

EXECUTIVE SUMMARY

THE THEME AND ITS BENEFITS FOR HUMAN PROGRESS

The right to a healthy, safe, sufficient and balanced diet and access to water for all human beings in the world is one of the biggest political and economic challenges the world faces for the coming years.

The theme for Expo Milano 2015, **“Feeding the Planet, Energy for Life”**, was chosen to focus attention on developing effective sustainable solutions to the complex and pressing issues that surround human nutrition, both in terms of food safety (healthy food and clean water) and **food security** (a sufficient and easily accessible supply of food and water for everyone on the planet).

“Expo Milano 2015, Italy” represents a unique occasion for international agencies, governments, NGOs, scientists, civil society and firms to meet and discuss the achievements and best practices in the field, propose new ways to move forward, bring acquired skills and experience into the public domain, and lay the basis for fruitful collaboration between public and private entities **for the common good of humanity**.

The debate triggered during the six months of Expo Milano 2015 will serve to **raise public awareness on food and nutrition problems worldwide and propose concrete measures** to:

- improve food quality and security and access to water;
- promote research and new technologies across the entire agro foods supply chain to improve the nutritional qualities of products, their distribution and their conservation;
- educate people—in particular children and adolescents, the elderly and the disabled—on better eating habits for healthier life styles;
- identify effective ways of strengthening co-operation between the industrialised and developing countries on the questions of food and access to water;
- valorise food traditions as a fundamental element of the cultural identity of different populations/ethnic groups.

WHY ITALY

Founding member of the EU and a member of the G8, **the Republic of Italy is a consolidated parliamentary democracy** with a thriving market economy which ranks seventh in the world.

Italy's economic and financial stability, achieved over recent years through the concerted efforts of all political and social forces, has enabled it to join the EU Economic and Monetary Union and meet the criteria for balancing the budget deficit against GDP, and to adopt the single European currency to minimise the threat of economic and exchange rate volatility.



Economic and political stability

Meanwhile the **country's social and political stability**, generally medium-high living standards across the population, excellent diplomatic relations with the international community and with the BIE member countries in particular, ensure a high degree of social cohesion and public order. Italy's ability-through the centuries as well as in modern times-to act as a **"cultural bridge" between Europe and the Mediterranean rim, Africa and the Middle East**, has led to fruitful and enduring trading relationships backed by targeted policy, and made Italy peculiarly suited to share its culture with other peoples and represent universal themes like the one proposed for Expo Milano of 2015.

Home to international agency

Italy is **home to several international agencies** (FAO, IFAD, WFP, EFSA) which work to improve nutrition, raise farming productivity and the living conditions of rural populations, protect human and animal agro food security, spread knowledge about food and safeguard biodiversity. Italy is also **home to major centres of learning and research on agro foods and biodiversity** as well as hosting some of **the world's biggest food fairs**. The Salone del Gusto, Terra Madre, Cibus, Vinitaly, Tutto Food, MiWine, Sana all stress the importance of sustainable agro food production and distribution models that combine age-old traditions with cutting edge technologies to safeguard ecological balance, the quality of the products and human health.

International events' expertise

In the recent past **Italy has successfully hosted several very high profile international events** (World Athletics Championships in Rome 1987, the Football World Cup in 1990, the Jubilee in 2000 and the Winter Olympics in Turin in 2006) demonstrating that it has the organisational, technical and professional capability to prepare and stage events attended by millions of people over quite short periods. The 2006 Winter Olympic Games in Turin provided ample evidence of Italy's ability to put on a large-scale media event in conditions of faultless security that delivered:

- infrastructure of excellent quality and functionality, to deadline;
- modern and efficient services (transport, accommodation, food and beverages) for all participants;
- a high quality artistic and cultural programme collateral to the main sporting events;
- engagement of the local town and hill communities through public gatherings and festivities;

- two superb ceremonies celebrating Olympic values and the Italian way of life.

Extremely rich food culture

Italy enjoys a **popular and historic culture of good food and wine** which is respectful of other traditions and which successfully strikes a **balance between innovation and tradition**. Italian farming also has a rich tradition of biodiversity and the country is one of the leading pioneers in attempts to realise **sustainable agriculture**. A heritage which it intends to share with all the countries that will participate in Expo Milano 2015.

Strong support of the highest institutions

Backing for the bid, which is already widespread among all sections of the population irrespective of age, sex, income bracket or political affiliation, will guarantee an **enthusiastic backdrop** for nations and organisations at Expo Milano 2015 to exchange views and generate new ideas. The **highest institutions of the state** - the President of the Republic, the Prime Minister, the government, local authorities - **have all declared their full support for Milan's bid to host the Expo 2015** and have pledged from today that all the financial, technical and human resources will be made available to ensure the event receives an optimal preparation and organisation.

WHY MILAN

The Milanese have always taken a keen interest in the question of food, and continues to do so.

Milan and Lombardy represent a **fine example of balance between labour, economic growth, human relations and nutrition**.

It is a region **capable of exporting a system of equilibria** and forming stable partnerships for **integrated, sustainable, human development**.

Expo Milano 2015 thus promises to become a model of balance between technology and ecology, between human endeavour and harmonious relations.

A **fascinating example for all cities** faced with rapid growth and social and cultural changes.

We wish to **share our experience with the BIE, the Expo and the millions of visitors** who will come to the city in 2015.

Milan and its surrounding territory boast a number of **distinctive** geographical, infrastructural, economic, social and cultural features that set it apart from other regions of Italy or Europe.



Expo 2015, an engine for territorial development

Milan views Expo 2015 as an engine for radical strategic development which will project the city into a new international dimension, placing Milan at the centre of the decision-making process on world governance and making it a leading protagonist in applying measures and best practices for the good of mankind.

Expo 2015 will also help raise the quality of life of Milan's citizens bringing sustainable mobility, economic and employment benefits, a cleaner environment, greater technological assets, a stronger security apparatus and the valorisation of human capital.

A central location and huge attraction for tourists

Milan stands in the centre of Europe's fourth largest metropolitan conurbation¹, an area of 12,000 sq km comprising the Lombardy provinces of Milan, Bergamo, Como, Lecco, Lodi, Monza and Brianza, Pavia, Varese plus Novara in Piedmont, which each year attracts more than 10 million tourists.

Hotel capacity

As regards accommodation, **Milan and the neighbouring Provinces already possess a well structured supply in excess of 500,000 hotel beds** evenly distributed across all categories of quality and price.

Adequate existing infrastructure

The existing transport infrastructure in the greater Milan area as a whole is modern, highly advanced and functional in relation to the existing volume of traffic. As it stands this network would be quite capable of handling the extra load of millions of visitors expected to arrive from every part of Europe and the world for Expo Milano 2015. It is based on 5 fundamental cornerstones:

- **The airport system. 3 airports**, Milan Malpensa (intercontinental hub), Milan Linate (city airport with national and European connections), Bergamo Orio al Serio (specialised in charter and low cost flights) **handle nowadays more than 36 million passengers a year**, a system already capable of absorbing the visitors to Expo Milano 2015 and offering flights in all the available price bands.
- **The railways.** At the intersection of two major European railway axes, the Lisbon-Kiev corridor V and the Rotterdam-Genoa corridor, including the new High Speed/High Capacity lines, **Milan has more than 100 train connections to Europe every day.**

The opening of the new Rho-Pero station linking the fair to Milan Central Station and the new Regional, Inter-regional and Suburban services will further strengthen the network.

- **Public transport.** Buses, trolley buses, trams and underground trains currently offer 80 different routes (including the three Metro lines) and carry **more than 850,000 passengers daily** for a total 9,5 million journeys a year.
- **Roads and highways.** Milan lies at the centre of Lombardy's road network which comprises 560 km of motorways, 900 km of state highways and around 11,000 km of provincial roads. **The Expo Milano 2015 site is already connected** to the Milan-Turin (A4) motorway, the Autostrada dei Laghi (A8 and A9) and the Milan orbital motorway system.
- **Intermodal logistics terminals.** Besides the cargo services at the 3 airports which flew around 600,000 tons of goods in 2006, the **Milan metropolitan area has several intermodal rail/road freight terminals.** Close to the motorways and the Expo Milano 2015 site, these terminals have rail links to the ports of Trieste and Genoa, the latter only 1 hour and 15 minutes away.

A developed, vigorous international economy

With 342,766 businesses operating in 2006, representing more than 40% of all firms in Lombardy and 6% of Italian companies, GDP of over €137 billion (around 10% of national GDP), per capita GDP of €35,776 and household purchasing power 23% above the national average, the **Province of Milan is the wealthiest and most economically developed region in Italy.**

High standards of excellence in healthcare, from graduate and post-graduate training to basic and applied research in public and private research centres, pharmaceuticals and biomedical firms, broad access to social services, make Milan Italy's **"health capital"**.

A **dynamic labour market**, powerful **entrepreneurial spirit**, **high employment** including for women (coherent with the Lisbon Agenda), three technology poles performing leading work in biotechnology, advanced materials and agro foods, some **15,000 firm in areas of innovation**, nearly half of all Italian biotech companies, all create a **fertile terrain for excellence and innovation.**

11 prestigious universities, which attract over half of all foreign students in Italy, place Milan and the Province at the cutting edge of teaching and education.

