Plan and consequently to the lower plans.

Not only is its role that of integrating into the other plans; it is also supposed to interact with them.

It is evident that there is a discrepancy in this scheme as it is asserted that two intervention tools, concerning the same territory, are fundamentally unconnected and bring about the risk of conflicting instructions, or overlapping and incompatible interventions.

However, the Master Plan appears rather open as far as territorial areas with more economic value are concerned.

A convergence among plans can be possible and lead to the definition of priorities at the implementation stage.

Therefore if the SELP is included in the above scheme, interaction between the Master Plan and the SELP is possible and gives concrete form to a common set of implementing choices (common plans can be realized).

In short, the solution adopted for the SELP has been the adoption of the same targets and bonds as the Master Plan, so that the main points of reference are:

- the controlled use of bathing tourism;
- the preservation and upgrading of historical towns and new urban areas;
- the upgrading of agricultural activities together with new techniques and cultivation testing, taking into account the landscape preservation;
- the improvement of economic and job opportunities connected to the Park.

Even if such targets can be shared from an economic point of view, there are still some limitations which regard:

- economic compatibility, as an evaluation of the Plan's economic implications is lacking. In fact the Master Plan's provisions regard the allowed and prohibited behaviours, which are determined apart from economic consequences;
- territorial compatibility, due to a lack of analysis regarding the Park's external relations. In fact the Master Plan focuses on the Park's territory without considering the of a "wider area" surrounding the park, which is highly populated and active;
- temporal compatibility, as the Master Plan is a static tool that does not take into account the respect for the rules. Therefore the Park's task is to contribute to the search for operational solutions that allow the implementation of the programming action and make it verifiable. In this a central role is played by the ex-ante, intermediate and ex-post evaluation.

The second point (territorial compatibility) deserves a more accurate discussion.

First of all, the Park's area has a small size, so it cannot contain all the socio-economic aspects. Secondly, it is surrounded by a very dynamic and substantial socio-economic system: the so called "wider area". Besides the entire territory of the Park's municipalities (tab. 3.5): Ancona, Camerano, Numana and Sirolo, it also includes the adjoining ones: Offagna, Osimo, Castelfidardo, Recanati, Loreto, Porto Recanati.



Tab. 3.5 - The Conero Park: surface.

Municipalities	% Park	Surface (ha)
Ancona	52.0	3,183
Sirolo	20.8	1,251
Numana	16.3	0,983
Camerano	9.9	0,596
TOTAL	100	6,012

In such an area three specialized sectors are outstanding:

- the service sector: it regards Ancona and involves trading (thanks to the harbour) and the political function of the Region's capital city;
- the manufacturing sector: it involves small towns like Camerano, Castelfidardo, Recanati and Osimo;
- the tourist sector, concerning other towns like: Sirolo, Numana, Porto Recanati and Loreto (the last specialized in religious tourism due to its shrine).

The territory is well served by several road networks (the A14 highway, the SS 16 State's street), by the railway (connecting the North the South and the inside areas) and by the harbour.

All this calls for a specific approach to the socio-economic programming of the Conero Park which must be developed first of all in the light of high local demand. For this reason the park should be regarded as an urban park.

Therefore a deep integration between the SELP and the local development strategies is needed, even if it involves two problems:

- the integration of the territory's tools and the determination of infrastructures' layout;
- a close verification of the surrounding population's requirements.
- Not less important are the socio-economic links with the territory outside the "wider area"<sup>14</sup>.

All the above mentioned aspects are positive but there are also some negative effects, like: the traffic congestion caused by the considerable sea traffic, the transit of ships in the sea facing the park.

It is also important to cast a light on the economic aspects connected to the coast and the sea, that is to activities like bathing, fishing and aquaculture, yachting, and aquatic sports.

Some contradiction can be noted about the separation of competence between the land Park (Region and Consortium of the Park) and the sea Park (Ministry of the

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<sup>14</sup> In fact the park is a destination also for non-local, or even foreign tourists for several reasons: besides beach tourism there is also: naturalistic tourism, and the use of local accommodation facilities; there are considerable tourist flows into and out of Ancona harbour (more than 1,000,000 passengers embarking and disembarking) and the towns of Loreto and Recanati (more than 1,400,000 presences). Both these flows do not directly involve the park but they represent potential demand; some of the park's products, for example the "Rosso Conero Wine", represent the source of potential demand.

Environment). This problem needs a solution but until it is found it is sensible for the various bodies to start “concertation”.

### 3.6 Economics of the Park<sup>15</sup>

Several economic aspects can be found in the park area:

- economics of the coast;
- economics of agriculture;
- economics of local handicraft and art;
- economics linked to urban development.

As for the first type, many are the activities mainly centred on (fig. 3.2):

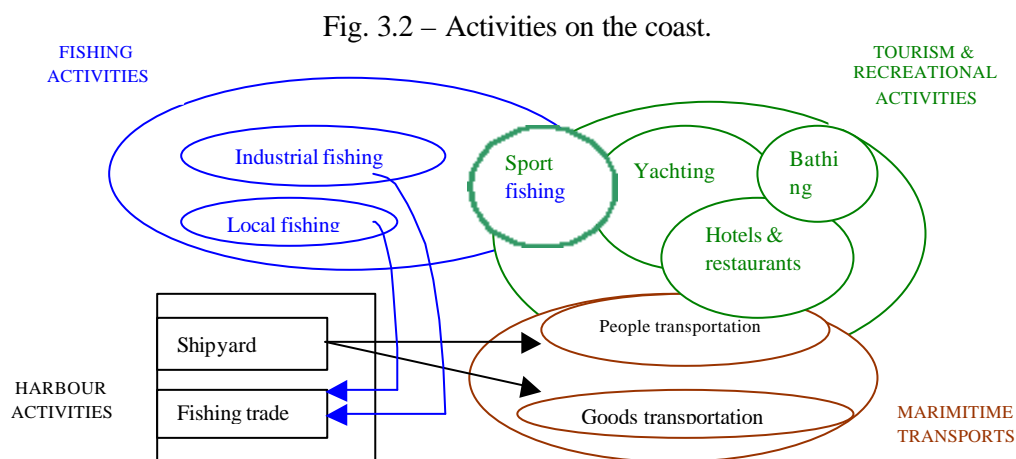
- tourism (e.g. hotel industry, camping, rented apartments and rooms);
- catering and other connected activities;
- entertainment and sport (e.g. discothèques, pubs, bowling, golf course and sports centres)
- bathing, which includes activities connected with the use of beaches;
- yachting, sea transportation, fishing and mariculture.

The different uses of the coast are additional but sometimes in competition with each other.

There are also problems arising from such a scenery:

- the space-time imbalance, as the number of tourists is strictly linked to the period (more than 53% in July and August), and has a spatial concentration;
- the varied offer to Conero tourists: from the luxury accommodation in some places (Portonovo, Sirolo) to mass tourism elsewhere (Numana);
- anthropic pressure: this is too high, for example the number of people per meter on the beaches in Numana is six times as high as in Senigallia, and also Sirolo and Portonovo are overcrowded.

The above mentioned reasons demand a more balanced use of the Park.



Source: Bussoletti S., Esposti R., Moroni E., (2000) “L’economia del mare lungo la costa di Ancona.” *Quaderni del Parco*, N. 6, Università di Ancona – Dipartimento di Economia.

<sup>15</sup> This paragraph and the following draw on: Sotte F., “Verso il PPES. Bilancio dell’analisi preliminare e linee del programma economico”. *Quaderni del Parco*, n. 1 (1999).

Moving on to the economics of agriculture, at present the overall situation is worrying.

Two types of agriculture are present: the so called “agriculture aiming at receiving contributions” from the government and the agriculture addressed to the market.

The first one covers an area of 2,800 ha; this surface is mostly used for seed cultivations: wheat, sunflowers, corn and sorghum (64%) or for industrial products like beetroot (23%) and for forage (4%).

In such a context cattle breeding is scarce<sup>16</sup>, and this can be considered a sign of the general imbalance of Conero agriculture.

What characterises this type of agriculture is the low labour intensity due to high mechanisation, and also the EU compensation policies, which tend to privilege seed products<sup>17</sup>.

The obvious effect is the decrease of the fertility of the soil together with a loss of genetic variety and the destruction of geological and hydro-geological balance.

This type of extensive agriculture aims more at “cultivating the contribution” than to yield products for the market<sup>18</sup>.

The other type of agriculture (i.e. market oriented) is the opposite. It covers a surface of 100-200 ha, where the main activities are: the viticultural production of “the Rosso Conero” wine, some biological farms, producing lentil, chickpea, chickling, beans, and eleven holiday farms.

These activities are likely to play a very important role in the future, even if their present role is still limited<sup>19</sup>.

As for handicraft and art, they have a modest role in the total economy of the Park, but they play a crucial function as they create an original image of the park and strengthening the sense of identity and uniqueness.

Several activities are present, like: sculpture and stone painting, pyrography<sup>20</sup> earthenware and ceramics, hand wrought iron, shells, and textiles.

The artistic activities concern: the theatre “Alle Cave”, landscape painting contests and a small but significant musical activity.

As regards the economy of urban development, a distinction must be made according to areas.

In the area nearer to Ancona the standard of living is quite high. This has made it possible to use the existing buildings (mainly farm houses) and the result is a considerable transformation in the use and shape of the landscape.

In the old towns (first of all Numana and Sirolo, but also Massignano, Montacuto, Varano and Poggio) there is still the possibility to heighten the quality of life thanks to policies of urban re-qualification and the reorganization of mobility.

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<sup>16</sup> As a matter of fact, cattle rearing is often destined to private consumption.

<sup>17</sup> Such cultivations are entirely strange to the local agricultural tradition, where there was integration between cultivating and cattle rearing and the crop rotation was in favour of a high and positive environmental impact.

<sup>18</sup> In this way high prices and compensations to farmers do not stimulate the enterprise, in fact renting is favoured and speculative behaviours are spurred.

<sup>19</sup> For example, 225-250 farms have adopted compensation policies (supporting seeds productions), while only 17 have benefited from measures aimed at environmental safeguard.

<sup>20</sup> Pyrography: the engravings on leather made with a sharp point.

On the southern coast there is a different situation. The most evident pressures of tourist exploitation are especially at the sea level; this has caused a substantial territorial change producing the Numana area, and the neighbouring holiday village “Taunus” too.

For an evaluation of the economic impact of the urban areas two things must be considered: the effect on the land rent and the activities of some specific sectors (e.g. building and up keeping of houses).

### **3.7 Implementation of the Master Plan**

The Master Plan provides for a complex list of operational instructions, which aim at the re-establishment or the improvement of the landscape and natural resources and at their management and up keeping.

The Consortium of the Conero Park allocates resources for these purposes but there are opportunities of investment for other public institutions or private actors. Some of them are temporary investments, but they imply considerable funding and may have a considerable effect in the short-medium term<sup>21</sup>.

Other choices are not temporary as they involve routine activities connected to the existence of the park. They are part of standing expenses<sup>22</sup>.

Both kinds of activity can have a considerable impact directly on labour through activities linked to the resources of the park (e.g. tourism).

### **3.8 Goals and tools for the SELP**

The park can be analysed according to its different aspects:

- as a quality place;
- as a meeting point;
- as an urban park;
- as an open system;
- learning opportunity;
- promotion (i.e. how the park makes itself known).

#### **3.8.1 Park as a quality place**

The park exists because of its particular and remarkable environmental value, which is felt by its users. This high value concerns its nature and morphology and extends even to some urban settlements (e.g. the town of Sirolo).

Unfortunately besides good points there are also conditions of degradation such as territorial or landscape imbalance.

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<sup>21</sup> Several are included in this context, like: improvement of recreational activities, building of technological networks and purification plants, development of sports facilities, rearrangement of the marbles and of the existing buildings together with the architectural renewal of recently built settlements, improvement of roads, protection of wood lanes and fauna, etc.

<sup>22</sup> Preservation of the historical landscape, maintenance of the present technological networks, up keeping of pathways, reclamation and reinforcing of cliffs, and reintroduction of private gardens.

An important target for the SELP is the increase of the qualitative standards both of the overall territory (landscape, nature, settlements, infrastructures) and of its economic uses (tourism, manufacturing, handcraft, agriculture, fishing).

### **3.8.2 Park as a meeting point**

The first purpose of economic and social planning in the park is the creation of a local identity; therefore the role of the local community in formulating the SELP and carrying out projects is extremely important.

The park is meant as a point of integration. There are two aspects of this integration: an internal view (coast and countryside) and an external one (market).

The first regards the readjustment of the functions and the use of the territory of the park, so the country area and its small towns obviously must be given priority. In fact while this area is rather neglected, the whole economy of the park is concentrated on the coast that is more urbanised.

All this begets heavy environmental impacts because of carelessness or exaggerated use; in this way good economic opportunities are missed.

The second type of integration concerns the need of identifying local authorities and individual or private interests too. The concertation process among actors and institutions coming from different parts and having their own ends is relevant. In this case priority must be given to integrated projects or area projects, i.e. those involving a part of the territory falling within the competence of several actors.

### **3.8.3 Park as an urban park**

One of the features of the park is its being an urban park too. Firstly, it borders on the “wider area”; this implies being at the service of the community living in it.

A second feature is given by the crucial role of Ancona, which is the main gate (entrance) to the Park<sup>23</sup>.

Ancona is at the same time external to the park and in a sense one thing with it. This entails an adaptation of the town as far as street furniture is concerned. This target has great economic, cultural and social importance; it should be pursued by finding better ways to foster the enjoyment of the park by the inhabitants of Ancona, not only in summer but also in other seasons, and not only favouring activities linked to bathing, but encouraging tourists and visitors, who are attracted to Ancona and its harbour. The town is also an economic and social context by which the park can get the energy needed for its life.

### **3.8.4 The Park as an open system**

Obviously, the Conero Park must be planned as an open system.

If communications are taken into consideration, a problem emerges: the integration of partially external towns and adjacent ones. Although there are provisions for an adjustment of communal PRG (general regulating plans) to the

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<sup>23</sup> In fact the cliffs of the park reach Ancona as far as Mount Cardeto and the San Ciriaco hill.

prescription of the Master Plan, regarding the territory included in the park, there are no conditions or bonds for the areas which are outside its boundaries.

Furthermore the topic of an open park involves more general effects. In fact the role and the functions of the actors defining the arrangement of the park should not be forgotten also if they can be considered as external to the park. For example travel agencies play an important role orienting the tourist flow on several occasions, e.g. “Parco produce” (Park produces)<sup>24</sup>. There could be also many possibilities of opening shops, selling typical products, or establishing information centres outside the park (e.g. at the harbour or at the airport of Ancona).

### **3.8.5 The Park is learning**

It should not be forgotten that the park needs new competences and more specialization. Two processes are involved: training and evaluation.

In the first the focus is on competence and suitable training interventions; this means that it is possible to make use of regional programmes concerning vocational training or of those regarding the third objective of structural reform of EU.

Evaluation requires financial resources and enthusiasm in order to create an efficient system.

Therefore it is necessary for the park to be endowed with a projecting and monitoring centre (according to the latest plans).

### **3.8.6 The Park makes itself known**

A park is a cultural project too. A generic demand for environment, which is often due to specific environmental emergencies, gave birth to the idea of a park.

With regard to the Conero, emergencies are: the Mount with its natural resources and its coast with its landscape resources.

However neither can be safeguarded nor can economic opportunities be envisaged if the SELP misses its goal, the finding of an overall solution. This solution must concern all the territory of the park and must integrate actors and users in a better articulated and subtle development programme, where the Park is seen as an opportunity for socio-economic development and territorial and environmental safeguard is a prerequisite.

A crucial role is played by information. The Park must have long and standing relations with its actors and its present or potential users<sup>25</sup>.

Besides this, the Park needs to have an image on the market, so its quality is obviously important but what is more relevant is the idea people associate with it. As the demand for the Park and its products or services is not known in advance, it must be understood, stimulated, and finally supported and measured.

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<sup>24</sup> 6<sup>th</sup> edition of “Park produces” took place on 25/26 November 2001 (Ancona).

<sup>25</sup> For example it is important to establish a specific relationship with schools (e.g. by teaching kids problems linked to the management of the park).

The task of a park which makes itself known, is that of giving itself symbols of recognition, like: logo, brand. Then a territorial marketing campaign, aimed at showing the offer through the mass media, must be started, especially on television and in the specialized press. It would be advisable to pursue this important objective together with other regional parks or protected areas.

### **3.9 New ideas: project proposals**

Projects concerning ideas for the Park have the following ends:

- to feed reflection and fuel discussion;
- to elicit other design ideas;
- to highlight complexity and weaving.

There are five types of ideas, regarding:

1. the use of the territory;
2. the use of coast and tourism;
3. agriculture and rural economy;
4. handicraft and art;
5. relations between the Park and the areas outside it.

#### **3.9.1 The use of the territory**

If the “wider area” is taken into consideration several themes, regarding possible connections between the Park and other areas, can be explored.

Among such projects there is one concerning “parkways” and lanes going through the park. In fact the road crossing the Park - “Strada provinciale del Conero” (Provincial road of Conero) - acts as a knot among several ways of using the Park: by foot, by car, or by bicycle.

Therefore redesigning this road appears to be necessary and it should involve: its width, road signs, lighting, parking areas, junctions, and information points. Details must be given particular attention so that visitors can have an image of high quality and interventions should involve the surrounding landscape too.