Milan's economy has traditionally been open to **innovation and international competition**: in 2005 Milan accounted for 13% of Italy's exports, 24% of imports and the Province attracted 41.7% of all Foreign Direct Investment (FDI) to Italy.



As well as occupying a leadership position in strategic industries (telecommunications and energy), financial services (consulting and brokerage) and the creative sectors (fashion, publishing, media, design), **Milan is also Italy's second agricultural producer contributing 22% of all Italian food exports.**

Around 62,000 agricultural firms in Lombardy employ more than 70,000 people, with productivity double the national average, so that the region ranks first in Italy for farming output. **The jewel in Lombardy's crown is organic farming**, a method of food production using techniques that give priority to safeguarding human health, the environment and animal welfare.

Trade fairs and advanced skills

Through the Fiera Group, Milan can rely on an **internationally recognised platform of skills and experience** in the organisation and management of exhibition and fairground spaces, as well as engineering and contracting for large public works.

The company controls **one of the biggest and most advanced trade fair organisations in the world**: with facilities covering a total 520,000 sqm at two sites - the New Rho-Pero Complex (405,000 sqm with 20,000 parking places) and Fiera Milano City (115,000 sqm) - Fiera Milano broke the record in 2004 for volume of exhibition space sold in Europe, and has a capacity utilisation rate markedly higher than its competitors.

Solidarity and voluntary work

Milan can safely claim to be Italy's biggest centre for voluntary work. It is home to the National Agency of Voluntary Work which represents more than 400 organisations employing 70,000 volunteers, 31 NGO's working in international co-operation on development, 150 no profit organisations and more than 500 charities.

Multiculturalism and integration

Milan is a distinctly cosmopolitan city with nearly 170,000 foreign residents (13% of the total population) from over 100 ethnic groups from every region of the world. With 98 consulates, Milan is, after New York, the non-capital city with the highest density of consular representation in the world. The City's attention to integrating different ethnic groups is seen in the various policy measures taken in recent years to facilitate:

- introduction of foreign-born children in the schools system;
- access to social services, healthcare and education;

- assignment of social housing;
- integration, with the creation of 5 reception centres with capacity of around 600 people/year.

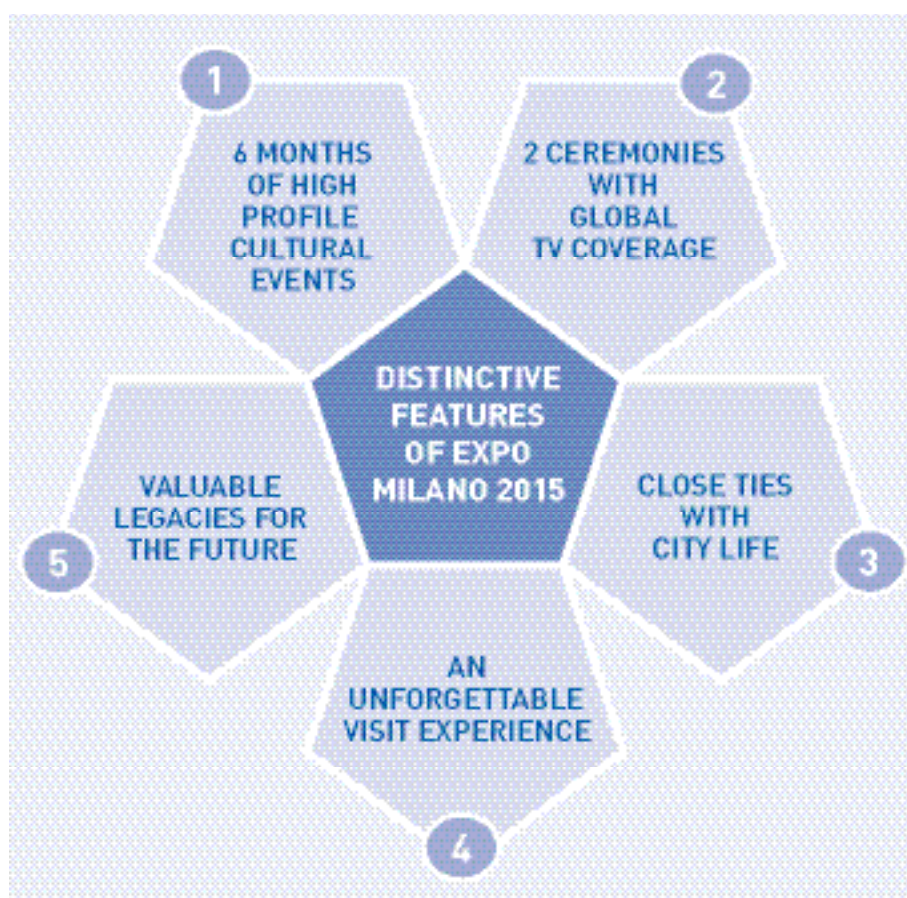
Arts and culture

Milan has 38 theatres (more than 14,000 seats), including the celebrated **Teatro alla Scala**, world temple of opera, more than 30 museums, including **Da Vinci's Last Supper**, the Pinacoteca di Brera, Sforza Castle, and the "Leonardo da Vinci" National Museum of Science and Technology, **offering visitors an incommensurable wealth of cultural assets** and stunning examples of a wide spectrum of artistic styles.

Milan is also **home to the Triennale**, one of the most influential exhibition centres of architecture, urban planning, decorative arts, design, crafts, manufacturing, fashion, and audio visual communications.

The distinguishing elements of Expo Milano 2015, Italy

The Expo that Milan proposes for 2015 will be characterised by a **several basic and innovative features that set it apart from events of its kind**. The **basic features** are:





- the **Exposition site** located in the north-west of the city adjacent to the new Rho-Pero fairgrounds complex, **covering over 1,1 million sqm** chosen for the existing infrastructure that makes it easy to get to via local, regional and international transport;
- a **total financial commitment of €4,1 billion**, of which €3,2 billion set aside to build infrastructure for the event and €0,9 billion for organisation and management. This will be financed by both public (infrastructural works) and private funding (a portion of the infrastructure works and all operating costs);
- the **territory**, already endowed with adequate modern transport infrastructure, **will see additional spending of over €10 billion on a series of works to be completed prior to 2015** involving new Metro lines, roads, motorways and railway links to further strengthen the accessibility of the area;
- the participant countries will receive **high quality modular pavilions** and high value-added services;
- preparation for the Expo will be co-ordinated by an Organising Committee through a **“territorial governance model”** worked out in conjunction with the national institutions. This will be designed to guarantee fast-track procedures for infrastructure construction, ensure that deadlines and standards are met, and facilitate collaboration among the different entities;
- a **rigorous environmental policy**, aimed at reducing greenhouse gas emissions, by applying best practices and technologies to protect the environment, will guide all work in preparation for the event.

The Expo will also be characterised by a number of **distinctive innovative features** which will make it a unique event:

1. Expo Milano 2015 will be flanked by a **programme of 7,000 top quality cultural and scientific events alongside the main Exposition**. These will be staged over the whole 6 months of the Expo, on site, in town and in the wider metropolitan area and organised by the principle Milanese and Lombard museums, theatres and institutions.
2. Expo Milano 2015 will open and close with two superb events, the **Opening Ceremony and Closing Ceremony which will enjoy worldwide television and media coverage** presenting the particular values and content of the Exposition, Italy and Milan to a global audience.
3. **The Expo will be closely tied into the social and cultural life of the city via two special routes**, the Water Way and the Land Way, which will let visitors extend their Expo 2015 experience with a tour of Milan's historic and cultural sights:

- the **Water Way** is a vast network of green areas along and around a trail of around 20 km which can be covered on foot, by bicycle, by low-energy vehicle, on horseback and in some stretches by boat;
- the **Land Way** is a route of 22 km taking visitors into the urban fabric of the city to admire the historic sights, the stunning new architectural developments and to combine their Expo visit with a bit of fun, sightseeing or shopping; the route can be travelled on foot, by bicycle or on an eco-friendly shuttle bus.

4. Visitors to Expo Milano 2015 will be able to take advantage of innovative digital and virtual technologies to **make their experience as pleasurable and unforgettable as possible.**

For example, the Expo 2015 portal (also available via Mobile Personal Assistant) will provide visitors with:

- online booking giving admission to all Expo 2015 features and pavilions;
- access to useful services (hotels, transport, restaurants, shows, exhibitions, etc.);
- a guide to the various features (thematic pavilions, play and leisure areas, restaurants);

Visitors can also:

- exploit the infotrafic system that runs on any MPA to reach park&ride areas near the site, avoiding traffic jams;
- use non-invasive RFID card-system to enhance personal security without infringing their privacy;
- sample a huge variety of local and regional specialities at one of the National Pavilions;
- attend an afternoon conference on “Food and Well-being”;
- relax in one of the many leisure areas, or consult a Milan InTouch screen to find out about the latest technologies under test in different countries to improve the nutritional quality of foods;
- take a sightseeing trip through town on the Water Way or Land Way;
- end the day with a show or a concert.