Moreover there are several streets connecting the road to different areas that could act as gates to the Park if infrastructures were redesigned and given specific attention.

The importance of restoring ancient rural towns of Conero should not be forgotten; in fact two phenomena emerge:

- on one side the local perspective concerning the search for a quality life, external to but near urban centres;
- on the other side there is a potential offer of environmental conditions of great value that may attract tourism with high standards of quality.

Not less important is the system of transportation.

Public transports play a crucial role in connecting the towns of the “wider area” to the Park and in the mobility inside the Park. The “Park navetta (minibus)” is a good idea for granting an optimal use and improving the quality of living in the Park: buses can replace private traffic.

Transportation by sea is still an open option, for example tourist fishing could be a good idea.

### **3.9.2 The coast and tourism**

The analysis of the overall economy of the coast shows two aspects:

- there is a really complex system of economic relations involving several kinds of actors that provide goods and services or act as users;
- due attention must be paid to the ecologic quality of supplied services.

Regarding the first point the role of SELP is to find a solution increasing the value of complementarity and settling conflicts.

As regards the second point high environmental standards should be promoted, e.g. a system for environment certification could create a competitive image<sup>26</sup>.

One of the proposals of SELP is the application of the “Charter of sustainable tourism”<sup>27</sup> of the European Federation of Parks; so it is advisable to make specific agreements with hotelkeepers, restaurateurs, artisans and dealers represented by their own organisations.

### **3.9.3 Agriculture and rural economy**

It is useful to start from the Master Plan, where a string of tangible objectives concerning the rural and agricultural area of the Park are mentioned, for example:

- restyling of agricultural activities from an ecological point of view;
- experimentation of new methods and crops, even with the building of garden centres or botanic gardens;
- preservation of signs characterizing the historical agricultural landscape (hedges, barns, haylofts, enclosures,...);

Moving on to the SELP objectives; two features come out:

- the orientation towards versatility, a concept that has been introduced by the reform “Agenda 2000” and is of great importance for natural parks;
- a new rural development looking at the territory instead of sectors.

As there are many planning ideas a selection is needed<sup>28</sup>.

A feasible scheme could involve the implementation of several ideas, even if many of them are heterogeneous. In fact, while some involve just one entrepreneur others require cooperation among several actors, and some need specific investments while for others there is the possibility of re-using existing

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<sup>26</sup> This theme will be dealt with in depth in the next chapter (Chapter 4)

<sup>27</sup> The European Charter for sustainable tourism in protected areas is an initiative (officially presented in 1999) promoted by the EUROPARC Federation.

<sup>28</sup> E.g.: quality agricultural production and niche production; transformation of produce and widening of its range; recreational activities regarding body fitness and health (fitness centres, cycling tracks,...); cultural activities; activities involving the social rehabilitation of people and agricultural therapy, e.g. care of mental disorders and therapy by agricultural animation for people with handicaps (horse-riding); marketing of the Park products, like: gastronomy days, picking-up days, selling of products in tourist knots (harbour or airport); local handicraft (besides existing activities others could be added); up keeping and use of the landscape and the environment.



facilities. Besides for some of them the location is crucial while for others it is less important.

It should be underlined that in some cases the activity goes beyond the boundaries of agriculture, reaching handicraft or tourism; this is obviously a result of an integrated view of rural development.

### 3.9.4 Handicraft and art

The revival of handicraft, together with rural development, has played a central role in defining the identity of the Park itself.

Besides the existing activities also others can be carried out like those regarding the beauty and the uniqueness of the Park landscape (drawing, music, etc.).

Current activities should be strengthened and schemes for creating enterprise should be encouraged and supported.

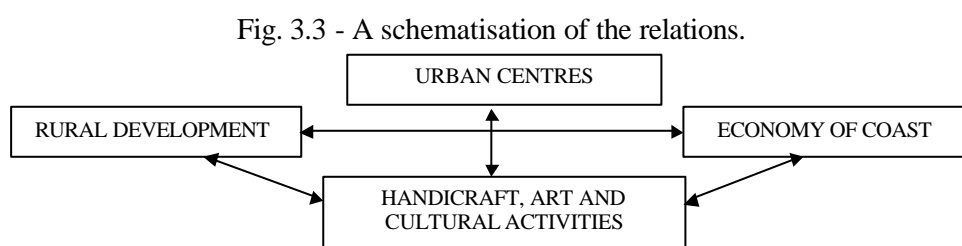
### 3.9.5 Relations between the park and areas outside it

It is advisable to organize economic activities regarding the Park also outside its boundaries. The purpose is to increase the value of its products and services in areas where most tourists come and where users live.

For example the idea of “Park shops” could be interesting; they might be located in the places where tourists often halt (harbour, airport, the town of Loreto) or in historical towns.

As the Park is rather small this project may include also other parks or protected areas of the Region and may deal with agricultural products or high quality handicrafts. Such shops could also sell virtually: an Internet site would be helpful.

In short an integrated scheme would certainly enhance the advantages offered by the Park (fig. 3.3).



Source: Sotte F., “Linee operative per la formazione del PPES del Parco del Conero” (Presentation of the SELP in power point format).

### 3.10 Programming principles in the SELP

The programming process takes account of three basic principles:

1. concentration – integration, the SELP must focus on few objectives and make few projects, which satisfy few outlined priorities. The consequence is that in the Park the action must be territorially concentrated, in fact even in

such a differentiated territory, as the Master Plan shows, priorities must emerge;

2. devolution – partnership, the SELP must base on local needs and resources, partnership has two meanings: it is vertical, as it involves public institutions (State, Region, Province, Municipality), horizontal, as it is among local institutions, civil society and its admissions and individual citizens. The devolution-partnership principle regards the definition of choices, their implementation and evaluation;
3. evaluation – monitoring . The evaluation must follow all the phases of the implementation of SELP. As a matter of fact in the ex-ante stage actions are agreed upon, in the intermediate stage actions are implemented, in the ex-post stage they are judged in the light of the experience to decide about their repetition, cancellation or possible changes. This requires a dynamic approach oriented towards “learning by doing”; therefore the SELP has the task of collecting data, which must be updated following changes in the system or the experience of the Plan itself.

It is fundamental not to limit the evaluation of public action to the first stage concerning spending. Also physical measures need to be examined and processed.

The above mentioned principles turn into a clear choice for the Park involving on one hand (on inner side), concentrating resources on integrated schemes, and on the other hand (on external side) the Park must claim the same consistency.

The principle of concentration is a kind of engagement towards the Park that once undertaken must become an advantage for the Park.

### **3.11 How to act in the Park**

To increase the economic value of a park, especially when it borders on urban areas and on tourist resorts or communication routes, the market must be considered an essential point of reference. In fact the Park also represents a business and can develop more and more if it supports and pursues this economic goal.

The pursuit of profit must be of course oriented towards long-term objectives, organized and regulated. Therefore entrepreneurship should be encouraged and stimulated even within bounds or objectives regarding environmental improvement.

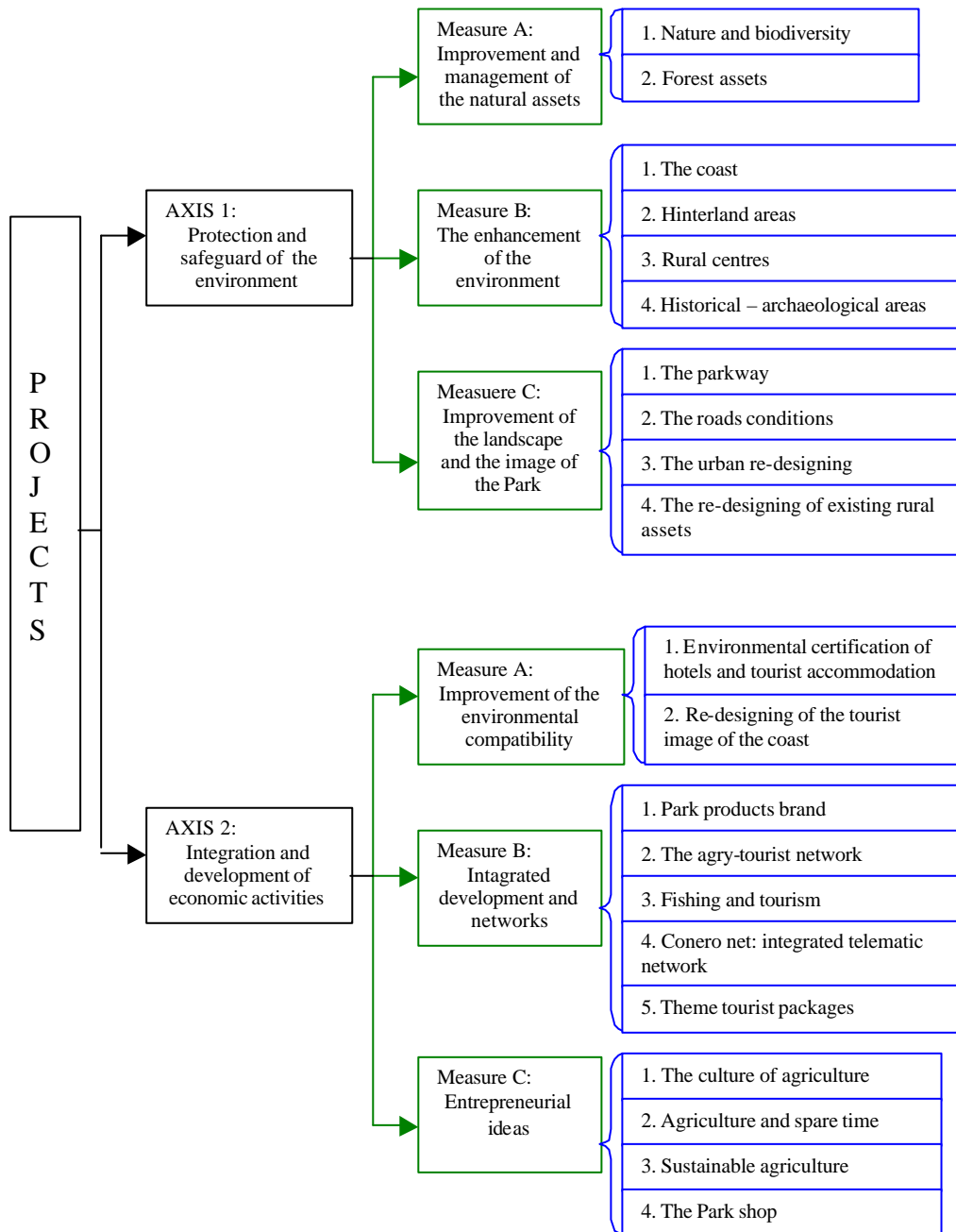
Besides the market, also the protection of nature must be borne in mind. This means economics based on the public improvement of common goods that are not supplied by the market so they can be granted only with suitable contractual protection. It is acquired the assumption that the Government must compensate for goods and services, in fact for some time farmers are paid for preserving natural values and for the use of eco-compatible techniques. This principle should be supported and spread in the Park. The Park must adopt a well organized system with stimulating rewards, which should be defined according to the specific service: mowing of grass and clearing, preservation of valuable handmade, maintenance of the network of drainage canals. Joint demands and activities

involving high intensity of employment should be given priority. In short the SELP provides for some proposals (intervention-forms) covering several fields (fig. 3.4).

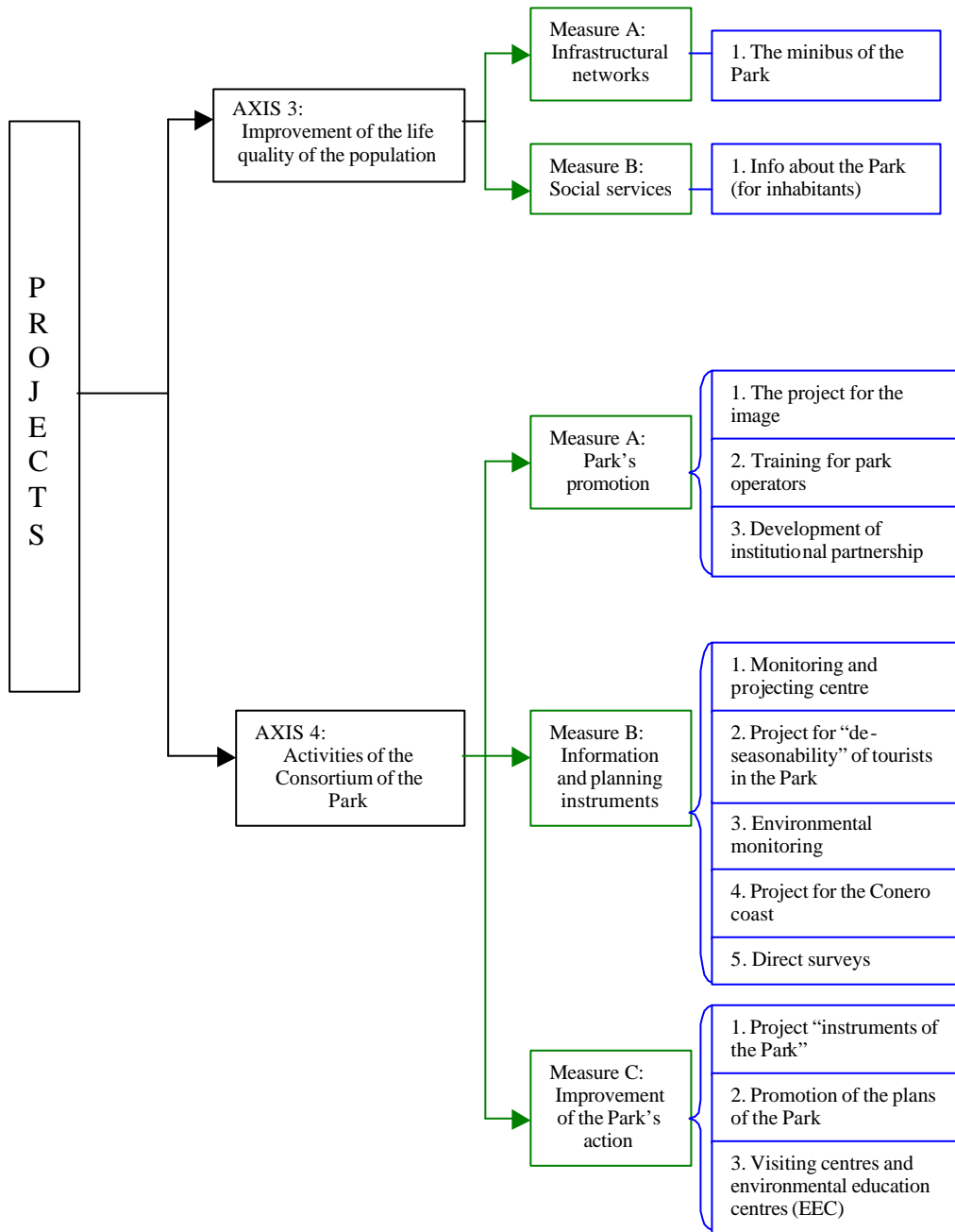
Fig. 3.4 – A schematisation of the projects indicated by the SELP.

The scheme breaks down in:

- Axes;
- Measures;
- Actions.



(see next page)



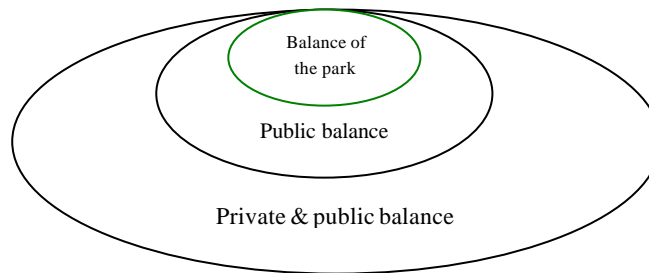
### 3.12 Financial resources<sup>29</sup>

The implementation of the SELP is based on resources supplied by the Consortium of the Park. A balance of their solidity and use referred to a certain period (e.g. 90s) makes it possible an evaluation regarding: actions carried out; time requested for the expenditure; efficiency and effectiveness.

Such an accurate analysis is useful for internal ends, in order to rationalize the use of its own resources, and for external ends to show financial bounds within which the Consortium operates and to demand more adequate resources.

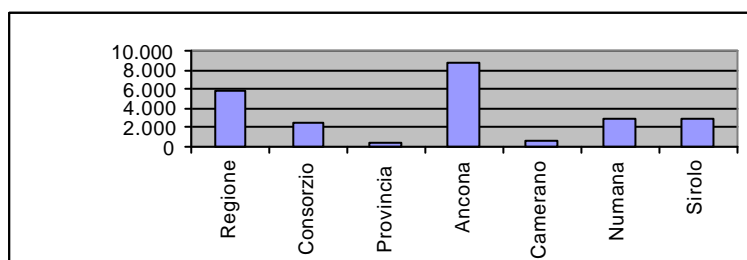
However the Park should also count on other financial resources, like those coming from the Municipalities of the Park and of the “wider area”, or those from the Province and from the Region, according to actions falling within their respective competence and interfering with the use of the park (fig. 3.5 – 3.6).

Fig. 3.5 – Available resources.



Source: Sotte F., “Linee operative per la formazione del PPES del Parco del Conero” (Presentation of the SELP in power point format).

Fig. 3.6 – Public expenditure for the Park (1998) (values in millions of lire).