5. The event was conceived and designed with particular attention to the **cultural, infrastructural, economic and human legacies** that it will leave to future generations. For example:

- a greater collective sensitivity to the right to a healthy, safe, secure, sufficient and balanced diet and access to water for all human beings and the practices that can be adopted to create an international climate conducive to safeguarding it;
- the majority of works built for the Exposition will be re-used as museums, offices, housing, social services or recreation;
- the connecting infrastructure between the site and the city will improve mobility in the area and the quality of life for the inhabitants;
- the event will bring economic benefits worth an estimated € 3,7 billion (in terms of value added) and around 70,000 new jobs over the several years of preparation;
- the Expo 2015 experience will represent a paradigm shift for the trade fair system, transforming it from a mere exhibition facility into a space that brings people together to engage in broad multicultural debate and disseminate best-practices on the big issues of the day for the whole of mankind;
- the professional skills and experience acquired by all those involved in the preparations will make the city and the whole territory a benchmark for big international events;
- the network of volunteers who will take an active part in the event's success will constitute an invaluable source of human capital for Milan in years to come.

A final but very significant legacy of Expo Milano 2015, Italy and Milan will be the co-ordination and realisation of a series of best-practice projects linked to the Expo 2015 theme in several developing countries.

Expected visitors

Expo 2015 will enjoy huge national and international media visibility thanks to:

- the vast public interest aroused in the theme;
- television broadcast of the opening and closing ceremonies;
- the rich programme of cultural and scientific fringe events;
- the impact of promotion and communication;
- the high tech systems available for use will attract many people:

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- Milan's location in the centre of a metropolitan area of 4 million inhabitants which receives 10 million tourists a year.

Based on the above we believe the event will enjoy a **huge public participation estimated at something like 29 million visitors** (25% of them from abroad).

CHAPTER 1

THE TITLE OF THE EXPOSITION AND ITS THEME, AND THE DATES OF OPENING AND CLOSING



1.

ABSTRACT CHAPTER 1

PRESENTATION OF THE EXPO'S TITLE AND THEME

"World Exposition Milano 2015, Italy" offers Milan and the surrounding area an opportunity to place itself at the service of the national economy to showcase the excellence of Italian industrial, cultural, scientific, technological and social achievements worldwide.

INFORMATION – FACTORS ANALYSED IN CHOOSING THE OPENING PERIOD

CLIMATE

Expo Milano 2015, Italy will open on 1 May and end on 31 October (the opening hours will be from 9am to 1am).

This period covers the mildest seasons (late spring and early autumn) and summer. The average temperatures are pleasant, especially since humidity and precipitation levels have dropped in recent years, making any stay more pleasant.

TOURIST FLOWS

Italy is one of the world's great tourist destinations, ranking 5th for number of visitors and guest nights.

The enormous range of things Italy has to offer along with its historical and cultural importance ensure many tourists come to Italy each year. The opening period of the expo covers the months when most tourists visit the country.

EVENTS

The May to October period in Milan and Lombardy already has a wide array of events (sport, music, fashion) that can easily be combined with a visit to Expo 2015.

In addition, the Organising Committee will organise a special programme of events to give people even more reasons to visit and enjoy themselves.

Notably, the Opening Ceremony is due to coincide with the celebrations for 1 May.

1.1 The titles and themes of the exposition

The full title of the exposition is

“WORLD EXPOSITION MILANO 2015, ITALY”

to be abbreviated to

“EXPO MILANO 2015, ITALY”

This choice underlines the global scale of Milan's proposed theme:

“Expo Milano 2015, Italy” offers the city of Milan and its surrounding territory an opportunity to place itself at the service of the national economy to showcase the excellence of Italian industrial, cultural, scientific, technological and social achievements worldwide.

The theme **“Feeding the Planet, Energy for Life” embraces the entire range of problems inherent in food and human nutrition in all its aspects.** It was styled intentionally in English to be easily translatable into the official languages of the BIE and of many European countries in order to reach a global audience.

The theme is clear and well defined, while at the same time offering a variety of interpretations, allowing each participating country to provide their own specific viewpoint.

Food is man's primary fuel, the vital energy of the planet and it covers the whole spectrum of issues relating to the goal of sustainable development, including the delicate questions surrounding the environment, energy and eco-compatibility.

2015, the year chosen by the United Nations as the target for the Millennium Goals, **puts human nutrition at the centre of the global political agenda**, with the scope of ensuring good food of sufficient quality and quantity to eliminate the hunger, thirst and malnutrition that currently afflict 850 million people across the globe.

Milan and Italy are ready to accompany this process, hosting over six months a truly universal Expo, **a unique occasion bringing together peoples, experiences, cultures, innovations and policies.**

Finally, the theme chosen for the “World Exposition Milano 2015, Italy ” is closely linked to Italy and to the Milan area in particular, renowned not only for the high quality of its food traditions, but also for its commitment to agro foods research, international co-operation, dietary education and technological innovation.



1.

Expo Milano 2015 will be an extraordinary global event showcasing tradition, creativity and innovation in the food industry. Many of the themes proposed at earlier Expos will be explored in the context of new global scenarios, including the **basic right of all people around the world to a healthy, safe, and sufficient supply of food.**

1.2 The choice of the opening period

Expo Milano 2015 will open on 1 May and close on 31 October 2015.

Daily opening hours will be from 9.00am to 1.00am:

Expo Day: 9.00am till 9.00pm

Expo Night: 9.00pm till 1.00am.

The period chosen for the Expo was arrived at after careful consideration of various factors including the climate, tourism and cultural activity to ensure the greatest comfort for visitors and make their trip an **unforgettable experience.**

Studies of national and international tourist flows show that the **biggest numbers of visitors to the Province of Milan come between May and October: around 5,5 million** - half of which are foreigners, mainly Americans, Japanese, Germans, British, French and Spanish. A global event like the Expo can be readily added to any tourist package to increase the attractiveness of a vacation in the immediate area and throughout Italy.

Ideal weather conditions

The Expo opening period includes **late spring and early autumn colours as well as summer**, offering mild average temperatures and levels of humidity and rainfall that have fallen over recent years, making for a pleasant stay.

Such a lengthy **period** enables us to catalyse a greater number of visitors by meeting the needs of various different tourist targets.

To support this argument we examined average temperatures, relative humidity and rainfall from 2000 to 2005 and total hours of daylight over the six months.

Temperature

Between May and October the average monthly temperature is around 24.6°, but can fall to 22.6° in particularly cool years like 2005.

The average minimum / maximum temperatures over the last five years range between:

MINIMUM TEMP: 8.4 (October) - 17.3 (July)

MAXIMUM TEMP: 18.8 (October) - 28.9 (July)

Humidity

Average relative **humidity** is lower in these months than the rest of the year, making the heat of summer more bearable, and reducing the risk of fog, one of the main reasons for excluding the autumn and winter months.

As regards **rainfall**, the proposed period has an average 6.7 wet days per month, usually brief showers or storms.

Daylight

The Expo opening period has more **hours of daylight** than in the rest of the year, thanks partly to summertime, which makes it particularly enjoyable for visitors. The following table shows the average hours of daylight per year.

Month	Average Temp. C°		Monthly rainfall (mm)	Average hours of daylight
	Average min.	Average max.		
Jan	-1.9	4.6	64.3	9h 15'
Feb	0.1	8.2	62.6	10h 25'
Mar	3.3	13.2	81.6	11h 55'
Apr	7.0	17.5	82.2	13h 30'
May	11.2	21.9	96.5	14h 50'
Jun	15.0	26.1	65.4	15h 40'
Jul	17.3	28.9	68.0	15h 10'
Aug	16.7	27.7	93.0	14h 05'
Sep	13.5	24.3	68.5	12h 30'
Oct	8.4	18.8	99.7	11h 00'
Nov	3.6	10.2	101.0	9h 35'
Dec	-0.9	5.4	60.4	8h 50'

Table 1.1 – Weather conditions in Milan over a 30-year period – Source: Italian Air Force National Meteorological Service and Milan and Brianza Meteorological Office



1.

Exceptional tourist attraction

The period was also chosen to ensure that we meet the target declared by Milan and Italy of **29 million visits to the Expo**, a daily average of 160,000 visitors.

This is an ambitious goal, but one based on very conservative estimates, backed up by studies and analyses described in Chapter 11.

Here we provide a brief overview of Italian tourism and more specifically in the Milan area, for the six months in question, which lends support to the case that this target is a realistic one.



Italy

Italy is one of the world's favourite tourist destinations, ranking 5th for number of visitors and guest nights, thanks to a vast range of attractions and the wealth of artistic and historic sights which draw huge numbers of visitors each year. In **2005** Italy attracted:

58,123,441 tourists

for a total 263,073,839 guest nights

and an average stay of around 4 days (ISTAT Source). Of these a full 43% were foreign tourists. These figures clearly show that Italian tourism is a rich and consolidated market capable of attracting large numbers of foreign visitors as well as Italians, who make up the largest share and ensure the stability of the whole industry.

Regions within three hours from Milan

A further aspect that needs to be stressed is the high number of tourists in the regions adjacent to Milan. If we focus on the areas of **Northern and Central Italy that are within 3 hours (by train/car) from Milan**, we see that tourist flows are equally very high.

The table below shows that, in the six months of the Expo alone, corresponding to the summer high season, there are more than 33,5 million tourists in the area, of which 16,2 million foreigners.

To this figure we should add around 13,900,000¹ tourists from neighbouring Switzerland, once more less than three hours from Milan.