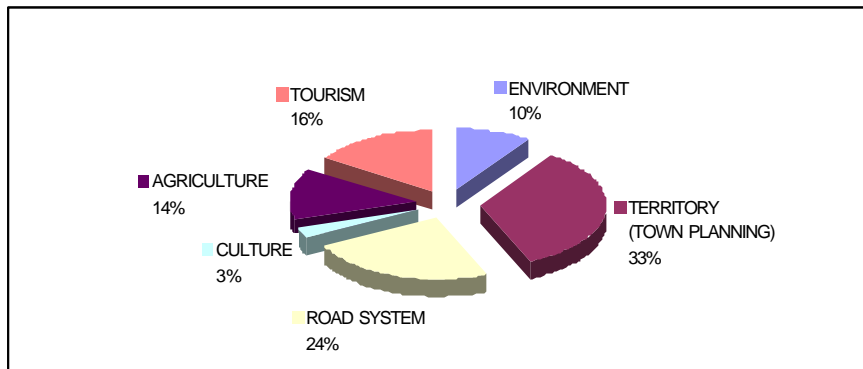


Source: Chiodo E. – Giordani G., “Spesa pubblica e Parco del Conero”, Quaderni del Parco, n. 9, Università di Ancona, Dipartimento di Economia (2000).

It is interesting to see how the expenditure is distributed among the sectors, i.e. the environment, the territory (town planning), the road system, culture, agriculture, tourism (fig. 3.7).

<sup>29</sup> This paragraph draws on: Chiodo E., Giordani G. (2000). Spesa pubblica e Parco del Conero. Università di Ancona. Dipartimento di Economia. *Quaderni del Parco*, n. 9.

Fig. 3.7 – The distribution of public expenditure (1998).



Source: Elaboration on data (of balances of the Authorities) available in “*Spesa pubblica e Parco del Conero*”, Quaderni del Parco, n.9”, Università di Ancona – Dipartimento di Economia (2000).





## CHAPTER 4:

### A SELP PROPOSAL FOR CONERO AREA TOURISM: ECO - HOTELS

#### **Foreword**

Among the new ideas provided in the SELP (Social and Economic Long-term Plan) of the Conero Park, the one involving the use of coast and tourism deserves particular attention.

The driving concept in this context is the improvement of the quality of the services offered, in order to enhance the value of the Park and make its image competitive.

One of the proposals consists of the adoption of the “Charter for sustainable tourism”<sup>1</sup> (see paragraphs 4.3.1 and 4.3.2).

In order to achieve this objective it is advisable starting with specific agreements among economic operators. The eco-label<sup>2</sup> for tourism goes right in this direction. The SELP at Measure “A” (improvement of environmental consistency) of the 2<sup>nd</sup> axis (integration and development of economic activities) provides for a particular intervention: the environmental certification of hotels and tourist businesses (broadly dealt with in this chapter).

At present, environmental quality is considered a must for hotels and resorts in general, since it improves both the holiday and the environment.

The action proposed is part of a broader project aiming at increasing the qualitative standard of the tourist supply. The intervention consists of the implementation of actions aimed to achieve a concrete ecological approach and develop initiatives to get an “eco-label” or a quality-environment-safety certification.

The theme of the environmental certification of tourist facilities and the sustainable tourism in general is a really important issue which has its foundations also in EU’s philosophy.

#### **4.1 The philosophy of sustainable tourism**

The environmental impact of tourism<sup>3</sup> is experienced at several levels (fig. 4.1): several flows (as indicated on the fig. 4.2) are to be taken into consideration.

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<sup>1</sup> “European Charter for sustainable tourism in protected areas” is an initiative promoted by EUROPARC Federation and FFPNR (French Federation of Natural Regional Parks). The official text was presented in 1999.

<sup>2</sup> Community measure: Regulation No 1980/2000 on a revised eco-label award scheme (dealt with in the previous chapter).

<sup>3</sup> Considerations according to the European Environmental Agency (EEA). See the site: [www.eea.eu.int](http://www.eea.eu.int)

Fig. 4.1 – Environmental impact of tourism.

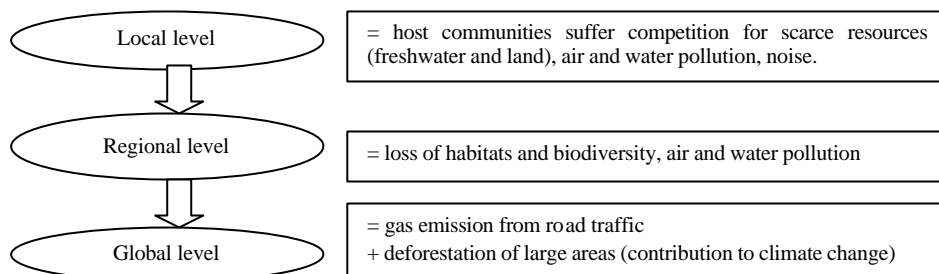
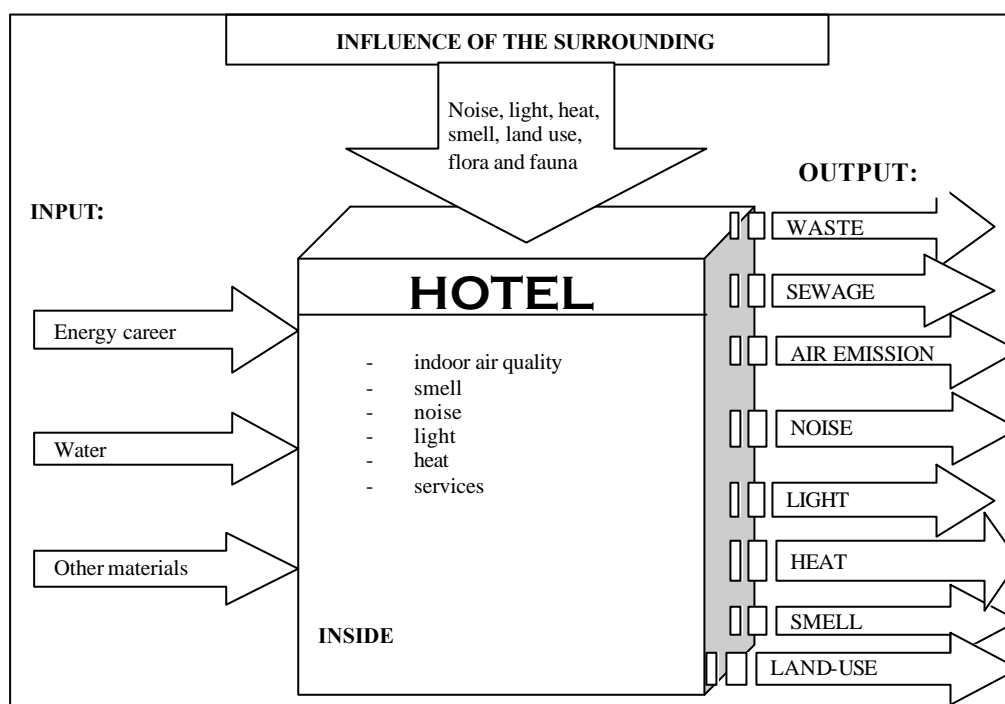


Fig. 4.2 - Structure of environmental aspects.



Source: Several partners (ADEME-ARCS-CRES-ICAEN-IER & SOFTECH), contributing at the final summary for the LIFE project “Green Flag for Greener Hotels”, January 2001<sup>4</sup>.

This is the reason why the issue has come to play a really important role, leading to a new form of tourism: eco-tourism<sup>5</sup>.

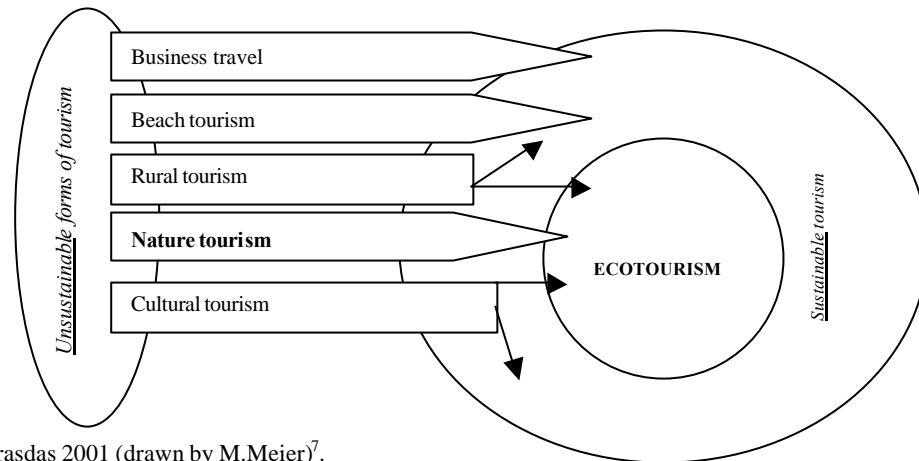
<sup>4</sup> Available on site : [http:// europa.eu.int/comm/environment/elocabel/products/pg\\_tourism.htm](http://europa.eu.int/comm/environment/elocabel/products/pg_tourism.htm)

<sup>5</sup> “Ecotourism is responsible travel to natural areas that conserves the environment and sustains the well being of local people” (one of the earliest definitions produced by the International Ecotourism Society in 1991).

“...Ecotourism is environmentally responsible travel and visitation to relatively undisturbed natural areas, in order to enjoy and appreciate nature (and any accompanying cultural features – both past and present) that promotes conservation, has low negative visitor impact, and provides

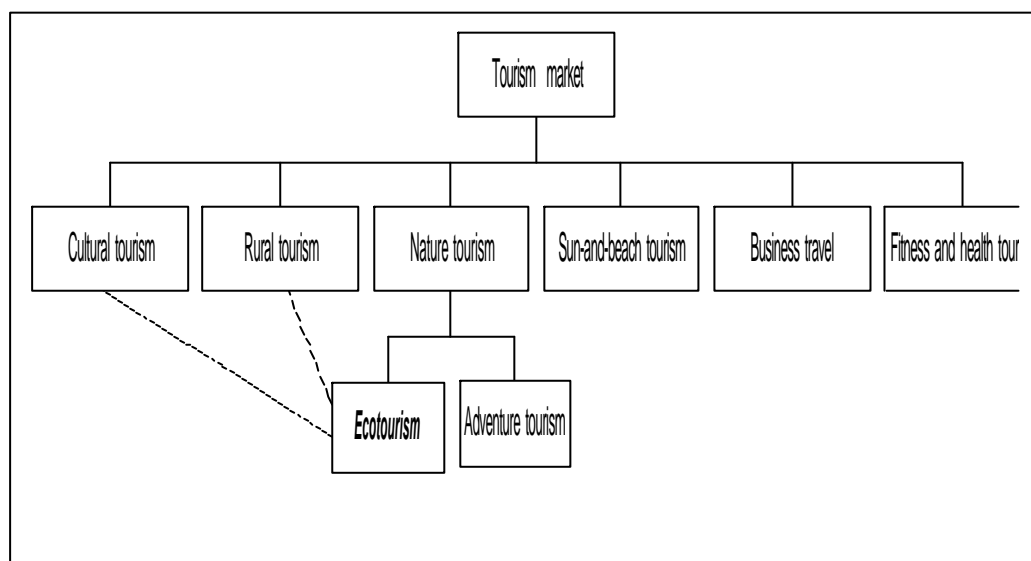
Ecotourism has been studied on one hand as a sustainable development tool (fig. 4.3)<sup>6</sup>, and on the other hand as a specific market segment (fig. 4.4).

Fig. 4.3 – Ecotourism as a concept.



Source: Strasdas 2001 (drawn by M.Meier)<sup>7</sup>.

Fig. 4.4 – Ecotourism in the marketplace



Source: World Tourism Organisation modified by Strasdas 2001<sup>8</sup>.

for beneficially active socio-economic involvement of local populations.” (by IUCN, now called the World Conservation Union, in 1996).

<sup>6</sup> It should be underlined that all tourism activities (e.g. business, adventure, etc.) should aim to be sustainable.

<sup>7</sup> Available on the net at [www.uneptie.org/pc/tourism/ecotourism/home.htm](http://www.uneptie.org/pc/tourism/ecotourism/home.htm)

<sup>8</sup> See previous foot note.

## 4.2 Sustainable tourism and the EU

Recently, the theme of “sustainable tourism” has been promoted and supported by the EU through several initiatives (publications, workshops, studies, funding programmes) addressed to rural and coastal areas and protected areas in general. Due to its features the Regional Natural Conero Park falls right under these categories; therefore a presentation of such actions seems to be the point in our discussion.

The issue of sustainable tourism has become very important with the adoption of the initiative Natura 2000 (LIFE): these sites are notably more sensitive and vulnerable than traditional protected areas because of their characteristics (size, status, management).

Among the specific initiatives identified, seventeen have been identified as relevant to Natura 2000 network stakeholders and protected areas in general:

- 1) Loving them to death?;
- 2) European Charter for Sustainable Tourism in Protected Areas;
- 3) PAN Parks;
- 4) Towards quality rural tourism: Integrated Quality Management (IQM) of Rural Tourist Destinations;
- 5) Parks for Life: action for protected areas in Europe;
- 6) Tour Operators’ Initiative for Sustainable Tourism Development;
- 7) Ecotourism Diagnostic and Planning Guidelines for Protected Areas Managers;
- 8) Tourism, Ecotourism, and Protected Areas;
- 9) Guidelines: Development of National Parks and Protected Areas for Tourism;
- 10) Council of Europe Recommendations;
- 11) World Charter for Sustainable Tourism;
- 12) Convention on Biodiversity and Tourism;
- 13) Draft principles for the implementation of sustainable tourism;
- 14) Blue Plan;
- 15) Conference on Sustainable Tourism in small islands developing states (SIDS) and other islands;
- 16) Global Code of Ethics;
- 17) Responsible Tourism in the Mediterranean.

These initiatives arise from several promoters (voluntary or intergovernmental organisations, institutions, consultative Bodies) and generally focus on areas including National Parks, Nature Parks, protected areas, rural and tourist destinations.

A brief description can be found in the following table (tab. 4.1):

Tab. 4.1 – Table of 17 relevant initiatives

INITIATIVE	DATE	PROMOTER	TYPE OF PROMOTER	FOCUS AREA	TYPE OF INITIATIVE	AIMED AT
1. Loving them to death	1993	EUROPARC Federation	European voluntary organisation	National Parks, Nature Parks	-Guidelines to develop tourism in protected areas -Recommendations for developing tourism in particularly sensitive areas; -Recommendations to international organisations, national governments and tourist sector.	Managers of protected areas, governments, international organisations, tourism professionals
2. European Charter for Sustainable tourism in Protected Areas	1999	EUROPARC Federation, French Federation of Regional and Nature Parks (FFPNR)	European voluntary organisation	National Parks, Nature Parks	- Charter; -Principles, -Methodology for the preparation of a strategy and an action plan; -Checklist for evaluation; -Case studies.	Managers of protected areas, tourism businesses, tour operators and transport companies
3. PAN Parks	1997	WWF	Independent conservation organisation	Protected areas	Principles and criteria	Managers of protected areas, tourism businesses, other private sector organisations
4. Towards quality rural tourism: Integrated Quality Management (IQM) of Rural Tourist Destination	1999	European Commission DG Enterprise	Institution	Rural tourist destinations	Recommendations ; -Code of practice; - 15 case studies.	Organisations responsible for tourism in rural destinations: Local authorities, Governments, Politicians, Managers in related sector.
5. Parks for Life: action for protected areas in Europe	1994	IUCN (International Union for Nature Conservation)	Non-governmental organisation	Protected areas	An action plan for Europe's protected areas made up of: -the endorsement of existing initiatives; - recommendations; -30 priority objects	Decision-making governmental and non organisations, Managers of PA, local communities, businesses, land owners, the general public
6. Tour Operators' Initiative for Sustainable Tourism Development	2000	UNEP (United Nations Environment Programme)	International organisation	Global	-Statement of commitment; -Principles for sustainable tourism; -Programme of activities	Tour operators
7. Ecotourism Diagnostic and	1992	WWF US	Independent conservation	Protected areas	-Guidelines; Methodology for	Managers of protected

Planning Guidelines for Protected Areas Managers			organisation		the creation of an ecotourism strategy	areas
8. Tourism, Ecotourism, and Protected Areas	1996	IUCN	Non-governmental organisation	National Parks, Protected areas	Essential guidance on: -Tourism and the Environment; -Negative tourism impacts; -Government policy; -Creating and managing tourism in protected areas; -Assessing, monitoring and management techniques; -Preparing protected areas for tourism	Protected areas planners and managers
9. Guidelines: Development of National Parks and Protected Areas for Tourism	1992	WTO, UNEP, IUCN	International organisations	National Parks and protected areas in less economically developed countries	Guidelines on: -costs and benefits of tourism; -tourism considerations in the selection of areas for National Parks; -capacity limits; -planning; -guidelines for the development of facilities; -hunting in protected areas; -Guidelines for providing education and interpretation programmes	Organisations responsible for the management of national parks and protected areas: Managers of protected areas, administrations, local communities
10. Council of Europe Recommendation s	1993/99	Council of Europe	Intergovernmental organisation	Protected areas, Coastal areas	Recommendations; Principles and guidelines	41 Member States
11. World Charter for Sustainable Tourism	1995	WTO, Insula, UNESCO, UNEP, UN, European Commission, Spanish authorities	Intergovernmental organisations	Tourist destinations world-wide	-Declaration; -Set of principles and criteria	The international community, Governments, Public authorities, decision makers, tourism professionals
12. Convention on Biodiversity and Tourism	1997	Secretariat of the Convention on Biological Diversity	Institution	Global	-International agreement on biological diversity and tourism; -Principles; -Recommendations	Contracting States
13. Draft principles for the implementation of sustainable tourism	1998	UNEP	International organisation	Global	Set of proposed principles (the consolidation of existing guidelines)	Governments, intergovernmental organisations, private sector organisations
14. Blue Plan	1999	Mediterranea	Consultative	Mediterranea	Recommendations	21 Contracting

			Body		on tourism and sustainable development in the Mediterranean;	Parties to the Barcelona Convention
			Commission on Sustainable Development (MCS D)		-Proposed actions	
15. Conference on Sustainable Tourism in small island developing states (SIDS) and other islands	1998	WTO, UNEP	International organisations	Small islands and in particular Small Island Developing States (SIDS)	Recommendations ; -key issues; -case studies	Government in small islands (and in particular SIDS), private sector organisations, the international community
16. Global Code of Ethics	1999	WTO	Intergovernmental organisation	Tourist destinations world-wide	10 point code of ethics: - 9 articles outlining rules of the game for tourism; -10 <sup>th</sup> article for the creation of a World Committee on Tourism Ethics	Destinations, governments, tour operators, travel agents, workers, travellers
17. Responsible Tourism in the Mediterranean	1999	WWF	Independent conservation organisation	Mediterranean destination	-Principles; -Code of conduct	Tourists, tourism industry, Government authorities

Source: SECA (Société d'Eco-Aménagement), in association with Ecotrans, TTC (The Tourism Company), FFPNR (Fédération Française des Parcs Naturels Régionaux), «Sustainable tourism and Natura 2000», September 2001<sup>9</sup>.

Two initiatives are considered as particularly relevant:

- a) the European Charter for sustainable tourism in protected areas;
- b) the WWF PAN Parks Principles and Criteria.

Both aim at the promotion of protected areas, therefore they are relevant to our discussion.

### 4.3 The European Charter for Sustainable Tourism in Protected Areas

This initiative is still a proposal in the SELP (as above mentioned), yet it could be a real opportunity for the Conero Park.

The Charter is included in European priorities, as stated in the warnings both of Agenda 21 (adopted during the Earth Summit in Rio in 1992) and of the 5<sup>th</sup> community programme for sustainable development.

Furthermore, it is part of the priorities of the programme "Parks for life" promoted by the IUCN (International Union for Nature Conservation) and it conforms to the principles of the "World Charter for sustainable tourism" (worked out in Lanzarote, 1995).

<sup>9</sup> Available on the European Commission site (<http://europa.eu.int/comm/environment>).

The European Charter<sup>10</sup> defines sustainable tourism as “any form of development or management of tourism activities ensuring the long-term protection and preservation of natural, cultural and social resources and contributing in a positive and equitable manner to the economic growth and well-being of individuals living or working in the protected areas or visiting them”.

The Charter is addressed to:

- the authorities responsible for the protected areas;
- the tourist industry;
- the local Community.

Those who sign the Charter undertake to respect the principles of sustainable tourism and to define a strategy and an action plan.

As far as protected areas are concerned, the plan is committed to the adoption of a strategy and a 5-year action plan, defined in partnership with local tourist businesses and residents: this ensures consistency between policies and actions in the area.

As for the tourist industry, two kinds of actors are involved:

- Service-providers, committed to define a one-year action plan strategy action contributing to achieving the objectives of the area. They are responsible for adopting management methods that respect the environment, for valuing natural and cultural heritage, and for making customers environmentally aware.
- The tour operators and transport companies, not usually present in the area, are responsible for informing visitors and make them aware by selecting suppliers which are signatories to the Charter, they must also support the areas in the marketing of tourist products.

The definition of the strategy to adopt takes into account the principles set out in the Charter:

1. respecting the limits of the carrying capacity;
2. contributing to heritage conservation and enhancement;
3. preserving natural resources;
4. supporting the local economy;
5. promoting the involvement of local Community;
6. developing appropriate high-quality tourism;
7. making protected areas accessible to everyone;
8. developing new forms of employment;

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<sup>10</sup> The Charter is promoted by the EUROPARC Federation (a politically independent pan-European organisation working to support and enhance the full range of European protected areas) and FFPNR (French Federation of Regional Natural Parks).

The issue of the relationship nature conservation and tourism in Europe's protected areas has been raised since the 1990s, as such areas are increasingly becoming tourist destinations. This can represent a threat to the regions ill prepared to receive crowds of visitors. In order to tackle this problem the EUROPARC Federation launched a study of protected areas and tourist trade, which culminated in the publication “Loving them to death?” in 1993. The publication contains several recommendations, one of which is the creation of a “European Charter for Sustainable Tourism”, in order to regulate relations between the Parks, providers of tourist services and tour operators.

In 1995 a LIFE project was financed by the European Commission DG Environment to establish the Charter, and in April 1999 the official text was presented.



9. encouraging a behaviour respecting the environment;
10. serving as a model for other economic sectors and influencing their practices.

In short, key steps of the Charter are:

- starting from a diagnosis of the needs of the area (environmental, economic, social and tourism needs),
- carrying out a survey of the needs, strengths, weaknesses, and opportunities;
- working in partnership with all stakeholders;
- defining and implementing a strategy and an action plan;
- setting up criteria to follow up the strategy and monitoring results.

As regards the practical application of the Charter, several parks have signed it in 2000; the majority are French (10), but also parks in our country, Austria, Germany, UK, Portugal and Spain have become signatory parks (tab. 4.2).

Tab. 4.2 – The signatory parks of the European Charter in 2000.

FRANCE	<ol style="list-style-type: none"> <li>1. Avesnois Regional Nature Park</li> <li>2. Cévennes National Park</li> <li>3. Lubéron Regional Nature Park</li> <li>4. Marais du Cotentin et du Bessin Regional Nature Park</li> <li>5. Martinique Regional Nature Park</li> <li>6. Scarpe Escaut Regional Nature Park</li> <li>7. Vercors Regional Nature Park</li> <li>8. Verdon Regional Nature Park</li> <li>9. Vexin français Regional Nature Park</li> <li>10. Vosges du Nord Regional Nature Park</li> </ol>
ITALY	<ol style="list-style-type: none"> <li>1. Abruzzi National Park</li> <li>2. Alpi Marittime Nature Park</li> <li>3. Monti Sibillini National Park</li> </ol>
AUSTRIA	<ol style="list-style-type: none"> <li>1. Hohe Tauern National Park</li> </ol>
GERMANY	<ol style="list-style-type: none"> <li>1. Naturpark Frankenwald</li> <li>2. Naturepark Steinhudermeer</li> <li>3. Naturepark Insel Usedom</li> </ol>
UK	<ol style="list-style-type: none"> <li>1. Exmoor National Park</li> </ol>
PORTUGAL	<ol style="list-style-type: none"> <li>1. Peneda Geres National Park</li> <li>2. Serra de S.Mamede Nature Park</li> </ol>
SPAIN	<ol style="list-style-type: none"> <li>1. Zona Volcanica de la Garrotxa Nature Park</li> </ol>

Source: SECA (Société d'Eco-Aménagement), in association with Ecotrans, TTC (The Tourism Company), FFPNR (Fédération Française des Parcs Naturels Régionaux), «Sustainable tourism and Natura 2000», September 2001.

The FFPNR is based on the definition of a mechanism for labelling and evaluating the signatory parks<sup>11</sup>; the next step will be to ensure funding and supporting funds for such parks.

#### 4.3.1 A detailed presentation of the Charter

As the Charter could be the right solution for preserving landscapes and ecosystems in particular areas such as natural parks, it is interesting to analyse in detail its implementation.

A methodological guide for the implementation of the Charter has been provided, taking into consideration the experience of the ten pilot parks.

This guide consists of five parts:

- 1) the principles necessary to work out and implement a strategy for sustainable development;
- 2) the method to work out the strategy;
- 3) the list of concrete measures to be taken in order to achieve the goals;
- 4) the guide for assessing the plan of interventions;
- 5) the protocol of evaluation both of the strategy and of the consequent programme of action. The protocol is useful both for the experts who have to evaluate the programme and for the evaluation of the European Commission.

As for principles, it is to be remembered that the strategy for sustainable tourism has to follow principles set out in the European Charter.

As for the method to work out the strategy, several key-questions should be answered: Which is the tourist issue in the territory? Which are the stakes in the protection of assets? How could these assets be improved? What are the stakes in the protection of the environment? Which role can tourism play in the economic and social development of the territory? What kind of tourism should be developed in order to respect and improve the context and conditions of life of the local community? What kind of clientele should be preferred? How could the organisation of tourism be improved so that both profitability and opportunity of developing tourist businesses could be increased? How could the interest in the environment of all the actors in the territory be increased?

To define the strategy a 6-phase programme is proposed:

- 1<sup>st</sup> phase. *Identifying the big stakes* in the sustainable tourism development (stakes in the preservation of the environment and assets, social and economic stakes, those for the inhabitants' quality of life of inhabitants, those in the tourism sector);
- 2<sup>nd</sup> phase. Working out *a diagnosis of the territory*, which must include:
  - the inventory of local assets (taking an inventory both of natural habitats, fauna and flora, natural features, and immaterial assets, such as traditions or local culture);

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<sup>11</sup> In late spring / early summer 2001, the first applicant parks were verified by appointed tourism experts; in autumn 2001 the first successful applicants were awarded the Charter.

- a social and economic diagnosis, involving the identification of socio-economic stakes in the territory examined;
  - a diagnosis regarding both the improvement of the life context and the support to services;
  - a tourist diagnosis involving the evaluation of the current tourist flow and the analysis of the trend in tourist markets;
  - the study of visitors' flow, involving the analysis of the tourist flow as far as space and time are concerned;
  - a diagnosis of education and interpretation of the assets, identifying and evaluating the quality of the existing offer of education and interpretation.
- 3<sup>rd</sup> phase. *Evaluation of the costs* to implement the strategy and of the resources available
  - 4<sup>th</sup> phase. *Re-definition of objectives* and implementation of strategic choices according to the available resources and priorities.  
This phase requires taking into consideration ecological, economic, social and tourist data, comparing them, and then discussing them with the key-partners.
  - 5<sup>th</sup> phase. *Definition of indicators* and instruments to regularly check and evaluate the strategy.
  - 6<sup>th</sup> phase. *Definition of the programme of actions* according to objectives, strategies and available resources.

The operative phase of the above described strategy is given by the programme of actions; in fact it deals with stakes as a whole (tab. 4.3).

Tab. 4.3 – The operative phase for the strategy: the programme of actions.

IMPROVEMENT IN THE QUALITY OF THE SUPPLY	1. Definition of the clientele 2. Development of new products in order to meet customers' requirements. 3. Implementation of policies whose goal is the quality of the territory as a whole. 4. Development of the necessary activities to improve quality .
CREATION OF A SPECIFIC TOURIST SUPPLY	5. Identifying and developing products and activities contributing at increasing the positive features of tourism in protected areas.
AWARENESS OF PUBLIC OPINION	6. Development of activities of education and interpretation. 7. Involvement of tourist operators in these tasks. 8. Arrangement of info programmes (about tourism and the environment) for visitors. 9. Definition of messages for tourist promotion which may contribute to awake the public.
TRAINING	10. Arrangement of training programmes necessary to realize the objective set out. (Actors involved: tourist operators, the team of the protected area, other operators interested in the tourist activity).
PROTECTION AND IMPROVEMENT OF THE LIFE CONTEXT AND SUPPORT TO SERVICES	11. Definition of measures necessary to assure in the tourist development respect of the life context. 12. Definition of the mechanisms to support the public services. 13. Arrangement of programmes for spare time of inhabitants
PROTECTION AND ENHANCEMENT OF THE ASSETS	14. Promotion of measures for preservation and improvement of habitats, fauna and flora. 15. Choosing procedures to preserve and enhance the assets. 16. Definition of measures to preserve the environment and reduce risks o. 17. Definition of measures necessary to favour tourist development respecting the limits of the recipient capacity 18. Determination with the partners of the opportunities for tourism to contribute to the up -keeping of the assets.

SOCIAL AND ECONOMIC DEVELOPMENT	19. Arrangement of mechanisms providing the local economy with a support for tourism 20. Arrangement of mechanisms favouring tourism in a context of social development. 21. Arrangement of mechanisms favouring a better distribution of benefits coming from tourism. 22. Arrangement of mechanisms favouring the development of new forms of employment. 23. Developing the necessary partnership so that tourism can give a bigger contribution to the local economy.
CONTROL OF THE FLOW AND TOURIST TYPOLOGY	24. Arrangement of mechanisms to channel the visitors' flow in space and time. 25. Arrangement of measures to manage transports (e.g. pedestrian paths)
CONTROL AND EVALUATION OF THE PROGRAMME OF ACTIONS	26. Agreeing with partners upon : -the control of indicators for the programme of actions; -methods for collecting information

#### 4.4 The Protected Area Network (PAN) Parks

Besides the above mentioned Charter, another interesting initiative is the PAN Parks.

It has been noted that the European Charter and PAN Parks are “two independent but complementary initiatives”<sup>12</sup>.

This initiative by the WWF and the Molecanten Group (a Dutch leisure company), aims at establishing a recognisable pan-European network of unique and well-managed protected areas that welcome visitors and give priority to nature conservation.

The central idea is that nature can become the driving force towards a healthy economic development in the rural areas of Europe. The purpose is to change tourism from a threat into an opportunity.

The initiative aims at providing a nature based response to the market of nature-oriented tourism by creating a quality mark.

This mark stands for an expanding network of well-managed protected areas with high conservation value, and for sustainable tourism development of regions and local communities surrounding protected areas; moreover it represents both high quality nature-based experiences for visitors and tourists and the creation of public awareness, appreciation and (political and financial) support for nature conservation. In short the label must prove that the endangered flora and fauna of protected areas are really protected and that tourists can visit the park without causing any harm to nature.

Protected areas and companies that meet the PAN Parks Principles and Criteria (P&C) will be awarded this quality mark.

The key principles of PAN Parks are:

- a basis for partnership between relevant stakeholders;
- rising awareness, pride and a sense of ownership;
- action on a pan-European scale;
- economic support for conservation.

Five steps are to be taken to become a PAN Park:

1. complete the PAN Parks self-assessment Questionnaire;

<sup>12</sup> By EUROPARC President, Rossi P., and von Krefeld A. of the WWF for Nature's PAN Parks' Board, September 2000.

2. write a working report on the results of self-assessment;
3. have the site rated by an independent certification body;
4. submit the evaluation report to the PAN Parks P&C Standard Committee;
5. the PAN Parks European Management Organisation reviews the result of self-assessment and check whether the “label” can be awarded.

Once the protected area has been certified, commercial partners in the region of the park can apply for the PAN Parks logo. Also these partners have to meet special conditions and undergo an independent certification process<sup>13</sup>.

#### 4.5 Tourism and eco-label in our country

As the 8<sup>th</sup> Report on Italian tourism shows (1998), there has been an increase in a particular sector of tourism: naturalistic tourism (tab. 4.4).

Tab. 4.4 - % Rate of increase in the forms of tourism in Italy.

	1981-1990	1991-2000
Arts and culture	2.5	3.0
Business and conference	1.5	2.0
Seaside and lake tourism	2.0	1.0
Mountain	1.5 winter 0.55 summer	0.5 winter 2.0 summer
Thermal bath and health-tourism	- 2.5	-7.0
Farm holidays	4.0	6.0
Alternative tourism (sport or environment)	-	5.0

Source: (Mercury -Turistica) in Gebbia A., Tamperi M., (2000) “Il turismo nel Parco del Conero tra conservazione e sviluppo). *Quaderni del Parco*, N.4.

This is the reason why it seems to be advisable to enhance the quality of this kind of tourism through a redefinition of the supply: this involves an increase in the value of the goods produced and services offered, and a consequent increase in their price (and in economic operators’ income).

Ecological management is the key component necessary to get an eco-label allowing to capture the expanding flow of the current and future tourist market: tourists addressed towards naturalistic destinations.

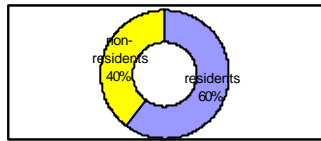
In the light of recent events (the attacks of 11 September) the tourist movement has been badly affected, yet more attention should be given to the local tourist systems<sup>14</sup>, by enhancing their peculiarities.

Also some research by ANPA (the Italian Environment Protection Agency) regarding Europe confirms that the number of the overnight stays of the residents is higher than that of non-residents (fig. 4.5).

<sup>13</sup> In this way this project can be a relevant tool of tourist attraction, as it “can generate support for park conservation on a local, national, and international level by promoting the region as a unique and attractive tourism destination” (Chojnacki, director of WWF Poland).

<sup>14</sup> Source: Bacheri E., Le previsioni in Italia, in “IT Turismo d’Italia” No 21 Gennaio-Febraio 2002.

Fig. 4.5 – Overnight stays in Europe (in 1998).



Source: elaboration on Eurostat data (in “Second activity report” By ANPA, 4<sup>th</sup> of March 2002).

Thus, after a moment of bewilderment tourists do not seem to have given up going on holiday but they certainly tend to move less further: the number of residents’ trips is increasing while that of foreigners is on the decrease (tab. 4.5).