May-October 2005		
	Arrivals	Guest nights
Lombardy	5,452,170	16,185,408
Piedmont	1,917,710	6,250,572
Valle d'Aosta	431,501	1,604,547
Trentino	1,598,680	8,489,933
Veneto	8,935,290	45,738,761
Liguria	2,347,657	10,044,235
Emilia-Romagna	5,603,973	29,870,487
Tuscany	7,169,114	29,791,041
Total	33,456,095	147,974,984

Table 1.2 – Arrivals and guest nights for Italian and foreign tourists in the Regions concerned between May and October 2005. ISTAT 2005



1.

This area offers a broad and varied range of attractions to satisfy many different tourist targets.

It contains numerous **world famous locations** including the resorts of **the Riviera Ligure and the Adriatic Riviera**; mountains including part of the **Alps** and the **Dolomites**, and lakes such as **Garda, Como, Maggiore and Lugano**. Not to mention the great artistic cities of **Venice and Florence** as well as smaller towns which have considerable touristic appeal like Verona, Turin, Genoa, Mantua, Parma, Bologna and Padua.

Clearly these flows benefit from the fact that they refer to the summer season, the period preferred by most Italian and foreign tourists for their vacations. Tourists usually stay longer on average than in other periods of the year, making it possible to combine a vacation in a holiday resort and plan a day trip to the Expo, as shown in Chapter 11.

The Milan area

Since 2006, Milan has ranked as the second Italian city behind Rome for total number of tourists, ahead of celebrated tourist towns like Venice or Florence.

The Milan area **is not confined to the city proper, but covers the entire province** which boasts a **sizeable tourism industry** in its own right, comprising both the business and leisure segment, largely focused on artistic and shopping attractions. The Expo can therefore count on a considerable tourist catchment area plus the possibility of summer tourism from the neighbouring mountain and lake districts. Tourist flows to the **Province of Milan** rose markedly between 2000 and 2005, when **guest nights** reached a peak of **10,755,942** and **arrivals 4,978,735**.

For a closer examination we chose to break the data down further into Italian and foreign visitors (see Table 1.4), to highlight the **scale of international tourism to the City and Province of Milan**.

The following charts show trends in arrivals from 2000 to 2005 (Figure 1.3) and guest nights (Figure 1.5) for the 2 categories of tourist.

	Italian Arrival	Foreign Arrivals	Total Arrivals
2000	1,679,437	1,439,936	3,119,373
2001	1,909,977	1,718,054	3,628,031
2002	2,266,063	2,124,708	4,390,771
2003	2,346,020	2,217,593	4,563,613
2004	2,542,718	2,393,032	4,935,750
2005	2,533,676	2,445,059	4,978,735

Table 1.3 – Total arrivals of Italian and foreign tourists in the Province of Milan from 2000 to 2005. Lombardy Region Office of Statistics

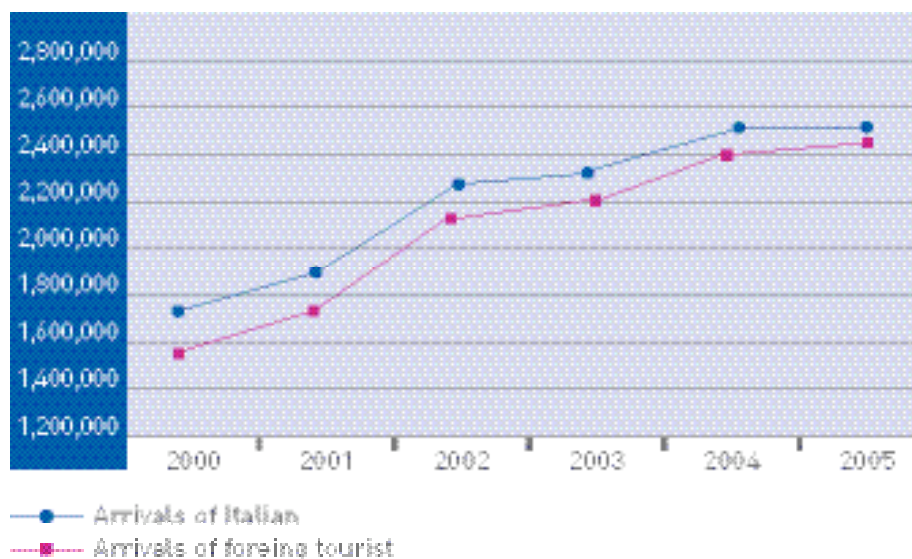


Figure 1.4 – Total arrivals of Italian and foreign tourists in the Province of Milan from 2000 to 2005. Lombardy Region Office of Statistics

	Italian guest nights	Foreign guest nights	Total guest nights
2000	4,302,694	3,461,521	7,764,215
2001	5,055,878	4,042,833	9,098,711
2002	5,554,152	4,645,600	10,199,752
2003	5,509,342	4,964,035	10,473,377
2004	5,731,379	5,092,195	10,823,574
2005	5,571,338	5,184,604	10,755,942

Table 1.5 – Total guest nights spent by Italian and foreign tourists in the Province of Milan from 2000 to 2005. Lombardy Region Office of Statistics

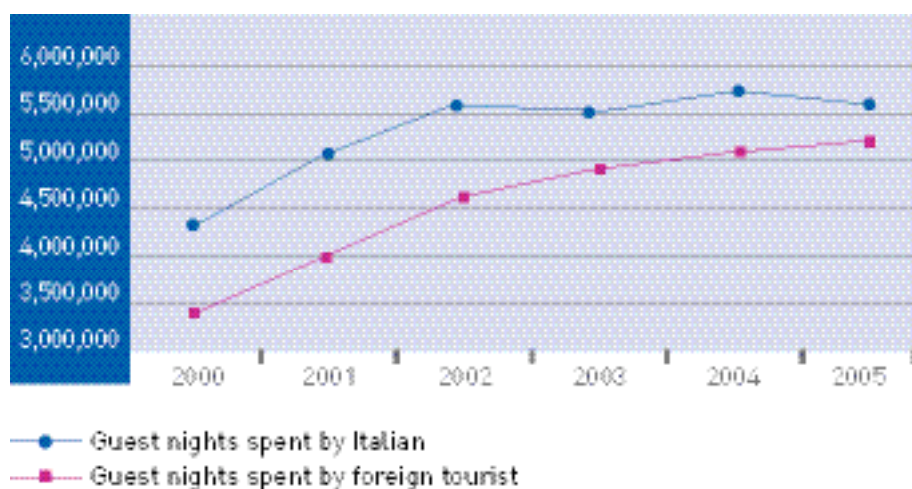


Figure 1.6 – Total guest nights spent by Italian and foreign tourists in the Province of Milan from 2000 to 2005. Lombardy Region Office of Statistics



1.

As the above charts show, **the number of foreign visitors is almost equal to that for Italians, though foreign tourists have increased steadily in the last few years.**

Given the size of the quota of foreign visitors to the Province of Milan, we thought it would be interesting to deepen the analysis to show their country of origin, taking as reference the period from May to October 2005 (see figure 1.7).

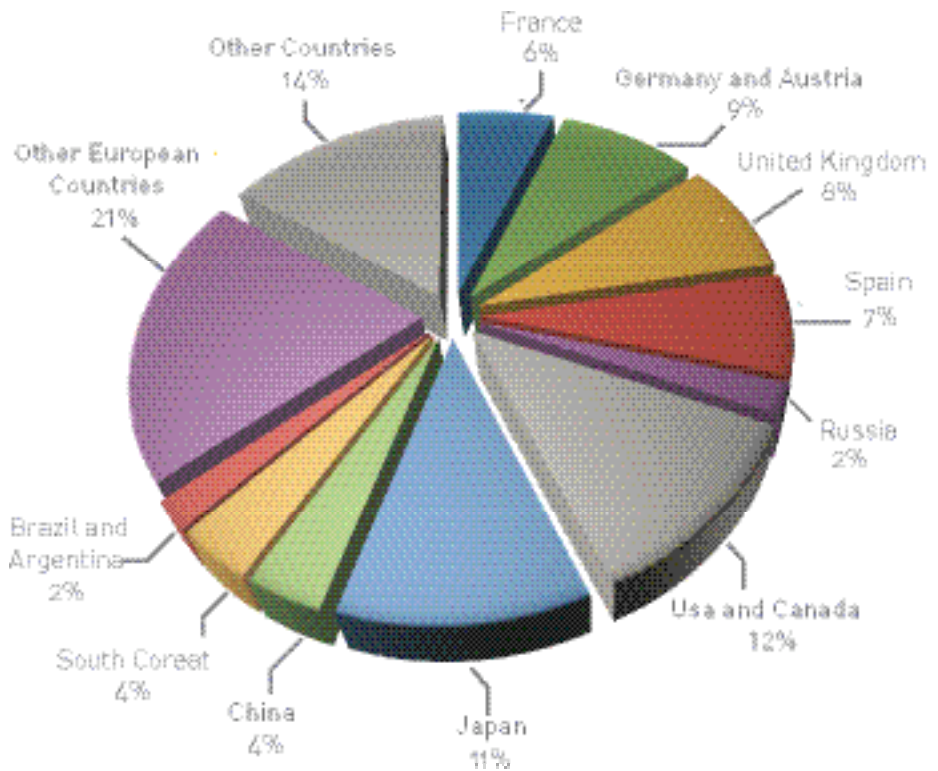


Figure 1.7 – Countries of origin of foreign visitors to the Province of Milan in 2005. Lombardy Region Office of Statistics

Particularly significant are the **USA-Canadian (12%)** and **Japanese (11%)** contingents, evidence of the fact that Milan, with its art, opera (La Scala is the world symbol), fashion and exclusive shopping remains an obligatory destination, especially for long distance tourists.