Tab. 4.5 – Presences in Italy (values in thousands).

	ABSOLUTE VALUES			% VALUES		
	ITALIANS	FOREIGNERS	TOTAL	ITALIANS	FOREIGNERS	TOTAL
1999	181,647	126,668	308,315	-	-	-
2000	198,528	140,357	338,885	+9.3	+10.8	+9.9
2002	205,901	129,600	335,501	+3.7	-7.7	-1.0

Source: ENIT – Federalberghi – Mercury (elaboration on data available in the review “IT Turismo d’Italia” No 21 Gennaio -Febbraio 2002).

In short, what is expected is:

- less outgoing;
- more home tourism<sup>15</sup>.

In particular, with regard to the negative effects (i.e. the decrease of foreigners) at the regional level, the Marche Region is one of those that should less witness tourists’ losses (differently from others, e.g. Lazio or Campania)<sup>16</sup>.

#### 4.6 Analysis of the eco-hotel proposal in the Conero Park

In the above described context, the role played by the tourist industry in the area of the Conero Park is worth highlighting.

Tourism with its overflowing effects<sup>17</sup> is one of the most relevant activities in the area of the Park; therefore actions raising quality standards of the tourist supply

<sup>15</sup> Source: “Promozione, Crescita, Turismo”, No 334, Settembre-Ottobre 2001, page 8.

<sup>16</sup> It should be point out that the Marche Region offers a wide range of tourist products (from culture to the environment, from sport to the well-being and to the food-and-wine connoisseurship); and ecotourism is one of the products that seems to be and developing more and more due to the natural riches of the Region.

<sup>17</sup> Overflowing effects of tourism:

- direct stimulation, i.e. effects on production, added value and employment (accommodation facilities, transports,...);
- indirect stimulation, i.e. effects caused by each sector demanding inputs to suppliers (foodstuff consumption stimulates agricultural production and linked processing food businesses).
- induced stimulation, i.e. effects coming from the economic operators’ demand for consumption (Keynesian effect).

are necessary for improving and enhancing the whole area. In particular, naturalistic tourism in the Park is successfully developing (tab. 4.6).

Tab. 4.6 – Number of tourists visiting the Conero Park in 2000.

	No of persons
Tourists (school excursions)	7,182
Other tourists	2,986
TOTAL	10,168

Source: Forestal balance (as reported in the review “Nel Parco c’è” No 6, 2000).

As for the proposal of the SELP, the intervention-form provides for the implementation of some *concrete actions*, i.e.:

- reduction of water and energy consumption;
- practices for waste sorting;
- control of the use and emission of the polluting substances;
- reduction of environmental pollution sources;
- preservation of the landscape;
- promotion of local and wholesome food.

With regard to the *actors* involved:

- the economic operators in general, local authorities, professional Associations, the population and tourists are those benefiting from the intervention;
- environmental Associations and quality certification professionals should be the managers;
- the EU, the State, the Region, local public authorities and privates could finance the project.

As far as the *area* involved is concerned, priority should be given to the coastal zone as it has the highest tourist businesses density, and in the second place tourist accommodations of agrytourism and rural tourism looking for a strength point in a form of tourism taking care of the environment.

As for the *expected effects*, the initiative should bring low effects on the incomes (indirect effects) as well as on employment, on the contrary the environment and the image of the Park would widely benefit from it.

Then, moving on to the monitoring, the implementation indicators could be:

- number of certified businesses;
- respect of the fixed criteria.

This project is strictly linked to other instruments such as the Agricultural Mark provided in the Master Plan, and a recent agreement between the Legambiente Association and the Hotel Association of Riviera del Conero.

The latter, involving an environmental quality mark, is worth examining, as it represents the first step towards the environmental quality brand for tourist and accommodation facilities: in a long-term perspective this could lead to the “locality” certification. All the hotels of the Park area should join such agreement.

## 4.7 Current opportunities: EU label for hotels

Before the above mentioned initiative of Legambiente is examined, it is interesting to give a glance to the current European context where the ecological label is gaining ground.

Nowadays the eco-label scheme<sup>18</sup> is being extended to services.

In fact the new Regulation (1980/2000) made it possible to consider also a service as an Eco-label product group and among the services tourist accommodation has been the first to be considered<sup>19</sup>: as a matter of fact the tourism sector is of particular interest for many stakeholders.

The feasibility study FEMATOUR (Feasibility and Market study for European Eco-label for tourist accommodation) recognised the complexity of such a product group consisting of two elements:

- the tourist structure providing the service, i.e. the space and the facilities offered to the guest. The structure determines the type of accommodation (hotels, youth hotels, B&Bs, campsites,...);
- the service itself, i.e. the opportunities offered to guest (activities giving life to structures).

The aim of this new project is the introduction of the environmental quality assessment to encourage hotels to improve some of the environment related characteristics such as energy/water consumption, waste management, etc.

In short, this ecological label should be an incentive to improve the environment; the technical specifications of the project should be complementary to other more managerial schemes (e.g. ISO 14000 or EMAS<sup>20</sup>).

### 4.7.1 Existing initiatives

Before the project is analysed (next paragraph) existing initiatives in Europe should be considered. In fact there are several initiatives operating at national or regional level:

- DEHOGA scheme in Germany;
- Hotel Label in Austria;
- Tourist accommodation ecolabel in Luxembourg;
- Green Keys in Denmark;
- Nordic Ecolabelling in Scandinavian countries;
- Catalan Emblem in Catalunya.

A global vision will be shortly given (tab. 4.6); this digression wants simply to stress that the initiatives can become a concrete reality.

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<sup>18</sup> Regulation No 1980/2000 of the European Parliament and of the Council of 17 July 2000; (art.1.1.).

<sup>19</sup> The work started in Autumn 2001.

<sup>20</sup> EMAS is the Community Environmental Management Assessment Scheme. Currently, it is provided for Regulation (EEC) No 761/2001 of the European Parliament and of the Council of 19 March 2001.



Tab. 4. 6 – Summary of EU initiatives in the field of Hotel eco-labelling.

Environmental domain	No of requirements (mandatory or optional)					
	DEHOGA	Austrian Eco-label	Luxembourg Eco-labelling	Green Keys	Nordic Eco-labelling	Catalan Emblem
<i>Environmental control</i>				mandatory:4		
<i>Staff involvement</i>		mandatory: 2 optional: 1		mandatory: 3		mandatory: 1 optional: 1
<i>Information of guest</i>		mandatory: 1 optional: 1	mandatory: 2 optional: 6	mandatory: 3		mandatory: 5
<i>Water</i>	mandatory: 3 optional: 9	mandatory: 6 optional: 5	mandatory: 14 optional: 8	mandatory:18 recommendati ve:1	mandatory:5 optional:13(26point s)	mandatory: 2 optional: 6
<i>Laundry Cleaning and Chemical</i>		mandatory: 12 optional: 4				
<i>Waste</i>	mandatory: 2 optional: 8	mandatory: 5 optional: 4	mandatory: 9 optional: 9	mandatory: 4 recommendati ve:3	mandatory:8 optional:9(16 points)	mandatory: 2 optional: 2
<i>Energy</i>	mandatory: 2 optional: 7	mandatory: 11 optional: 27	mandatory:14 mandatory:14	mandatory:10 recommendative: 4	mandatory: 8 optional:15(25point s)	mandatory:1 0 optional: 29
<i>Food stuff, purchasing</i>	mandatory: 1 optional: 2	mandatory: 17 optional: 13	mandatory: 8 optional: 6	mandatory:4 recommendative: 3	mandatory:3 optional:16(25 points)	mandatory: 1 optional: 4
<i>Fixtures, fittings and inventory</i>		mandatory: 1 optional: 1			mandat ory:8 optional:10 (19points)	mandatory: 1 optional: 1
<i>Indoor climate</i>	mandatory: / optional: 1	mandatory: 4 optional: 2		mandatory:3 recommendative: 2		
<i>Park and outside areas</i>		mandatory: 5 optional: 3		mandatory:3 recommendative: 4		
<i>Transport</i>		mandatory: 2 optional: 4			mandatory:2 optional:7 (8points)	mandatory: 1
<i>General</i>	mandatory: 2 optional: 4	mandatory: 1 optional: 2		recommendative: 2		mandatory: 2 optional: 1
<i>Pools</i>						mandatory :4 optional: 7
<i>Label awarding conditions</i>	All the mandatory must be met + 80% of the optional requirements points	All the mandatory must be met +60% of the total score	All mandatory	All obligatory requirements must be met	65% of the possible total points	All the mandatory + minimum of 60 points in the total calculated for optional

						criteria .
<i>Fees for hotel</i>	150 €	use of the label =327€ for 3 years +participation of verification costs	free of charge	4000 DKK 40DKK/room	depending on turnover	Use of the label = 360 € + verification costs
<i>Label starting date</i>	1999	1997	1999	1994	Oct.1999	2000
<i>No of hotels awarded</i>	140	87	16			2
<i>Date of criteria</i>	- 1999	1997	up-dated	- June 1999	- Nov.1999	- 2000
<i>Date of next revision</i>	- 2002		every 2 years	- June2001	- Sept.2002	- 2003
<i>Validity</i>	3 years	3 years	2 years	12months		3

Sources: elaboration on the table from the final report for the LIFE project "Green Flag for Greener Hotels", January 2001.

All these are purely voluntary schemes where the initiative can come from the market (hotel sector or hotel organisations) or from Public Bodies (such as Government).

Comments on the importance and remarks of the initiatives highlight that:

- in the German scheme (DEHOGA), the label focuses on criteria easy to fulfil. Moreover the application and processing costs are cheap;
- in the Austrian scheme, great importance is given to the energy and purchasing domains;
- in the Denmark project (Green Keys) the water domain is extremely detailed;
- in the Catalan emblem, there is a specific domain for pools (with 11 requirements) and also energy is of great relevance.

As for requirement scoring, few methods use complex scoring and when they do, generally there is no methodological support.

As regards fees, they are an important issue as high fees are dissuasive but low fees are not sufficient for success<sup>21</sup>. Hotel evaluation and label awarding can be done in different ways, e.g. self-assessment by hoteliers (most cases) or a jury's decision or an "on site" inspection by a referenced organisation.

Unfortunately, the success of the initiatives is still very limited everywhere (< 0.01 % of hotel stock).

#### 4.7.2 The new proposal for a EU eco-label

The new proposal for a labelling scheme has two main components:

1. the demand level on the list of requirements (fig. 4.5.);
2. the administrative procedure proposed. (fig. 4.6.).

<sup>21</sup> In general fees are not very high (e.g. Austria).

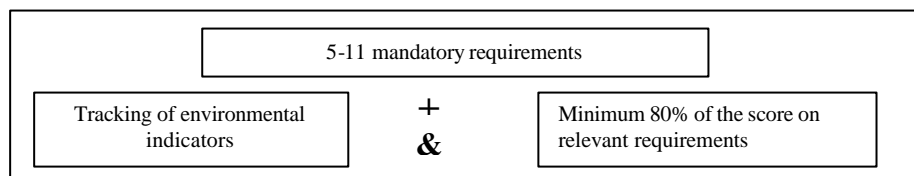
With regard to the criteria fixed, the main advantage is that they will apply to the all European territory and will be recognisable thanks to the single mark. Three kinds of criteria will be set up<sup>22</sup>:

- management criteria (e.g. training);
- measures to adopt involving the installations and specific contrivances;
- extreme readings involving limits of water or energy consumption.

The label duration is to be considered: it should not exceed two years and then the hotel should apply again.

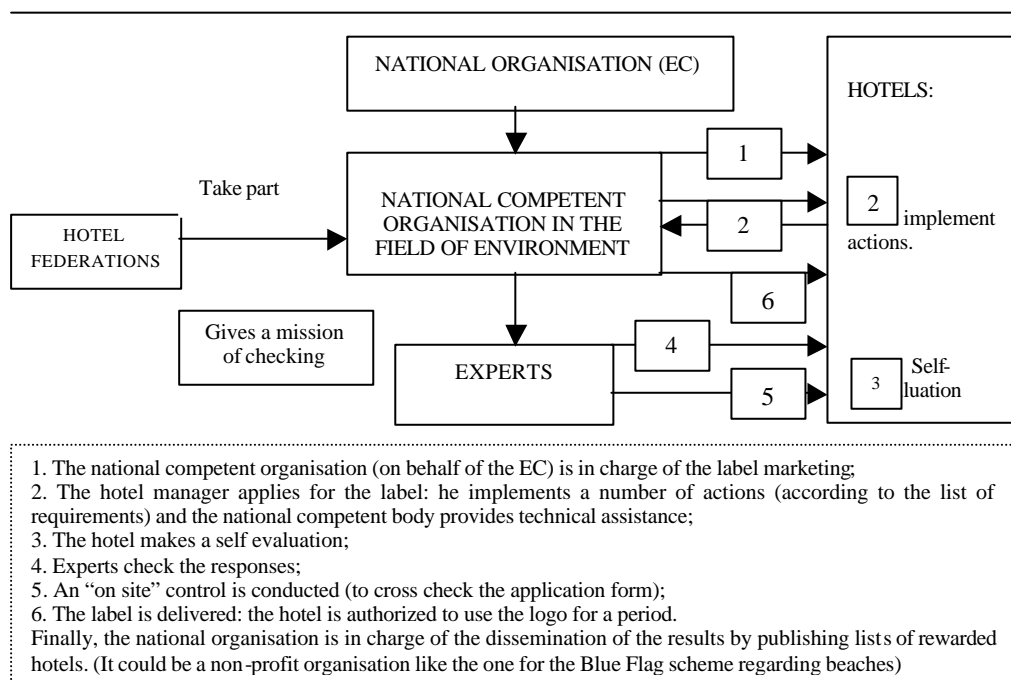
Furthermore, every two or three years the list of requirements should be updated.

Fig. 4.5 – Label awarding conditions.



Source: The final report for the LIFE project “Green Flag for Greener Hotels”, January 2001.

Fig. 4.6. - Proposed administrative structure for the Green Flag.



Source: elaboration on elaboration on the table from the final report for the LIFE project “Green Flag for Greener Hotels”, January 2001

<sup>22</sup> The final draft will be set up within December 2002.

### 4.7.3 Economic aspects

As far as economic aspects are concerned, two points must be kept under control: the examination of the cost of the scheme (fees), the evaluation of costs and benefits of the measures implementation.

The *first issue* involves the *fees*: these are unavoidable to finance both the assessment itself and the marketing of the label.

From the point of view of the organisation in charge of the label, the fees are supposed to cover:

- the cost of the audit or control by an independent consultant;
- the cost of running the organisation;
- the costs of label marketing in order to widely disseminate it.

From the hotel point of view the maximum fee should be inferior to the additional benefit caused by the increase in the number of overnight stays due to the label.

It is advisable to minimise the administrative burden for the label application and verification<sup>23</sup>.

The *second issue* involves economic *benefits*. Hotels need to comply with requirements of the different domains in order to cope with the label awarding rule.

This involves organisational and managerial actions, and requires investments but also generates some reductions, in the running costs of the hotel, which should be profitable in the short or mid term. (e.g. tab. 4.7).

Tab. 4.7 – Indicative costs and benefits of actions.

ACTION	COST	BENEFIT
<b>WASTE:</b>		
- collect and dispose separately paper, cardboard, glasses;	- Law; - 1000 €	- 0; - 0.
- collect oil backlogs by a dedicated company	?/year	
<b>WATER</b>		
- pipe insulation for domestic water and central heating system;	- 5000 €/? year;	- 500 €/? year;
- water leaks checking	- 0.	- 200 €/? /year.

Source: elaboration from the final report for the LIFE project “Green Flag for Greener Hotels”, January 2001.

### 4.7.4 Comments on a EU-wide eco-label:

a) The position of HOTREC<sup>24</sup>

The European Association HOTREC is not opposed to systems of eco-labels.

Yet, the Association does not believe that eco-label at EU level would have any added value in relation to that already existing: in most EU Member States there are eco-labels at national and regional level (a great number of HOTREC member associations have adopted programmes of concrete environmental actions).

<sup>23</sup> The label could be subsidised by the EU, national governments or private organisations.

<sup>24</sup> HOTREC (Hotel, Restaurants & Cafés in Europe): 30 national associations in 20 European countries.

As far as the geographical dimension is concerned, a EU-wide eco-label there would bring about important consequences.

In fact, it would raise both questions related to the identification of criteria (because of widely differing regional characteristics, e.g. an island in Finland or in Greece) and questions concerning control and thus efficiency (proper enforcement of the system would imply high costs for controls and other administrative tasks). Besides the label may be based on a lowest common denominator: the impact of the label would be weak, therefore it would bring very little to the consumer.

a) The position of Legambiente<sup>25</sup>

Legambiente evaluation of ECOLABEL in Italy and in Europe points out several aspects:

- the protection of natural areas in a tourist district is only possible if it is no longer seen as a constraint but as an opportunity;
- schemes must not be based on public support only independently of sound business principles (this would only achieve partial results);
- an “ad hoc” model, promoting larger participation, should be created (i.e. the legal co-operation and commitment of hotel or camp-site managers are necessary).

#### **4.8 The role played by Legambiente**

In our country the Legambiente Association has acquired sufficient reputation to add new proposals to its conventional activities (environmental education, or organising volunteers for land and sea protection). Nowadays the terms tourism and the environment are strictly connected; yet they hardly go hand in hand. The issue of tourism in protected areas has been identified as a possible path to follow. New proposals of the Association aim at promoting responsible tourism as well as at reducing human negative impact on hotel activities.