These figures clearly demonstrate the importance of Milan as an international tourist destination, supporting the argument that the city is very well suited to host an event on the scale of the Expo, with a large existing tourist base that can only increase during the exposition.

The Expo runs through a period when many EU nations celebrate national festivals, as can be seen from the table below. Such holidays are an ideal opportunity to turn a long weekend into a short trip to Italy to visit the Expo.

National Holidays						
	May	June	July	August	September	October
Austria	1,14,25	4		15		26
Belgium	1,14,25		21	15		
Bulgaria	1,6,24				6,22	
Cyprus	1,28			15		1,28
Denmark	4,14,25	5				
Estonia	1,25	23,24		20		
Finland	1,14,25	23				
France	1,8,14,25		14	15		
Germany	1,14,25	4		15		3,31
Great Britain	7,25			27		
Greece	1,25			15		28
Ireland	7	4		6		29
Northern Ireland	7,25		12	27		
Italy	1	2		15		
Latvia	1,4,13		23,24			
Lithuania	1,6		6	15		
Luxembourg	1,14,25	23		15	3	
Malta	1	4,29		15	8,21	
The Netherlands	14,25					
Poland	1,3	4		15		
Portugal	1	4,10		15		5
The Czech Republic	1,8		5,6		28	28
Romania	1					
Scotland	7,25			6		
Slovakia	1,8		5	29	1,15	
Slovenia	1,2,25	25		15		31
Spain	1			15		12
Sweden	1,14	6,23				
Hungary	1,25			20		23

Table 1.8: holidays in European Union countries



1.

1.3 Seven thousand events over the 6 months of Expo 2015

During the six months of the world exposition, Milan will be transformed into the most lively and diverse showcase on the planet, basking in the media spotlight and becoming a true “world stage”.

It will be a stage that hosts shows from the farthest corners of world culture, events from the future that are brought into the present through new media and international sporting competitions.

Roughly 7,000 events will be hosted during the six months of Expo 2015, an average of 40 per day. These events will attract a wide range of Italians and foreigners from all walks of life, such as scientists seeking to delve deeper into the issues of food and water or young people from just about every country who will find Milan to be an ideal location for meeting others and enjoying themselves. Milan and Lombardy will become one immense world stage, where a visit to the Expo turns into an unforgettable experience for all, whether alone or in groups.

The inspiration for all these events and shows will naturally be the theme of food and water, combined with various symbolic elements that are intrinsic to the World Exposition, namely:

- contemporary spirit;
- innovation;
- universality;
- multilateralism and dialogue between cultures;
- co-operation and solidarity.

The Expo Milano 2015 Organising Committee is seeking to bring to life a wonderful schedule of events that will run throughout the six months of the Expo, merging into the main event. This will have a dual purpose:

1. to celebrate the Expo through a number of powerful, alluring events that will definitely draw international attention and the media's gaze, thus giving a broader platform to the values put forward by the BIE;
2. to turn every visit to the Expo into an unforgettable experience that includes visiting Milan and Lombardy, a chance for visitors to take in the tourist highlights, culture and food and wine of all the towns and villages of the region.

Expo 2015 will include events that are actually staged on the Expo premises and others that take place in other parts of Milan and the surrounding areas. All of the events will be planned bearing in mind that the **Exposition must become an integral part of the territory to ensure the event is imbued with a lively, joyous and interesting atmosphere that lasts throughout the six months.**

1.3.1 Creating a schedule of events: bringing together all the organising bodies

Milan, as can be seen in more detail in Chapter 8.1, is already a leader when it comes to culture, creativity, science and sport.

Numerous cultural and scientific institutions and event organisers are already active in the city and the surrounding area. Annually, over 10,000 events are staged, with about 10 million tickets being sold.

A schedule of main national events is in attachment to chapter 1.

The Organising Committee will start by making the most of the events that would naturally be held in 2014/15, flavouring them with a distinct Expo feel. The various organisers will be called on and invited to design their season around the Expo, to incorporate it into the marketing and to draw inspiration from the Expo's themes, ideally weaving in an international dimension.

In addition, the various theatre companies and show organisers from Milan will be encouraged to “twin” themselves with other such entities across the world. Twinning which may be on the basis of similarity or difference.

This will ensure Milan offers a rich array of international companies, shows and events representing all parts of the globe. This will start as early as the autumn of 2014, creating a lengthy prologue to the main event in 2015, which will be a climactic six months of festival and celebration.

One advantage of adopting this method is that it will ensure the optimal use of resources already budgeted for the various institutions, creating a programme that follows the guiding thread of the Expo.

In this way, the Organising Committee's additional resources can be allocated to major events that will draw substantial media attention (e.g. the opening and closing ceremonies and a “main event” for each of the themes) or for those periods when, traditionally, there is less support for such events.



1.

1.3.2 La Triennale di Milano

One of the main – and most natural – partners of Expo 2015 will be, **La Triennale di Milano, the only cultural institution in the world where the exhibitions are permanently recognised by the BIE.**

The Triennale has long been a mirror for Italian art and architecture and one of the key places for comparing international trends. Since the first exhibition held in 1933, the Triennale Foundation has skilfully carried out ongoing research, documentation, exhibitions for various sectors and inter-disciplinary activities involving city planning, decorative art, design, crafts, industrial production, fashion and audio-visual communication.

Expo 2015 will be an ideal opportunity to put on a delightfully rich programme of exhibitions that will be chosen in collaboration with the Organising Committee.

1.3.3 The programme of activities

The proposal created by Expo Milan 2015 focuses on six main themes:

1. Expo - Art
2. Expo - Sport
3. Expo - Theatre
4. Expo - Music
5. Expo - Creativity: fashion, design
6. Expo - Cinema

Each of these areas will have its own bounteous series of events that will be concentrated primarily on the opening period of the Expo, as is clear from the summary table.

Of course, not all of the events linked to a specific theme will finish during the period of time in question. Nonetheless, the **Organising Committee's aim is to ensure there is a rich array of events scheduled for the month dedicated to each theme.** This will guarantee that key events are staged throughout the duration of the Expo, thus maintaining visitor interest.

These seven major events will join the opening and closing ceremonies as the key moments of the Expo when it draws the most international attention.

The Opening and Closing Ceremonies

The opening and closing ceremonies for Expo 2015 will be major international events that will be made available to television networks across the world.

The format for these ceremonies will be planned to ensure that established BIE elements are given ample space (e.g. logo, hymn, flag) **and that these are tied to the symbolic values of the Expo** (contemporary spirit, innovation, multilateralism and dialogue between cultures, co-operation and solidarity).

The opening and closing ceremonies will use both spectacular features and elements of new or existing protocol that are directly or indirectly linked to food and water. The opening ceremony will focus on the life-giving and universal value of food, while the closing ceremony will shift the focus to the lasting importance the Expo brings to water and will include a rite of passage as the baton is handed over to the next country to host the Expo.

The opening ceremony, described in detail in Chapter 11.8, will be a superb opportunity to foreground the numerous cultural identities of the international community and of Milan, since the city is now home to over 100 different ethnic groups.

Milan will become a giant “street theatre”, where people can move around to watch the various cultural events and shows staged by the countries taking part in the event.

The day of the opening ceremony will also be an important time for Milan to pay homage to all of the different cultures that reside in its territory.

When the various groups finish their events, they will move along a pre-determined route to reach the area where the opening ceremony will be held.

The opening ceremony, to be staged in the evening, will make use of cutting-edge audiovisuals and stunning choreography, ensuring the show attracts an international television audience of millions across the world.

Given the importance of television for such an event, special attention will be placed on planning scenes and performances in the light of how things will be framed and filmed.

The people of Milan, visitors from across Italy and the world and the international television and Internet audiences will be amazed by a totally unexpected show. Dozens and dozens of buildings across the city will be illuminated, creating an amazing scene, and there will be 10 special locations where the various ethnic and national groups will parade through the city's streets and piazzas.



1.

Expo Art

A hundred years ago, Milan hosted the 1906 Expo and showed itself definitely and irrevocably to be a modern and contemporary city.

The automobile industry that was such a key part of the country's economic development was born around the same time, as was Bocconi University, which focused on economics and is still one of the great academic institutions of Italy and the world. The early years of the 20th century also saw the development of the futurist movement, filled with a sense of innovation that found expression in other movements – avant-garde, cubism, surrealism – across the world. All these elements were linked by the drive to innovate.

For Expo 2015, Milan has an extraordinary cultural infrastructure. This is clear from a single piece of data: **for temporary exhibitions alone, the city has over 20,000 sqm of public space. Of course, one needs to add the private cultural institutions to this as well.** There are but a few cities across the world that can make a similar claim. Two internationally renowned artists have been chosen as linchpins for the main shows. One is from Tuscany, but spent a total of 25 years in Milan, **Leonardo da Vinci**; the other was born in Milan, Michelangelo Merisi, better known as **Caravaggio**.

Two universal figures and part of the artistic heritage of humanity.

The main event – Saturday 2 May 2015²

The exhibition: all of the works created by Leonardo during his two stays in Milan - Leonardo in Milan

Leonardo marked the beginning of modernity. His early scientific method, his incessant experimentation, his focus on technology, his way of representing reality, his thousands of interests, and his insatiable desire to discover and understand the world are elements that characterised and helped define the concept of modernity.

Leonardo produced his greatest works while in Milan. Many of his most famous works are still here. *The Last Supper*, the decorations in the *Sala delle Asse* and the *Trivulziano Codex* in Castello Sforzesco, the *Portrait of a Musician* and the *Atlantic Codex* in the Pinacoteca Ambrosiana, the numerous sketches conserved in the Pinacoteca Ambrosiana, the Pinacoteca di Brera and the Pinacoteca in Castello Sforzesco, including *Christ and Leda*.

Many works created in Milan are now on show in galleries around the world: the two versions of *The Virgin of the Rocks* (Louvre and the National Gallery in London), the *Lady with an Ermine* (Czartoryski Muzeum in Krakow), *Portrait of a Woman* (Louvre), *Madonna Litta* (Hermitage in St Petersburg) and the two pictures of St Anne (Louvre and the National Gallery in London).

In 2015, Milan will host the first grand exhibition of all these works.

Other events:

- **the Caravaggio exhibition.** The great Leonardo exhibition at the World Exposition will be preceded, in 2010, by a stunning exhibition of works by Caravaggio and his followers to celebrate the 400th anniversary of his death. Milan has always devote a great deal of attention to this school, beginning with a large-scale exhibition of 1951 and the most recent one in 2004. The exhibition will be repeated in 2015;
- **“Babele”** (from the Akkadian babel, meaning “gate of God”), with clear reference to the Tower of Babel where languages became so mixed that men could no longer communicate;
This event, which will take place for the fourth time in 2015, seeks to explore contemporary languages in such a way that people can speak together, understand each other and live serenely together in peace.
In essence, it is a festival of exhibitions, debates, talks and shows that investigates today’s languages and the links to industrial development, such as advertising, design, architecture, photography, fashion, television, publishing and so on;
- **Futurism exhibition: Milan is the home of futurism** and it continues to dedicate plenty of time and space to this school. First there is the Museum of the 20th Century, which will start precisely with futurism. There are major exhibitions on Boccioni and a forthcoming one on Balla. From 2009, several major futurist exhibitions will add another dimension to Milan as the first centenary of the futurist manifesto is celebrated;
- **major exhibitions** will be held in celebration of the city’s most important cultural foundations, namely the **Triennale** and the **Pinacoteca di Brera**. A series of prestigious exhibitions will be developed around the key Expo themes.



1.

Expo Sport

Milan has a well established name across Europe for sport. Football, of course, but many other sporting events also dot the city's calendar each year.

Expo Milan 2015 plans to make the most of this heritage, bearing in mind the close connection between sport, food and better lifestyles - elements that the Expo is seeking to foreground.

As such, the sporting events Milan is planning to include in the schedule are not merely a way of drawing in visitors and attracting the media, but also a way to encourage thinking about the delicate balance between sport and nutrition, in all its nuances.

The main event – Sunday 7 June 2015

The Giro d'Italia cycle race ends in Milan and, in 2015, the race is due to draw to a climax on the first Sunday of June, a traditional date for the Giro d'Italia. This day will be turned into a feast of cycling and football. When the race ends, the Milan stadium will host the:

World Expo Supercup - The return match from the World Cup Final 2014

The event will be organised to raise funds to develop a project of Best Practices presented at the Expo.

Other events:

- a **large pre-Olympic event** will be held in anticipation of the games planned for 2016. Some of the world's top athletes will compete in a range of Olympic events held in charming spots across the city (Teatro alla Scala, Arco della Pace, the Civic Arena, Piazza Duomo, Galleria Vittorio Emanuele, etc.);
- the **"Final Four 2015"** will be an unprecedented event bringing together champions in a series of disciplines: football, basketball, volleyball, water polo and many others. These competitions will be held in various stadiums in Milan and Lombardy;
- the **Tour de France** will start in Milan. It will mean that the two most important cycle races in the world will meet in Milan. From there, the Tour will head out across a route through Lombardy and the neighbouring regions;
- the **Formula 1 Grand Prix** in Monza will include a one-off exhibition event through the streets of the city;
- Milan's Civic Arena will stage a **naumachia**, water games re-enacting naval battles;

- a **big horserace** at the San Siro racecourse with the world's best jockeys and horses;
- other **sports events** in the city (Milan City Marathon, rallies, etc.).

Expo Theatre

Milan has always been a city of shows and performances. For the Expo, it will welcome **the best in contemporary production from all five continents**. Six months filled with all types of theatre, dance, new circus, performance art and specialised festivals, turning the city into an immense and kaleidoscopic stage. These events will be staged across the city and the region at a range of times.

Theatre is, perhaps, the art form most closely tied to the cultural traditions of different countries. All civilisations have created some form of theatre to interpret reality and to explore local habits and vices with a view to understanding universal principles and values.

The Expo is an occasion for cultures and traditions to meet, making it an ideal setting for presenting different forms of theatre and performance from across the world. This will be supported by a schedule of events focused on a truly varied audience. One need only look to Zaragoza 2008, for example, to get an idea of what is possible: the Cirque du Soleil will perform each night.

The main event – Saturday, 11 July 2015³

The most ambitious project is undoubtedly the one dedicated to the cities, which will also pay homage to the expected passing of the baton from Shanghai 2010. The years leading up to the exposition will see a truly interesting and beautiful project.

The project's aim is to make theatre central to city life once more. In ancient Athens – the birthplace of western culture – the stage was a place where the collective tensions, ideas, values and utopian dreams of society could be explored. The project will start with a portrait of Milan created by 24 playwrights, with as many actors and directors from the city to bring things to life. From this, the project will grow until it is no longer simply about Milan, but about the modern world.

The **Symphony of the World** is the final stage in the cities project. It will consist of ordinary scenes from an ordinary day in 24 capitals across the world in 2015 and it will be broadcast live on giant screens in theatres and squares in all of the capitals involved. In addition, it will also be available via the Internet, television and the radio. International filmmakers will be invited to create various segments of a single full-length film.



1.

The project concerns the identities of cities, urban marketing, audio-visual technologies, and the relationship between writing, directing, acting, music, video, costumes/fashion, urban settings, publishing, design and so on.

Symphony of the Cities: cities portraying themselves (2008-2015)

Symphony of Milan – 24 scenes from an ordinary day (2008)

Symphony of the 100 Cities – 24 scenes from an ordinary day in Italy (2009)

Symphony of Italy – 20 scenes from an ordinary day in the 20 Italian regions (2010)

Symphony of Europe – 27 scenes from an ordinary day in the 27 nations of the New Europe (2012)

Symphony of the Mediterranean – 24 scenes from an ordinary day in 24 Mediterranean ports (2014)

Symphony of the World – 24 scenes from an ordinary day in 24 capitals (2015)

Other events:

- **the Expo cities at Teatro alla Scala.** Some of the cities that have hosted the Exposition in the past will be at the centre of this grand, multimedia creation involving music, dance, singing, images and theatre. The work will be commissioned from a contemporary composer and will involve renowned artists;
- **literature and thought.** A special edition of **Milanesiana** will be held in May and June. The festival will see influential thinkers and writers including major literary prize winners and Nobel laureates who will be invited to the Expo to talk on some of the themes;
- **dance:** one of the dance proposals in the pipeline is a personal overview of all of the work created by the French choreographer **Frédéric Flamand** in conjunction with leading architects and designers. It will be dedicated to the themes of space and the city. **Pina Bausch** will be commissioned to create a specific dance work for Milan and the Expo;
- **modernity and tradition in food:** this spectacular project will take the form of a feast as it explores the connections between the needs and desires of society and the longing to recapture lost tastes. This big, outdoor event will be a joyous, social celebration of making food;

- **pageant of the Feast of Paradise:** a lavish Renaissance festival replete with sumptuous period costumes. It is divided into various sections (dedicated to water, air, earth and fire) that evoke the pomp and legends of a period in history that is key to Milan's standing in the world;
- **world exhibition/market of performance:** a special area will be set up to host the first exhibition in Italy dedicated to the *Ministries of Stage and Performance* from countries around the world. Each nation will have a stand exploring the key bodies and institutions that work to promote performance in their country. Italy will have its own area with space for regional stands: a first of its kind;
- **other shows and cultural events** linked to the Expo will also be put on by the various institutions active both in Milan and the surrounding areas.

Expo Music

The universal language of music is an ideal and traditional accompaniment to an event such as the Expo. Music has always gone hand in hand with movements of cultural liberation, helping to raise awareness about dramatic or urgent problems.

Milan is one of the great music capitals of the world. Besides the Teatro alla Scala, the city provides a vast and varied array offering of music.

As such, the Expo will include numerous musical events aimed at all sections of the public via a careful mix of musical genres, trends and repertoires.

Some of these events will be held on the Expo site in the amphitheatre, auditorium and other concert venues.

The main event – Saturday, 15 August 2015

An international youth gathering to coincide with a

World music concert to mark the end of the “United Nations Millennium Campaign”

This event will last for at least 15 consecutive days, featuring a host of top international stars.