In short this reminds of the concept of “eco-tourism” defined as “implying a building of environmental considerations into all tourism and travel products and their consumption. This would suggest that sustainable tourism development is a level of activity at or below the level which will not result in environmental or socio-cultural deterioration or be perceived by tourists as depreciating their enjoyment and appreciation of the area”<sup>26</sup>.

Into the light of such context Legambiente promotes the initiative “Recommended Hotels” combining wilderness preservation with business activities<sup>27</sup>.

The Eco-Hotel projects implemented with the collaboration of this environmental institution aim at increasing the value of Italy’s specific features, while approaching the environment as a “commodity” that cannot be overexploited. This involves the choice of severe practices for: waste reduction, energy and

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<sup>25</sup> First contribution by Legambiente, Rome 20<sup>th</sup> November 2001.

<sup>26</sup> This is the definition given by the World Tourism and Travel Environment Research Centre (WTTRC).

<sup>27</sup> Seas, mountains, hills, lowlands, cities of art and unique landscapes together with the Italian gastronomy are the best assets of Italy’s tourist industry in a global society tending to level off all differences, peculiarities or identities.

water saving, noise abatement and traffic volume reduction, the promotion of healthy products, local food, naturalistic itineraries and monuments.

The projects have already been successfully implemented in several Italian areas (Riccione, Appennino Bolognese, and other places in the Emilia Romagna Region). Recently, also the Riviera del Conero in the Marche Region has joined the project. The main point to remember is the partnership and cooperation among all the local actors, as in the tourist sector the logic of “thinking global and acting local” is necessary.

#### 4.8.1 The Agreement between the “Hotel Association of Riviera del Conero” and Legambiente

The Hotel Association of Riviera del Conero and Legambiente signed a protocol of agreement<sup>28</sup>, which defines a new and more environmentally conscious policy on tourism supply: the purpose is to reconcile environmental protection with local business activities.

Hospitality structures are supposed to comply with the Guidelines written down by Legambiente<sup>29</sup>.

The most qualifying points are waste reduction and garbage sorting, energy and water saving, the protection of a healthy diet (also with foodstuff from organic farming), the use of collective transportation, noise abatement, the promotion of cultural and environmental assets and the direct involvement of tourists who are given a card where they are asked to express their degree of satisfaction about undertaken commitments.

Commitments fixed and to respect for the year 2001<sup>30</sup> acknowledge Guidelines at a national level (drawn up by the national responsible for the project, i.e. Legambiente Emilia Romagna).

National Guidelines	Commitments for the hotels joining
<p><b>1. WASTE</b> Hotels commit to reduce the waste volume by adopting purchasing policies oriented to products with reduced packaging (e.g. returning beverage bottles or refilling bags for detergents and other products). Arrangement upon garbage sorting programs and other similar projects implemented by companies locally responsible for waste collection, recycling and disposal.</p>	<p><b>1. WASTE</b> Reduction of waste volume thanks to a purchasing policy addressed to products with reduced packaging. Commitments: - to progressively eliminate individual packets (though still available on request); - to use refill bags for detergents and other products; - to sort garbage into glass, paper, and plastic (in hotel rooms or in a common space); - to adopt exhausted battery containers</p>
<p><b>2. WATER</b> Commitment to adopt water saving practices reducing per capita consumption through the installation of water saving plumbing products. Bathrooms with water saving showerheads, faucets and other appliances providing a better</p>	<p><b>2. WATER</b> Implementation of water (and energy) saving measures by installing currently available water saving technologies (e.g. pressure devices for showerheads and faucets in general) in at least 70% of the hotel rooms</p>

<sup>28</sup> Protocol of agreement of 19-04-2001 signed at the “Fortino Napoleonico” (Napoleonic Fortress) in Portonovo.

<sup>29</sup> The Guidelines aim at improving the environment where tourists themselves should play an active role in the implementation of environmentally sustainable behaviours.

<sup>30</sup> The first check-list drawn by Legambiente is available in Appendix I (page 105).

service and considerable water and energy savings through reduced water heating.	
3.ENERGY Promoting energy saving and reuse through a reduction of the laundry to wash. Installation of energy saving bulbs.	3.ENERGY Favouring energy saving and re-use by reducing laundry to wash and installing energy saving light bulbs in at least 70% of the hotel. Use recycled, dis-inked paper of paper made with no polluting substances
4. FOOD PREPARATION Commitment to use food with no chemicals (pesticides and fungicides) by offering fresh fruit and vegetables coming from organic farming and/or with low environmental impact. No genetically modified products are to be used	4.FOOD PREPARATION Not using genetically modified products. Employing food products with no chemicals or synthetic pesticides, and favouring fresh fruit and vegetables from organic farming. Arranging a breakfast corner with organic products and publicising it with a notice.
5. RESTAURANT (GASTRONOMY) Advertising food specialities of the area where hotels are located: promotion and introduction of regional dishes prepared with typical products and recipes (local fish, meat and cheese, fresh fruit and vegetables).	5. RESTAURANT (GASTRONOMY) Enhancing local food specialities. Promoting and introducing regional dishes prepared with local products (fish, meat and local brands of cheese, Conero honey, fresh fruit and vegetables). Commitment to arrange special menus for children.
6. TRANSPORT Active approach in promoting both public and private collective transportation, also selling directly bus tickets made available by transportation companies.	6.TRANSPORT Promoting collective transportation. Encouraging the use of existing pedestrian and cycle path. Bicycles should be available
7. SHORT TRANSFER Encouraging the use of existing pedestrian and cycle paths and the building of new ones. Make bicycles for hire available free of charge. Promoting the use of the electric car.	
8. NOISE Commitment to abating noises produced in hotel, especially at night, by adopting proper behaviours towards guests. Commitment to support similar measures to abate noises in the neighbourhood of the hotel.	7. NOISE Controlling noise in hotel premises and the surrounding areas, especially at night. Supporting similar measures to abate noise levels in the neighbourhood of the hotel (night-time car-free-zones). Discouraging the use of mobile phones at the restaurant putting up notices or at least inviting to silence the phones.
9. CULTURAL ASSETS Being active in suggesting alternative touring offers and promoting cultural assets (naturalistic itineraries, natural scenery, monuments or historical sites in the area.	8.ENVIRONMENTAL ASSETS IN THE CONERO PARK Displaying information material in the Conero Park, especially maps showing the paths for excursions. Displaying agricultural produce with the Conero Park brand name.
	9. SMOKING Favouring no-smoking areas in common rooms, or if this is not possible, putting notices to discourage smoking.  10. TRAINING Hotel operators will have the opportunity of attending adequate courses organised by Legambiente Emilia Romagna and the Hotel Association of Riviera del Conero

<p>10. GUESTS Encouraging tourists to take an active part in the implementation of environmentally sustainable behaviours indicated in the Guidelines. Inviting tourists to evaluate their hotel's performance as for environment management. Commitment to distribute cards to test customer satisfaction with the environmental policy adopted by hotel managements.</p>	<p>11. GUESTS Guests are involved in implementing these Guidelines and evaluating the environmental commitment of hotels through filling up questionnaires.</p> <p>12.J.FESTIVAL Carrying out a research study by distributing forms to little boys and girls; with the objective of identifying some quality standards for the next years that help build suitable facilities for children 's areas. Issuing a J card valid for the whole J-Festival period. This card allows children to be taken under Legambiente operators' care. Promoting J-Festival by circulating various info materials.</p>
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So far eleven hotels have joined the above mentioned initiative. The hotels are situated in the main town of the Park<sup>31</sup>: three are in Portonovo (a locality in Ancona), four in Sirolo and four in Numana.

From the customer's point of view, the brand represents a positive landmark attracting tourists' attention, as the brand stands for the good quality of the products served, and for example testifies the attention paid to noise. In short, the project is very likely to meet customers' approval.

Moving on to the point of view of business activity, the hotels have widely welcomed this initiative involving environmental choices, as several advantages arise from joining the project. The main are:

- offering a product (service) in a particular place (such as the Protected Area) dedicated to the environment;
- the savings of costs in a long-term view.

As a matter of fact, a cost - benefit analysis shows that:

COSTS	BENEFITS
1. WASTE	
<ul style="list-style-type: none"> <li>• Sorting garbage (cost of putting different litterbins, e.g. for glass, paper, plastic)</li> <li>• Placing battery containers</li> </ul>	<ul style="list-style-type: none"> <li>• Dispensers v/s individual packets<sup>32</sup>: (cost of the dispenser &lt; cost of small packets); (cost of using refill bags &lt; cost of using new containers)</li> </ul>
2. WATER	
<ul style="list-style-type: none"> <li>• Installing water saving technologies, such as pressure devices, or water dispenser in the restaurant.</li> </ul> <p>In particular several solutions are available on the market<sup>33</sup>:</p> <ul style="list-style-type: none"> <li>- universal shower;</li> <li>- the caps stream-breaking at low consumption.</li> </ul>	<ul style="list-style-type: none"> <li>• Advantages of installing the technologies: <ul style="list-style-type: none"> <li>- environmental ones: less use of water and energy resources;</li> <li>- social ones: increase on the availability time of water (where resources lack);</li> <li>- concerning the fixture: continuity in the supply, improvement in the output of technological components,</li> <li>- financial ones: decrease on the management costs and maintenance costs ↓</li> </ul> </li> </ul>

<sup>31</sup> The first hotels were:

- Baby Gigli, Eden Gigli, Marcelli, (Numana),
- Fortino Napoleonico, La Fonte, Internazionale (Portonovo in Ancona);
- Cantarini, Locanda Rocco, Monteconero, Sirolo (Sirolo).

Recently also the Hotel Giardino (Numana) joined the project.

<sup>32</sup> Source: "Itapak", for detailed information see Appendix I (page 108).



	<ul style="list-style-type: none"> <li>↑ Savings in the medium or long-term<sup>34</sup></li> </ul>
3. ENERGY	
<ul style="list-style-type: none"> <li>Installing saving light bulbs</li> </ul>	<ul style="list-style-type: none"> <li>Less consumption of electricity;</li> <li>Less washing (e.g. towels):</li> </ul> <p style="text-align: center;">↓</p> <ul style="list-style-type: none"> <li>Energy cost</li> </ul>
4. FOOD PREPARATION	
<ul style="list-style-type: none"> <li>Purchasing of organic products (yoghurt, juice, etc.)</li> </ul>	<ul style="list-style-type: none"> <li>(At present) acting in group big bulk is possible = economies of scale (discount for big quantities).</li> <li>(In the short – term) the marketing is gradually orienting towards the organic sector</li> </ul> <p style="text-align: center;">↓</p> <p style="text-align: center;">Prices of these products.</p>
5. RESTAURANT	
	<ul style="list-style-type: none"> <li>Big bulk purchasing for local food = economies of scale.</li> </ul>
6. TRANSPORT	
<ul style="list-style-type: none"> <li>Promoting collective transportation (e.g.: pullman for the free transport service of guests from the airport // railway station // harbour; bicycles available for guests)</li> </ul>	<ul style="list-style-type: none"> <li>Enhancement of the image of the hotel (taking care of the environment) on the market.</li> </ul>
7. NOISE	
<ul style="list-style-type: none"> <li>Low (insignificant) costs of putting up notices to silence the phones.</li> </ul>	<ul style="list-style-type: none"> <li>Image (see point No 6)</li> </ul>
8. ENVIRONMENTAL ASSETS	
<ul style="list-style-type: none"> <li>Displaying info material (brochures, leaflets, ...)</li> </ul>	<ul style="list-style-type: none"> <li>Image (see point No 6)</li> </ul>
10. TRAINING	
	<ul style="list-style-type: none"> <li>Free training courses for hotel operators</li> </ul>
11. GUESTS	
<ul style="list-style-type: none"> <li>Providing information about the project;</li> <li>Providing the questionnaire-forms.</li> </ul>	<ul style="list-style-type: none"> <li>Image of the hotel as well as of the whole area involved in the project.</li> </ul>
12. J-FESTIVAL	
<ul style="list-style-type: none"> <li>Distributing forms to children</li> </ul>	<ul style="list-style-type: none"> <li>Image of the hotel taking care of children</li> </ul>
OTHER	
<ul style="list-style-type: none"> <li>Cost of using the Legambiente Mark (depending on the number of hotels): Cost per hotel = 5,000,000 / 11 (current number of hotels)</li> </ul>	<ul style="list-style-type: none"> <li>The mark qualifies the hotel operator, by improving its image.</li> <li>Stronger political influence due to the belonging to the range of "Best Environmental Hotels".</li> <li>Common action makes it possible a more coherent project, in fact choices can be coordinated avoiding imbalances, so good results are expected.</li> </ul>

Source: elaboration from personal direct surveys.

<sup>33</sup> Source: The "Vigorfluss – Ecolcap" company (available on site: [www.legambientedoc.it/opera/ospiti/vigorfluss](http://www.legambientedoc.it/opera/ospiti/vigorfluss)).

<sup>34</sup> For example, "40 hotels recommended by Legambiente" in Riccione have recorded 20% saving on the total consumption (in 1999). See Appendix I (page 108) for more detailed data.

In short it is a question of management choices, requiring in some cases financial investments that will bring returns (in the medium or long-term).

#### 4.8.2 Evaluating the ecological management of the hotel

The theme of ecological management is really coming to the fore: also the tourist sector press is giving it more attention<sup>35</sup>.

As a matter of fact, hoteliers have to evaluate the consequences of the management by taking into account the possible savings and investments (as above mentioned in the cost and benefit analysis).

On the basis of the current available documents at the European level, and through research carried out, it shows that an ecological management can bring, for example, a 10% cost saving even in the short term and with no considerable investments<sup>36</sup>, and if environmental practices are intensified a 20-25% saving is expected.

The main costs to be considered are the running costs (energy consumption, water consumption, waste removal, the cleanings, the foodstuffs, noise and emissions) because they are activities on which it is possible to intervene daily.

It has been seen that hotels are structures not consuming much energy, differently from other sectors (industries), thus their most evident consumption regards the water and their more visible environmental impact is waste disposal. Besides, there are other ecological actions<sup>37</sup>, having no monetary impact on the balance of the hotel, and being quite important for the society as they reduce social costs in the mid-long term.

In order to evaluate the eco- experiences, indicators are necessary as they can be useful to make analyses and comparisons (tab. 4.8 for examples).

Tab. 4.8 – Possible indicators for the evaluation process.

	COST		CONSUMPTION
ENERGY	Total cost; - Per capita cost*	-	Total consumption; - Per capita consumption.
WATER	- Total cost; - Per capita cost*	-	Total consumption; - Per capita consumption
GAS	- Total cost; - Per capita cost*	-	Total consumption; - Per capita consumption
WASTE	- Total cost; - Per capita cost*.	-	Total consumption; - Per capita consumption

\* = cost per overnight stay

Source: "IT Il Turismo d'Italia", No 21 (2002).

<sup>35</sup> Source: Lolli A., "Hotel sostenibile. La gestione ecologica", in IT Il Turismo d'Italia, No 2, Gennaio-Febraio 2002.

<sup>36</sup> For instance, an expenditure (investment) of 10,000 euro brings 1,000 euro saving in the year to come.

<sup>37</sup> E.g. using recycled paper or reducing the dangerous emissions.

By considering:

- a financial investment (e.g. installation of energy saving);
- the increase in the number of guests (attracted to the “green” hotel);

then, a reduction in the cost per overnight stay is expected (due to the splitting effect: economies of scale) with full advantage of the hotel.

In short, the study carried out has shown that, besides the positive environmental effects, the eco-management practices involve also a reduction in the hotel management costs.

#### 4.9 Latest developments of the eco-hotel project

An additional Protocol<sup>38</sup> has been recently signed among the Consortium of Conero Park, the Hotel Association of Riviera del Conero and the Legambiente Association.

This protocol sets out the commitments for 2002:

1. *Training*. Organisation of courses for hotel operators aimed at spreading technologies and solutions to increase water and energy saving and improve environmental quality.
2. *Information*. Adoption of an information network (speedy system) to grant hotel operators prompt information about initiatives promoted by the Park. Spreading information on the initiative with articles published in the review “Nel Parco c’è” (In the Park you can find...) also through spaces assigned to the themes of the project and to joining organisations.
3. *Promotion*. Make the initiative evident on the internet site “parks.it” also through a link with the site of Legambiente ([www.legambienteturismo.it](http://www.legambienteturismo.it)). Promoting the project in the Visiting Centre with an appropriate totem, which shows its characteristics and makes it possible to disseminate promotional material of each joining hotel. These “totems” could be placed in strategic points like: the railway station, the airport, tourist offices. Each operator will have free illustrative material on the Park and typical products to put in appropriate showcases<sup>39</sup>.
4. *Protected Italian Coasts (CIP)*. The jointed initiative between Legambiente and the Hotel Association of Riviera del Conero is considered of relevant interest for the CIP project, so the Conero Park in agreement with them has committed to promote initiatives aiming at improving the purposes and increasing participation. Within the CIP project pilot relevant experiences in the tourist industry will be promoted.
5. *Transportation*. Besides encouraging the use and spreading of pedestrian and cycling paths, there is the commitment to arrange an illustrative brochure on the cycle-path in order to develop the knowledge of tourists and the local community.

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<sup>38</sup> Protocol of Agreement of 29-01-2002.