1.

An area in the west of Milan will be prepared specifically to host the crowds of young people (as many as 500,000) who will come to the show from every continent of the world. The concert aims to draw the attention of governments to the Millennium Campaign, begun by 189 world leaders and governments in 2000, and its goal to reduce hunger and inequality in the world by 2015.

Mediatically the event could constitute an occasion to urge for international commitments to poverty eradication.

Highlights of the concerts will be recorded and the proceeds from CD/DVD sales will go to the Millennium Campaign.

Other events:

- **MJF**: this festival was launched in Milan in 2007 to celebrate jazz in all its forms. It regularly attracts many big names from the jazz world and a special edition will be staged in 2015. The central theme of the festival is "contamination", where jazz mixes with other great black musical traditions like blues, funk and rhythm & blues as well as a generous mix of contemporary music. For Expo 2015, the programme will also include links with other national and international jazz festivals (Umbria Jazz, Siena Jazz, Veneto Jazz Festival, Montreal International Festival, Montreux Jazz Festival, etc.). The main venue for the event will be the splendid Arena Napoleonica, but the festival will spread right across the city, touching all of Milan's famous jazz bars including the Navigli clubs and the Blue Note lounge, as well as performances in the squares and streets;
- aside from ensuring that the various concert seasons are especially interesting and linked to the Expo, the **MiTo – Milano Torino Settembre Musica** festival will be turned into a special occasion, taking up the whole of September with over 200 concerts by artists from around the world. This festival will not be restricted to the main cities, but will reach the whole territory. MiTo can be seen as a highlight for musical traditions and genres from beyond the boundaries of Europe. In contrast to this, an international association known as **European Mozart Ways** is looking into a new project about the great maestros of classical European music;
- the city will also host a range of concerts (classical music, opera, chamber, pop, jazz) to be held in various venues and organised by different groups (theatres, festivals, private associations, etc) including:

OPERA AND BALLET

Teatro alla Scala

ORCHESTRA

La Scala Philharmonic Orchestra

Pomeriggi Musicali Orchestra

Giuseppe Verdi Symphonic and Chorus Orchestra of Milan

Milan Classic Chamber Orchestra

United Europe Chamber Orchestra UECO

University of Milan Orchestra

CLASSIC SEASONS

La Società dei Concerti

Serate Musicali

Società del Quartetto di Milano

ORIGINAL MUSIC AND INSTRUMENTS

Accademia Litta Classic Orchestra with period instruments

Arcadia concerts

Concerts by the Marco Fodella Foundation

Music and Poetry at San Maurizio

FESTIVALS

MiTo Settembre Musica

Milan Music Festival (contemporary music)



1.

JAZZ & ETHNIC

Aperitivo in Concerto (at Teatro Manzoni)

Atelier Musicale (Trade Union Headquarters)

Orchestra Senza Confini

Suoni e Visioni (planned by the Province of Milan)

OTHER EVENTS

Classica e Lirica tra i Navigli (Teatro Edi)

Atelier Musicale

Sentieri Selvaggi (contemporary music)

Rondò 2007 (Palazzina Liberty- contemporary music)

Musica/Realtà (Palazzina Liberty - contemporary music)

I Concerti dell'Umanitaria

Expo Creativity: fashion, design and more

One of the highlights of each Expo is the chance to explore human creativity and ingenuity in all its forms, to serve as a catalyst for future trends and provide ideas for innovations that can benefit all of humankind.

Milan is seen as one of the world capitals of creativity. Not only in fashion and design, but in areas such as business and other forms of expression (communication, advertising, multimedia). Milan is well aware of its standing in these areas and will seek to use every means to raise public awareness of the Expo themes.

Design, planning, architecture and urban planning can be both the topics and instruments of Expo 2015. This is in line with past Exposition where the city, technological innovation, city planning and architecture – that is, planning the future – have been central. Milan will aim to celebrate design through numerous international events.

Communication in all its forms will be deployed to ensure that Expo Milan 2015 is a focus of media and publishing attention.

The main event – Sunday, 27 September 2015⁴

“Milano, 100 anni di moda” – “Milan, 100 years of fashion”

Some of Milan’s top designers will create a series of ethnic collections, however, the fashion shows where these clothes will be presented will be held in other, relevant countries. The shows will then be shown, via satellite link, on screens dotted around Milan.

The Rocchetta courtyard, at Castello Sforzesco, will host an Italian fashion show, while Tokyo will have a fashion show with oriental clothes designed by an Italian designer and so on for the other countries.

In addition, emerging designers from countries not primarily known for fashion will be given the chance to design collections which will be modelled in Milan to help them break through to a wider public.

Other events:

- **design contest: “Food: containers, tools, equipment and utensils”.** A special international competition for young designers – including some of the big names from the international world of design – will be held, focusing on themes linked to nutrition and cuisine;
- the Triennale will host a series of **design and creativity exhibitions** inspired by the very successful **Dal cucchiaino alla città** show which aim to explore how the design of everyday objects can be extended to produce a more liveable city of the future. These might involve leading international design centres like the Moma in New York and the Design Museum in London;
- **fashion week:** the Organising Committee will propose that all the major fashion shows have a strong link with the Expo which will serve as backdrop to the week creating a particularly special atmosphere;
- **international publishing festival:** a week long event will be organised, aiming to bring together the world’s main publishing houses to publicise various authors that remain unknown in certain countries. This is part of the Expo’s aim to be a place of exchange and debate, and will include a special section on literature linked to nutrition and eating;
- **Grand Advertising Gala:** Milan is Italy’s advertising capital. As such, it plans to put on a world festival of advertising that will support less developed nations. The main advertising houses and key figures from the world of publicity will be invited to provide their skills, creativity and ideas to less well-developed nations, helping them promote their products.

This is particularly important since many products fail to reach the world’s biggest markets because of an inability to find the right marketing and advertising.

⁴ Final evening of Milan’s fashion week



1.

Expo Cinema

The languages of vision – cinema, Web, video, television, documentaries, advertising – will be given plenty of space at the World Exposition.

The connection between Cinema and the Expo is a vital one and this is never more explicit than in *The Art of Food* pavilion where films relating to food (Hollyfood) will be shown and visitors will have the chance to live out what they see on the screen.

An international **Symposium** will be held on cinema in a changing world. Experts and academics from the world of cinema will be invited to debate how cinema can tell the stories of contemporary life, from living in a megalopolis to environmental dangers, from the risk of extinction of ways of life to living in the world's new megacities.

Cinema e Arte is a special festival that will be organised specifically for Expo 2015. It will be a far-reaching exploration of the relationship between the visual arts and art cinema.

The main event – Tuesday, 27 October 2015⁵

Festivall 2015

The aim of this festival is to highlight the best cinematic documentaries from across the world.

The main city film festivals will be involved in this event, but more importantly it will include links to the key festivals held in Italy, such as the Venice International Film Festival, Locarno's Cinema Festival, the Feast of Cinema in Rome, Taormina International Film Festival and the TorinoFilmFestival.

There will also be various forms of collaboration and links with the main film festivals in Europe and the rest of the world, including the Toronto festival (after all, Toronto is twinned with Milan), the Cannes Film Festival and the Berlin Festival. The collaboration, though, will not only be with other film festivals, but also with major producers and distributors who are looking to launch films onto the international market.

Expo Milan will screen all of the films presented at the main international film festivals in 2015, **with a special prize awarded by a prestigious jury of figures from the world of cinema and personalities from the arts, business, science, politics and, of course, the BIE.**

This festival will also have a **special section** that will include a competition that explores the relationship between man, nature and food (Expo themes). The **Expo 2015 prize** will be awarded by a jury of some of the most famous people from the world of film and video.

Other events:

- **overview of the Cinema Festivals.** Live link ups and theme evenings –where people can watch and examine films - will be organised to tie in with the main film festivals. The **special link ups** will be arranged throughout the Expo, although the main world festivals will be given special importance: Robert De Niro's Tribeca, Robert Redford's Sundance, Venice, Berlin, Cannes, Toronto, San Sebastian, Tokyo, Locarno and Deauville;
- specific projects and areas of the city will also be dedicated to television and advertising, two industries in which Milan plays a prominent role;
- **Doc Fest – Milan Documentary Festival** – Science Museum. The 2015 edition will be linked to the theme of food, with a special prize in each thematic category awarded by a carefully selected jury;
- **the various other cinema festivals** in Lombardy and the surrounding regions will also be incorporated to some degree into the Expo.

1.3.4 Other events linked to Milan 2015

The underlying theme for Expo Milan 2015 reaches into numerous fields, including science, economics, politics and social affairs. As such, the Expo will be an occasion for international debate, a time when governments, international bodies, scientist and academics, business and the Third sector can all come together to discuss issues and further the interests of humanity.

But Milan will also make itself available as a seat of international policy-making. Through agreements with the multilateral organisations, **Milan hopes to be elected in 2015 as the venue for international conferences on themes relating to world food governance** and provide a benchmark for quality political debate and decisions.

Some 40 events will be organised each day and **two of these will be high profile international meetings** that bring together top experts in specific areas to debate issues with public policy makers in a focused and scientifically rigorous manner.



1.