<sup>39</sup> There will be the possibility of marketing gadgets and other materials at easy terms.

6. The Park undertakes to promote public transportation inside the protected area through initiatives of awaking towards public authorities and private actors interested in rationalising and developing the service.
7. *Hospitality for kids*. Favouring sociological research and initiatives which focus on young tourists' needs in order to present and promote the Park on a children scale. Promotion of the J-Festival.

#### **4.9.1 Comments about the recent agreement: the role of promotion**

Among the recent commitments the importance given to the role of the promotion should be stressed. Indeed, the Conero Park took several actions aiming at this function in the past years; in fact the Park analysed the traffic on the site "parks.it" (the portal of Italian parks) and from the research carried out a rising trend of visitors (surfers) emerged.

Yet, the presence of tourist accommodation of the Conero was not considerable: the hotels paid scarce attention and weak interest in promoting themselves through the Internet. Even if the Consortium of the Park intended to contribute to the setting up and maintenance costs of the site the initiative was not very successful.

Fortunately, now things seem to go better: the promotion has finally been given due attention.

#### **4.9.2 Comments: focus on the CIP project**

The recent agreement (above mentioned) makes reference to the CIP project, stressing the commitment of its improvement. Thus the initiative is of particular interest to our discussion as it involves the promotion of experiences in the tourist industry.

The project meets the principles of the "new planning", in fact it concerns common territorial projects aiming at overcoming fragmentation and every kind of scrappiness both of the institutions and of other sectors such as the separation between land and sea. The new convincing component introduced by the CIP is a "system project", i.e. involving a wide area. In fact it aims at the pursuit of the unitariness (joint management): a characteristic almost neglected, so far, in the discussion of themes of environmental defence<sup>40</sup>.

The project is confirmed also at a European level by the ICZM (Integrated Coastal Zones Management) of the EU Commission; and also the WCPA (Commission for Protected Areas of the IUCN) has recently introduced a strategic programme 1999-2002 regarding the sea and focussing on the integrated management of coasts.

In this scenario, the Italian project (CIP), conceived by the Federparchi (Italian Federation of Parks and Natural Reserves), finds its own way.

The management of tourism represents one of the priority scopes<sup>41</sup> of the CIP project because even if tourism can be linked to objectives of conservation, it can

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<sup>40</sup> The first system project was APE (Appennino: Park of Europe)

<sup>41</sup> Besides the tourism sector, the other priority extents are:

also cause the degradation of resources. According to indicators, the frequency of tourism in the Mediterranean region in the years to come is expected to increase<sup>42</sup>. Several points should be analysed, like:

- the tourist supply;
- the advantages and the disadvantages of the seasonal adjustment;
- the involvement of economic operators;
- the environmental sustainability of the tourist load.

So far, both the Marche Region and the parks have welcomed the initiative, showing considerable interest in and new awareness for the project<sup>43</sup>.

Thanks to the Region funding a plan of work is already being implemented.

This plan includes several points, in particular it provides the integration of the tourist sector into the environment preservation: this involves, for example, new criteria to certify the hotel offer (concerning the grant of licences, “stars”, or “green labels”)<sup>44</sup>.

Further on, CIP intends to work out concrete strategies to cope with and oppose the degradation of coastal areas. These strategies include, among other things<sup>45</sup>, the start of sound projects for sustainable tourism taking into account, first of all, the seasonable adjustment and the defence of the coast from pollution.

For the current year (2002) the CIP project earmarks 70,000,000 lire (36,151.983 €) to the environmental tourist sector in the coastal parks of the Marche (territory involved: the Conero Park and San Bartolo Park). This represents a good opportunity for the improvement of the sector and therefore it seems that the CIP project is likely to reach the goal.

#### **4.10 Besides the agreement, other possible initiatives**

It is important not to stop to the implementation of the above described agreement, as other initiatives may be taken into consideration.

These could contribute to enhancing the overall image of the area (of the Conero Park) and its activities.

- 
- the management models compatible with protected areas and the surrounding territory of coastal landscapes;
  - the atlas of protected coast and coast to be protected.

<sup>42</sup> Following estimates of the Blue Plan (of the UNEP) the number of tourists will move from 135,000,000 in the 1990 to 235-355,000,000 in 2025.

<sup>43</sup> As results also from the “National Workshop” held in Villa Caprile (Pesaro, Regione Marche), on 13 October 2001.

<sup>44</sup> Other relevant issues are:

- the identification of innovative techniques to protect coasts from erosion;
- the drawing up of an “Inventory of institutional blocks” (i.e. all the clashes occurring among public Bodies that make the preservation and improvement difficult) and of indicators for possible (even normative) solutions;
- the testing of a new action preserving the system sea/coast, which should arise from a discussion and agreement among all the authorities involved;
- the carrying out of an information campaign about the CIP project (including the publication of a volume and an internet site).

<sup>45</sup> Other strategies regard the backwardness of infrastructures (roads, railways,...) and the rationalisation of the current harbour system.

Thus, firstly a general initiative involving the whole area will be examined (a network for sustainable tourism), then a specific one, which has been very successful in other countries, concerning hotels addressed to a specific target (i.e. the family).

#### 4.10.1 The “Network of cities on sustainable tourism”

“Network of cities for sustainable tourism” is a recent initiative set up by the Province of Rimini and International Trading Centre of I.C.L.E.I. (International Council for Local Environmental Initiatives), launched during the international conference<sup>46</sup> on sustainable tourism.

Participants are cities located either within the EU or in the Mediterranean Region, where mass tourism is one of the major local economic factors (tab. 4.9); therefore also our town is eligible to be part of it (form to be filled available in Appendix<sup>47</sup>).

Tab. 4.9 - The network partners

COUNTRY	PARTNERS
ITALY	Cervia, Province of Rimini.
SPAIN	Calvi a, Lloret de Mar, Punta Umbrì a.
GREECE	Kallithea
TURKEY	Çarrakkale
The Union of Local Authorities in Israele	Tel Aviv, Haifa, Ashkelon, Ashdod, Netanya, Bat, Yam, Akko and Nahariya.

Source: From the International conference on sustainable tourism held in Rimini, on 28-30 June 2001 ([www.provincia.rimini.it/turismo/conferenza](http://www.provincia.rimini.it/turismo/conferenza))

The goals of the network are:

- joint development of sustainable tourism projects;
- getting funds (from the EU and other potential funding actors) in order to implement such projects, and passing political messages both to the EU and to the other European bodies;
- exchanging information and experiences;
- developing policies and good practices for sustainable tourism;
- promoting and disseminating a strategy to increase awareness in other cities and present the achievements of the network;
- developing common training and distance training projects for city officials;
- developing common strategies to deliver to new potential markets (e.g. USA)

As for commitment from participants, they are asked to share information and experiences and identify possible projects to carry out together. Moreover, they are involved in some project proposal writing and designing and should actively

<sup>46</sup> Conference held in Rimini, June 28-30, 2001.

<sup>47</sup> See Appendix I, page 108.

participate in the discussion about sustainable tourism. Furthermore they are asked to co-operate both in the managing of the network and in the production of material for the network promotion.

As regards finances, there is a fee: 150 € (for participating in the network from July 2001 to July 2002)<sup>48</sup>.

#### 4.10.2 Kinderhotels

As regards the least point of the recent agreement (above mentioned), concerning the hospitality for kids, an interesting idea, coming from Austria, should be examined.

“Die Kinderhotels” (hotels for children) are an initiative of the Austrian Tourist Board which started in 1989.

These hotels pay particular attention to children’s needs.

Thus a wide range of services are offered: youth programmes involve several activities, such as mountain bike tours, riding, tennis, table tennis, fishing, or learning how to milk.

The quality criteria are chartered: there is a minimum of three smileys up to five (tab. 4.10).

The minimum criteria to be met (i.e. 3 Smileys) are:

- Location: the play area must be far from the traffic;
- Furnishings and fittings in family rooms, suites and apartments:
  - Beds for children;
  - Child-care system and baby alarm;
  - on request any time: baby-hairdryer, stool for toilet, WC-seat and bath for children, thermometer, dustbin for nappies, changing unit, feeding bottle warmer, vaporizer, chamber pot.
- Dining rooms:
  - Family’s table;
  - Outdoor area for smoking;
  - cutlery, glasses, dishes for children, menus and drinks for children.
- Play area:
  - Some well-lit (with window) playrooms with toys;
  - Outdoor area with playpens, swings, slides, toy cars.
- Services:
  - Priority treatment to family with children;
  - Friendly atmosphere;
  - Day and evening baby sitter service any time (overprice);
  - Cleaning service (e.g. washing machine with coins);
  - Pediatrician service (i.e. doctor for children);
  - Playroom (board games on loan, hiring of prams, knapsacks, etc.);
- Childcare minimum 20 hours a week (5x4 hours each child from 3 years):
  - 1 childminder for 20 children during opening time.

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<sup>48</sup> As it results from the “Partnership Agreement”.

Tab. 4.10 – Further criteria for a “Kinderhotel”

STANDARD SERVICES PROVIDED BY THE HOTELS	
4 SMILEYS:	5 SMILEYS:
<p>Location:</p> <ul style="list-style-type: none"> <li>- The play area should be completely separate from the traffic, with safe direct access to the hotel. Superior standard with and indoor swimming or play pool.</li> </ul> <p>Furnishings and fittings in family rooms, suites and apartments:</p> <ul style="list-style-type: none"> <li>- spacious rooms and apartments with plenty of room even if two children are sleeping in the apartment;</li> <li>- laundry drying facilities in the bathroom and/or on the balcony.</li> </ul> <p>Dining rooms:</p> <ul style="list-style-type: none"> <li>- daily children’s table with minder. Juice bar with a minimum of two varieties five days a week (10.00-20.00)</li> </ul> <p>Play area:</p> <ul style="list-style-type: none"> <li>- play area appropriate to the size of the hotel</li> </ul> <p>Services:</p> <ul style="list-style-type: none"> <li>- baby and childcare provided by trained staff five days a week all day (minimum 40 hours a week);</li> <li>- minimum 2 childminders</li> </ul>	<p>Location:</p> <ul style="list-style-type: none"> <li>- four-star hotels with foyer and daytime bar;</li> <li>- indoor swimming pool or health pool with solarium and sauna;</li> <li>- indoor paddling pool for children;</li> <li>- annual guaranteed safety checks.</li> </ul> <p>Furnishings and fittings in family rooms, suites and apartments:</p> <ul style="list-style-type: none"> <li>- toys and games available from reception on request;</li> </ul> <p>Dining area:</p> <ul style="list-style-type: none"> <li>- lemonade fountain for parents and children (included in the price);</li> </ul> <p>Play area:</p> <ul style="list-style-type: none"> <li>- groups separated according to ages, and a craft area, drawing, painting, puppet theatre, Lego and Duplo bricks.</li> </ul> <p>Services:</p> <ul style="list-style-type: none"> <li>- separate all-day baby and childcare on at least 6 days a week with trained staff and entertainers (minimum 60 hours a week);</li> <li>- children are given a mascot on arrival or a leaving present;</li> </ul>

It is understood that the establishments that wish to join the initiative not only have to identify with the task of providing perfect holiday experiences for children, but also financial investments (in some cases) are to be faced.



## CHAPTER 5: ECO-HOTEL AND POSSIBLE CONNECTIONS

### Foreword

“Eco-hotels”, the proposal analysed in the previous chapter, can be further examined in the light of the current context characterized by the recent events. Then it should be useful to make an accurate examination of the other proposal provided for in the SELP: there could be interesting opportunities.

### 5.1. News: the ecotourism year

Ecotourism and parks are two issues strictly connected. Especially in our country, the development of ecotourism is linked to the presence of the parks, which are the perfect framework for several kinds of tourism (naturalistic, cultural, religious, wine-gastronomic).

2002 will be the international year of ecotourism, i.e. the sustainable, “green” tourism. This is an announcement by the UN (United Nations); and parks in particular coastal parks, are considered an important part of the project.

In the Summit that will be held for the occasion (Québec, Canada May 2002) parks participation is explicitly identified: “(the Summit) will gather all types of stakeholders involved in ecotourism, including Ministers, public sector officials, tourism companies and their associations, local authorities, national park managers NGOs relevant to the ecotourism sector, indigenous people representatives”<sup>1</sup>.

For this event, in our country<sup>2</sup> the Student and Youth Tourist Centre (CTS) and the Italian Federation of Parks and Natural Reserves, have organized a Meeting Table aiming at planning a series of initiatives to carry out in Italy, and at arranging for a programming document, to be presented at the Summit, for the development of ecotourism in Italy<sup>3</sup>.

Several objectives and themes identified as priority issues at the Summit are relevant to our discussion. As far as objectives are concerned (full list in the tab. 5.1), the second is quite important, i.e. the exchanging of information on good practice techniques in the sustainable planning, development, management, and marketing of ecotourism; and Obj. 5 involving the participation of local communities and indigenous people in ecotourism projects and businesses.

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<sup>1</sup> Extracted from: Sommet Mondial de l'écotourisme // International Summit of Ecotourism (on site: <http://216.240.239.72>)

<sup>2</sup> As in other countries (e.g.: the meeting concerning marketing, in Salzburg; that one concerning ecotourism in mountain areas, held in Hannover).

<sup>3</sup> Comunicato stampa of 20<sup>th</sup> February 2002 (available on the net: [www.parks.it/federparchi/CS.federparchi/CS-2002-02-20.html](http://www.parks.it/federparchi/CS.federparchi/CS-2002-02-20.html))

Tab. 5.1. – The International Summit detailed objectives

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OBJECTIVES:

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1. Opening review on contribution of ecotourism to sustainable development.
  2. Exchanging information about planning, development, management and marketing of ecotourism.
  3. Advancing in the knowledge of the impacts of ecotourism
  4. Assessing regulatory mechanisms and voluntary schemes for controlling the impacts of ecotourism.
  5. Reviewing experiences and lessons about the role of local communities in ecotourism projects
  6. Strengthening the capacity of government, the private sector and NGOs to effectively use ecotourism as a tool for sustainable development
  7. Encouraging a more responsible behaviour by all those acting in the field of ecotourism
  8. Defining new areas for international and inter-stakeholder collaboration
  9. Delivering a Québec City Declaration on ecotourism (and elaborating conclusions and recommendations).
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The key-themes are:

1<sup>st</sup>) *Ecotourism policy and planning*: the sustainability challenge. This includes sustainable ecotourism plans, policies and programmes at international, national, and local levels, integration of such policies into sustainable development plans and frameworks. Also land use planning and use of natural parks and protected areas, are taken into consideration, as well as balance between development and conservation objectives in policies, the role of development agency programs on ecotourism and plans for human resource development in ecotourism.

2<sup>nd</sup>) *Regulation of ecotourism*: the rules of the game, involving institutional responsibilities and frameworks. Besides dealing with legislation, norms, and other regulations for ecotourism activities this includes voluntary schemes, certifications, accreditations and ecolabels.

3<sup>rd</sup>) *Product development, marketing and promotion of ecotourism* fostering sustainable products and consumers. This includes, in particular, sustainable ecotourism products and multi-stakeholder cooperation for product development especially in protected areas.

4<sup>th</sup>) *Monitoring costs and benefits* of ecotourism: ensuring equitable distribution among all stakeholders. This includes measuring economic, ecological, and social costs and benefits of ecotourism, its contribution to conservation, as well as the assessment of potential and actual impacts, and of the effectiveness of ecotourism policies.

In short the Summit is an occasion to stress the fact that this new kind of activity, where tourism and ecology are the issues playing the major role, is gaining ground. In fact according to a 2001 WTO study, ecotourism may represent between 2 and 4 per cent of global tourism; yet its global significance comes from the need of protecting the rapidly disappearing ecosystems housing most of the remaining biodiversity on Earth, and from the need of ensuring the participation of local communities in sustainable development.

Ecotourism should be regarded as “one of the trump cards of this industry of the future, i.e. tourism. And for a simple reason: it is crucial to the problem of developing a balanced, sustainable and responsible tourism sector” (F. Frangialli, WTO Secretary-General)<sup>4</sup>.

## 5.2 News: the recent National Act for tourism

The Outline law for the tourist sector recently passed (in March 2001)<sup>5</sup>, draws the public and private actors’ attention to several themes: interdisciplinarity, business, quality, promotion, which are regarded as points of reference for the sector.

The text of the law makes specific reference to the “Local Tourist System” (LTS), establishing a new relationship between the public and the private sector. LTS does not refer to the single business or authority, but rather it means a new way of conceiving and managing the territory, by overcoming the fragmentation existing in our country and by pursuing the logic of the network and integration between tourism and the other economic activities.

Thus a new perspective comes out: the “system of tourist firms” involving the interaction of the production and marketing activities with territorial planning policies.

These systems can be promoted by local authorities or private organisations through forms of concertation, and once acknowledged by the Regions, they will represent territories characterised by common resources. The Regions are given financial resources to finance development projects of the systems<sup>6</sup>.

A “co-financing Fund” is provided for<sup>7</sup>. A percentage (70%) of this Fund will be assigned to the Regions according to division criteria pre-fixed and agreed upon, while the remaining part (30%) will be given to the Regions according to the programmes of intervention, arranged by them, by ensuring a co-financing with their own funds (minimum 50%)<sup>8</sup>.

Besides, the guidelines stress the point of the quality of the reception and the training of professional people, as well as the quality of the accommodation facilities and of the environment.

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<sup>4</sup> Extracted from “International Year of Ecotourism launched in New York”, 28<sup>th</sup> January 2002. (available on the net: [www.world-tourism.org/newsroom/Releases/more\\_releases/january2002](http://www.world-tourism.org/newsroom/Releases/more_releases/january2002))

<sup>5</sup> Law No 135 of 29/03/2001 repealing law No 217 of 17/05/1983.

<sup>6</sup> Projects concern:

- the support given to associations business;
- the implementation of interdisciplinary and infrastructural interventions necessary to qualify the tourist supply and the territorial reorganisation of places with high intensity of tourist settlements;
- the support of innovative processes concerning information and reception for tourists;
- the support of the reorganisation of tourist businesses, which takes into account the adjustments resulting from safety regulations, as well as the classification and standardization of tourist services. Attention is paid to the quality marks, ecological and quality certification;
- the promotion of telematic marketing for specific tourist projects.

<sup>7</sup> A global financing is of 410 Mld lire.

<sup>8</sup> The yearly notices will be issued by the Ministry of Industry that within three months will arrange for the list of finances, and then (in 60 days) will pay the contributions out.

In particular, as far as the environment is concerned, there is the European acknowledgment of the “Blue Flags”<sup>9</sup> in our coastal villages, and also another environment related mark is mentioned: the “Orange Flags”<sup>10</sup> regarding certain environmental and service standards in the hinterland areas.

The opportunities given by the new law, if (they are) exploited, can be a point of strength for hoteliers and tourist operators, also in our Region. In particular the Conero area as well as other places could benefit from it.

In fact, the law gives businesses the possibility of joining together to form a “system” in order to promote common interventions.

This would certainly lead to a strengthening of the overall image of the area involved.

As the promotion function plays a leading role in the tourist field, it could be carried out better with the participation of all the actors involved: by being part of a “system” where the territory (and its wide meaning of landscape) is the main product to promote. The instruments to use for this promotion should highlight all the characteristics of the territory (e.g. the culture, the naturalistic-environmental features), and should be adequate to communicate a common image by enhancing also the peculiarities of each area.

Thus the tools used have to pursue joint objectives or inside a system framework.

### **5.3 The Eco-hotels project and link with other proposals**

The project above analysed (“Environmental certification for hotels”) can be seen in connection to other projects outlined in the SELP.

First of all it is linked to the proposal of continuing the promotion of “*the Park products brand*” (the Park promotes the agricultural mark for several years). As a matter of fact several products are being used in tourist accommodation (e.g. honey, oil, wine); their use should be intensified in order to involve a number of businesses and enlarge the product range.

Besides there are other possible links, i.e.:

- a) *urban restyling* (axis 1, “C” Measure, Action 3). This regards the urban centres of the coast (Numana and Sirolo) and aims at integrating actions of local authorities that define strategies for changes in the towns. The strong point lies in the opportunity of co-ordinating all the residential areas of the natural environment: in this way it is possible to make use of the advantages resulting from the presence of the Natural Park. This project is of interest for the certification of hotels since it involves not only inhabitants, but also tourists: in fact a good aesthetic and functional co-ordination between the urban environment and the natural one contributes to the improvement of the image of the whole territory that becomes more attractive.

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<sup>9</sup> “Blue Flag” guarantees excellent levels of land services, bathing establishment services and bathing water.

<sup>10</sup> “Orange Flag” is a recent mark coming from the Liguria Region and then developed in many other Regions (e.g. the Marche Region).

- b) the *existing rural assets* (Axis 1, “C” Measure, Action 4). This concerns the restyling of the existing rural building assets (e.g. inducements to restoring) by taking into consideration the agricultural activity and farms. The purpose is that of contributing at the improvement of the rural areas, by restoring the traditional landscape. As the previous project, besides the environmental value, it can also increase the tourist potential.
- c) the *theme tourist packages* (Axis 2, “B” Measure, Action 5). This regards the differentiation in the accommodation supply in the area of the Park. A range of “tourist packages” is to be defined, each package should include services meeting the different needs of the tourists (kinds of packages, e.g.: gastronomy, arts and culture, naturalistic tourism and birdwatching , sport tourism, geology or archaeology). As packages are mainly for medium-high income tourists, positive effects are expected (for all the economic operators of the area). Moreover the project could lead to a form of tourism that takes into more account both the environment and the territory.
- d) the *enhancement of the “image”* (Axis 4, “B” Measure, Action 1). This aims at coordinating actions that promote the image of the Park. It could involve several actors: environmental associations, tourist agencies, economic operators, and obviously the Consortium of the Park.
- e) the *monitoring and planning centre* (Axis 4, “A” Measure, Action 1). This regards the establishment of a team-work aiming at developing and supporting the technical and economic planning in the area of the Park. The goals are the coordination of the interventions and a stimulus to the projects. Moreover this project could be useful to evaluate the consistency of actions with environmental preservation (and it should lead to a smaller impact on the territory).
- f) the *environmental monitoring* (Axis 4, “B” Measure, Action 3). Besides regarding the whole territory of the Park, this project involves in particular the coastal area, the agricultural areas and those with a high impact of businesses activities. Among the sectors to be monitored, there is that of the pollution caused by tourist activities. The initiative should be considered relevant for the certification of the environmental management system<sup>11</sup> by the Municipalities and also because the monitoring procedures are a cornerstone in the new Community polices and a priority for public financing.

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<sup>11</sup> E.g. : EMAS, ISO 14000.



## FINAL COMMENTS

The research carried out has involved the collection of data and information (also through direct surveys) by getting in touch with several actors. In fact personal interviews have been necessary in order to get the different points of view.

The initiative analysed (“Environmental certification for hotels”) involves the theme of *sustainable development* approach. The eco-label is not a new issue: besides the products sector, also services (e.g. tourist accommodation) have been recently taken into consideration, especially at European level. For example, an interesting initiative comes out in Europe: the “European Charter for sustainable development in protected areas”.

With regard to the implementation of the project proposed in the SELP, it has shown the crucial role played by *partnership*: it implies the participation of all the actors interested in a matter, and this is likely to lead to common and integrated actions. In fact, the cooperation among the tourist businesses, an environmental association (Legambiente) and the Park Agency has led to a common agreement: the ecological hotels.

Several hotels in the Conero Park have welcomed the proposal of being an eco-hotel, and have signed an agreement fixing commitments to be respected.

It represents the right translation of the concept “Think global and act local”, as the environment has been acknowledged as a relevant and actual issue, in the light of the sustainable development philosophy.

The main advantage, resulting from the project, for the economic operators has been found in the enhancement of the image of the business that is linked to the environment care and sustainable development.

Besides this, another considerable benefit has been identified: the long-term (or medium term, according to different points of view) saving by making use of environmental friendly technologies (as consumption can be reduced, costs decrease).

Yet, there are still many hotels not joining the project. Thus it is advisable to increase the interest and willingness of all the actors, so further actions promoting the initiative should be oriented towards the hoteliers.

If all the hotels, or at least the majority, are involved, it will be easier to achieve a “locality certification” that would represent the pride (jewel) of all the area (Region).

Another kind of actors that should be involved is: the tour operators. They could contribute to the promotion of the hotels joining the project, at regional and national (even European) scale.

In short, by summing things up it is not to be forgotten that the research has been carried out by taking into consideration the current framework, characterised by:

- the situation of the tourist market;
- the recent Outline law (law No 135/2001) defining the Local Tourist Systems (LTS);
- the actual relevance of the sustainable tourism in this year (2002) that is acknowledged as the “eco-tourism year”.

All these facts are supposed to bring a revival in the regional tourism sector which is given the opportunity of expanding.

However, following a “learning by doing” approach, the work can be further improved in the light of the possible future changes and other interesting links with other proposals (in the SELP, or other tools) could be found. All this should stress the compatibilities and highlight further accurate analyses.

Also the EU perspective should not be disregarded, for instance there is the project of a EU-label for tourist accommodation whose criteria will be established with the end of the year (the final draft is fixed for December 2002); and financial tools supporting the project could come from the Community that shows more and more concern for the environmental matter.

Thus, the EU should be seen as an actual partner, as well as the local authorities, and a constant updating is necessary so not to miss opportunities.

As far as possible in-depth analyses are concerned an interesting there is a matter needs to be discussed: the evaluation process of the projects implementation, by taking account of evaluation techniques (e.g. multicriteria analysis, or impact mapping) and several possible indicators. Indicators can be used to back political decisions, to reinforce management as well as to measure global performance of the projects.

In fact, monitoring and evaluation represent two fundamental steps in the development planning, and deserve due attention.

In particular the EU has played an active role in such process for quite a time; the Community in fact requires transversal evaluation of impacts of the socio-economic programmes: developing good evaluation practice has become a priority area (it is relevant to the effective use of the resources).

The present work should not represent an isolated experience, but could be seen as a starting point for other projects (intervention forms) like the ones indicated by the SELP.

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Appendix

Appendix I (Chapter 4)

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#### 4.8.1 The Agreement between the Hotel Association of Riviera del Conero and Legambiente

This is the *check list* used by Legambiente for the first check in the hotels:

- 
- 1) *WS – WASTE*
    1. As for correspondence, do you use:
      - normal paper;
      - recycled paper;
      - no chlorine whitened paper?
    2. Are the leaflets of the hotel printed on:
      - normal paper;
      - recycled paper;
      - no chlorine whitened paper?
    3. Is the consumption of paper reduced by:
      - copying documents both sides;
      - using e-mail?
    4. Do you use:
      - new toners and refills;
      - reclaimed toners and refills?
    5. Do you use:
      - pens made of recycled plastic;
      - pencils?
    6. Are the drinks at the bar served in:
      - cans;
      - glasses;
      - plastic glasses?
    7. Is water served:
      - in glass bottles;
      - in plastic bottles;
      - in draught?
    8. Does the hotel use disposables for drinks? For which drinks?
    9. As for the food stuff sector, have the disposables been replaced? Which ones?
    10. As for the hygienic sector, have soap bars been replaced with dispensers?
    11. Are there any concentrated cleaning products in small containers? Which ones?
    12. Do you return any packages to suppliers? Which ones?
    13. When you purchase new appliances do you ask the supplier to collect the old ones? Which ones?
    14. What kind of waste is sorted in the hotel? E.g.:
      - glass;
      - batteries;
      - medicines;

- aluminium;
  - paper;
  - carton;
  - dry waste;
  - organic products, kitchen waste?
15. Is it possible for guests to sort out garbage? What kind? How?

## 2) *WT - WATER*

1. Have devices for reduction or acceleration of water been installed in bathrooms? Where?:
  - in showers;
  - in sinks;
  - in bidets?
2. Can the toilet flush been regulated?  
In public sinks, are there any water saving devices? E.g:
  - pressure buttons;
  - photoelectric cells;
  - mixing taps?
3. Are there any stickers encouraging water saving in bathrooms and toilets?
4. Is rain water collected in tanks so that it can be used for watering plants?
5. Is the laundry of the rooms, the hall, the kitchen washed:
  - in the hotel?
  - in an outside laundry?

## 3) *EN - ENERGY*

1. As for the heating of the hotel, do you use:
  - traditional boiler;
  - condensation boiler;
  - solar panels;
  - heat pump;
  - micro-generation?
2. As for the heating of warm water, do you use:
  - traditional boiler;
  - condensation boiler,
  - solar panels;
  - heat pump;
  - micro-generation?
3. In case of a swimming pool, for the heating of the water do you use:
  - traditional boiler;
  - condensation boiler,
  - solar panels;
  - heat pump;
  - micro-generation?
4. What kind of fuel do you use?



5. As for the cooling of the hotel what kind of air conditioning system do you use?
6. Does the hotel adopt the criteria of biological architecture which make it possible a better use of the sun beams? Which ones?
7. Is the heating/cooling plant endowed with:
  - self regulation with night reducing devices;
  - separate heating / cooling regulation of the wings of the hotel;
  - separate regulation in the bedrooms;
  - jolly key for bedrooms;
  - turning off of the air conditioning when windows are open?
8. Have any saving bulbs been installed? In what percentage?
9. Are there any time switches?
10. Are there any photocells for lighting?
11. In the kitchen, are there:
  - gas ovens;
  - electric ovens?
12. Does a sweetening water system exist? (for using washing machines or dishwashers)

4) *FS – FOOD STUFF*

1. Is any food stuff coming from certified organic cultivations? Which ones?
2. Are any genetically modified products consciously avoided?
3. Do you use any fruit and vegetables coming from inorganic farming? Which ones?

5) *GS – GASTRONOMY*

1. Do you weekly serve any local dishes? Which ones?
2. Do you sometimes offer dishes with certified typical products? Which ones?

6) *TR – TRANSPORTATION*

1. Do you inform your guests about public transportation available?
2. Do you sell tickets for public transportation?

7) *TRS – TRANSFERS*

1. Are there any bicycles available to guests? Free or for hire?
2. How many bicycles are available per room?
3. Are there any maps showing cycle paths at the guests' disposal?
4. Do you provide any electric bicycles?

8) *NO – NOISE*

1. Are the walls of the rooms soundproof? How they have been isolated?
2. Are the doors of the rooms soundproof? How they have been isolated?
3. Are the windows of the rooms soundproof? How they have been isolated?

4. Are the walls of the boiler room soundproof? How they have been isolated?
5. What are the main sources of noise pollution situated near the hotel?

9) *C&E – CULTURAL AND ENVIRONMENTAL ASSETS*

1. Is there any illustrative material about cultural / naturalistic routes at the guests' disposal?
2. Does the hotel organise any cultural or naturalistic outings?

10) *GU – GUESTS*

1. Are the guests well informed about the environmentally friendly commitments of the hotel?
2. Are guests informed about eco-behaviours suggested? How?
3. Do you collect any advice and ideas about possible improvement?

11) *KI – KIDS*

1. Are there any areas for children?
2. Are any specific services for children provided?

#### 4.8.2 Evaluating the ecological management of the hotel




The following tables show the benefits from adopting particular solutions (tab II.1; tab II.2).

Tab. II.1 - Hotel (1 bathroom and 1 room for 220 days a year)

RESOURCES	AVERAGE PRESSURE SYSTEM	HIGH PRESSURE SYSTEM
Total water (liters)	14.500	23.760
Warm water (liters)	10.160	16.600
Gas	34.8	56.8
Oil fired	29.9	49.4
Power	340	482

Source: Vigorfluss Ecolcap Company (available on the site: [www.legambiente.doc.it/opera/ospiti/vigorfluss](http://www.legambiente.doc.it/opera/ospiti/vigorfluss))

Tab. II.2 – Hotel (hypothesis of 50 rooms and 120 guests a day).

1 <sup>ST</sup> HYPOTHESIS (ECO-SOLUTION)	2 <sup>ND</sup> HYPOTHESIS
<ul style="list-style-type: none"> <li>▪ Hygienic paper (big/medium roll)</li> <li>▪ Soap dispenser for hands (500 ml)</li> <li>▪ Dispenser for shampoo and bath foam (500 ml)</li> </ul>	<ul style="list-style-type: none"> <li>▪ Hygienic paper (single roll)</li> <li>▪ soap bars (small size)</li> <li>▪ Shampoo and bath foam (10 ml)</li> </ul>
	
<p><i>Results:</i></p> <p>a) daily estimated cost = L. 600 per person (€0.31);</p> <p>b) total daily estimated cost = a) x 120 people = L. 72,000 (€37.20)</p>	<p><i>Results:</i></p> <p>a) daily estimated cost = L. 750 per person (€0.39);</p> <p>b) total daily estimated cost = a) x 120 people = L. 90,000 (€6.80)</p>
 Packages and wrappings are avoided = no problems of waste removal and drain obstruction.	

Source: data furnished by "Itapak s.r.l."

#### 4.10.1 The “Network of cities on sustainable tourism”

Form to be filled for participating in the Network.

<p><u>Commitment</u></p> <p>I/we confirm that the local government of _____ is willing to participate in the Network of Cities for Sustainable Tourism at the conditions mentioned above.</p> <p>I/we accept to be inserted in the Network database managed by ICLEI and authorise ICLEI and the other Network partners to disseminate my/our contact details for the purposes mentioned in this agreement.</p>	
<p>Name.....</p> <p>Function.....</p> <p>Place, Date.....</p>	<p>Name.....</p> <p>Function.....</p> <p>Place, Date.....</p>
<p><u>Contact person</u></p> <p>The contact person is going to be the liason within the Network:</p> <p>Mr. <input type="checkbox"/> Ms. <input type="checkbox"/> Mrs. <input type="checkbox"/> Dr. <input type="checkbox"/> Other <input type="checkbox"/></p> <p>First name _____ Last name _____</p> <p>Organisation (in my language) _____</p> <p>Organisation (in English) _____</p> <p>Title/Function (in my language) _____ (i.e. Mayor, Director of Environment, etc.)</p> <p>Title/Function _____ (in _____ English) _____ (please keep it to max three words)</p> <p>Street _____ City _____</p> <p>Postal/Zip code _____ Country _____</p> <p>Telephone (country code/city code/telephone no.) _____</p> <p>Fax (country code/city code/fax no.) _____ E-mail: _____</p>	
<p><b>Please fax this document, duly filled out to:</b>  <b>ICLEI, European Secretariat,</b>  <b>Ilaria De Altin, Network Co-ordinator</b>  <b>Eschholzstr 86 - 79115 Freiburg Germany</b>  <b>fax: +49 761 368 92 29</b></p>	