The meetings will be grouped under two main headings:

A) The Expo theme and its various sub-themes

Below is a prospective list of some of the areas of debate that might be considered:

Sub-theme 1: science for food safety, security and quality

- Role of bio-technology in dietary development;
- water safety in developing countries;
- regional and multilateral governance policies for health controls;
- penalties for breach of the controls or falsification of products.

Sub-theme 2: innovation in the agro food supply chain

- Tracking products in the food supply chain;
- value creation and income distribution in the agro-food chain;
- safeguarding competition and state aid for firms;
- forms of ethical consumption;
- retailing and safeguarding product quality.

Sub-theme 3: technology for agriculture and biodiversity

- Public policies to promote biodiversity;
- The role of firms and the defence of small producers;
- The future of climate change policy: moving towards more stringent commitments by governments;
- Environmental technologies in the agro-food industry.

Sub-theme 4: dietary education

- Comparison of diets to find the best eating habits;
- the role of the family and schools in educating new generations;
- transparency for the consumer: product labels revealing the product's origins.

Sub-theme 5: solidarity and co-operation on food

- Evaluating the Millennium Campaign and new guidelines for the second phase;
- freer trade and tariff policies to help poorer countries;
- access to credit;
- decentralised co-operation on governance: solutions compared;
- world governance for managing emergencies.

Sub-theme 6: food for better lifestyles

- Hygiene measures in poorly monitored regions;
- new pandemics and possible methods for prevention;
- sport and the health risks associated with performance enhancing drugs;
- cities and lifestyles.

Sub-theme 7: food in the world's cultures and ethnic groups

- Comparing cultures and ethnicities: how to safeguard quality and tradition in multicultural societies;
- mealtimes in various cultures;
- governance that enhances and safeguards the cultural value of food;
- food and art;
- gastronomic tourism and economic diversification in rural areas.

B) A chance to celebrate the various UN World Days to draw attention to problems or opportunities that affect all people

Below is a select list – not an exhaustive one – of some of the main celebrations that fall during the Expo, or the week before or after it. Various conference proposals will be put forward, in accordance with the appropriate World Day chosen by the UN to focus attention on a particular subject.

Milan will, once again, seek to be one of the key players in this field, focusing mainly on those themes linked to the Expo.

World Days established by the UN or international agencies linked to it which are particularly pertinent to the themes of Expo Milan 2015 or of general interest:**April (end)**

- Safety in the workplace 27/04

May

- Press 03/05
- Hypertension 17/05
- Biodiversity 22/05
- Cultural diversity 23/05
- Anti-tobacco 31/05



1.

June

- Environment 05/06
- Oceans 08/06
- Against underage workers 12/06
- Donating blood 14/06
- Fight against drought and desertification 17/06
- Refugees 20/06

July

- Populations 11/07

September

- Obesity and heart disease 25/09
- Tourism 27/09

October

- The elderly 01/10
- Non-violence 02/10
- Food 16/10
- Eradicating extreme poverty 17/10
- Audiovisuals 27/10
- Savings 31/10

November (beginning)

- Climate change 04/11

1.4 Exposition dates

The opening is scheduled for Friday 1 May 2015, which is a public holiday in 23 out of 27 EU countries, as well as Switzerland, including the main sources of tourists to Milan and the Province: France (6% of tourists); Germany and Austria (9%), Spain (7%); United Kingdom (8%) and Russia (2%) one or two hours' flight away. This date will allow visitors to take advantage of the long holiday weekend, and set in motion a "word of mouth" chain through tourists returning from their trip.

The closing Ceremony will be held on Saturday 31 October 2015, a date which has no particular connection with any holiday or festivity. However, as it falls on a week-end it will certainly attract many visitors for the last day and guarantee an unforgettable finale to Expo Milan 2015.

APPENDIX CHAPTER 1

The Milan Expo will not occur in an isolated manner. Its programme of events will integrate seamlessly into the overall national programme of events in Italy. The country is already planning a great number of activities of international scope during the Expo period that will exert a strong draw both for Italians and for visitors from abroad. The Expo will offer excellent opportunities for partnerships with other Italian cities for sister events that will catalyse the interest of millions of potential visitors. The following table presents examples of the main international events taking place in Italy in the period May-October.



1.

EVENT	PERIOD	PLACE
FOOD		
Cibus Roma Quality Italian Food	End of April	Rome
Saltexpo Trade fair/event open to the public dedicated to salt and its various uses	May	Naples
Futurteste Forum on the latest eating trends around the world	May	Parma
Slow Fish Trade fair on the sea, fishing and fish consumption	Beginning of May	Genoa
Sana-Salone Internazionale del Naturale Trade fair dedicated to biological, ecocompatible and sustainable system	Mid September	Bologna
Cheese International show dedicated to cheese in all its forms	September	Bra (Cuneo)
Eurochocolate Exhibition devoted to chocolate	Mid October	Perugia
Salone Internazionale del Gusto Trade fair on biodiversity, food quality and food education	Last week of October	Turin
Terra Madre World meeting of food communities	Last week of October	Turin
LITERATURE AND MUSIC		
Festival dei due mondi Cultural festival	July	Turin
Biennale d'Arte International Art Exposition	June-November	Venice
International Book Fair of Turin	Second week of May	Turin
Maggio musicale Fiorentino	May	Florence
Parma Poetry Festival	Last week of September	Parma
Umbria Jazz Festival	July	Perugia
Verona Arena Opera Season	End of June to end of August	Verona
Mantua Literature Festival	Second week of September	Mantua
Lucerne Festival Festival of music	August-September	Lucerne

EVENT	PERIOD	PLACE
FASHION		
Pitti Uomo; Pitti Bimbo; Pitti Filati Fashion shows	End of June	Florence
AltaRomaAltaModa Haute cuture fashion shows	End of July	Roma
SPORT		
Rimini Wellness Inclusive event dedicated to fitness, wellness, dance and sports	Mid May	Rimini
Rome Open Tennis Tournament	Mid May	Rome
Italia Open Men and women's Golf Championship	May	Lombardy
Rolex Cup Sailing regatta	Summer	Lucerne
Gran Prix Motorcycle racing	June	Mugello
Gran Prix Motorcycle racing	September	San Marino
HISTORIC EVENTS		
Festa del Redentore Majoy historic festival on the island of the Giudecca	Third Sunday in July	Venice
Palio di Siena Horse race of Medieval origins held between neighbourhoods of Siena twice a year	July / August	Siena
La Regata Venice's most emblematic historic pageant	First Sunday September	Venice
OTHERS		
Frecce Tricolori Acrobatic aeronautical display by the Italian Airforce	March-November	Italy
Festival of the Sciences European scientific meeting	October	Genoa
Salone Nautico Internazionale International boat show for racing and leisure craft	October	Genoa



1. _____

CHAPTER 2

**THE LOCAL, NATIONAL
OR INTERNATIONAL REASONS
THAT HAVE PROMPTED THE PROPOSAL
TO MOUNT THE EXPOSITION,
AND THE NOTEWORTHY RESULTS
THAT MIGHT BE ANTICIPATED**



2.

ABSTRACT CHAPTER 2

ITALY'S ROLE

Italy has always been at the heart of Europe, providing a point of contact for different civilisations and, notably, linking the Mediterranean Rim, Africa and the Middle East.

The theme "Feeding the Planet, Energy for Life" has a deep connection with Milan and Lombardy since these places have always sought an innovative combination between food, work, human relationships and development. In addition, they have found a balance between living in society and nature.

GOALS AND PREDICTED BENEFITS

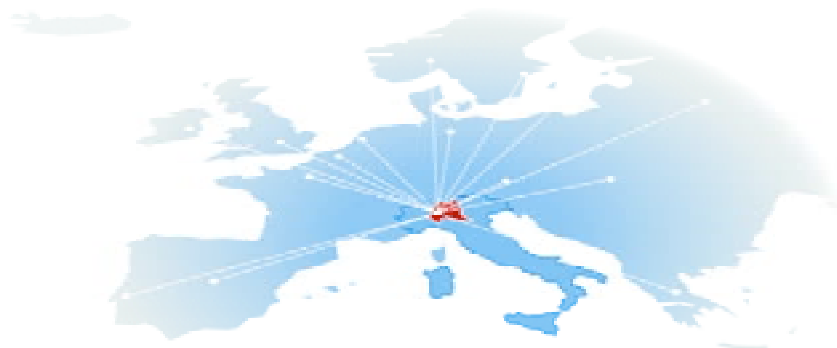
GOALS

- To put forward and compare the Italian development model with those of other countries. This will be done with a view to furthering sustainable development and to highlighting Italy's experience in safeguarding and enhancing biodiversity, whether on the level of products or dietary traditions;
- reassert the country's international image, highlighting its ability to exchange knowledge about dietary traditions with other countries. This will include opening up opportunities to export Italy's ability to train and educate its know-how and its research in the agro-foods, biotechnology and nutrition sectors.

PREDICTED BENEFITS

Organising such a major event will have socio-economic benefits for the city and the surrounding area, aiding the development of tourism, transport networks, mobility as well as creating new jobs and encouraging environmental and urban regeneration. All of this will make up an important legacy for the post-expo future.

2.1 International reasons



Mission of the World Exposition Milano 2015, Italy :

“Share your meal with your neighbours and you will understand better his culture, his identity and you will learn to love your neighbours as yourself”

The Expo: a privileged opportunity for dialogue on matters of pressing concern

“The principle scope of a World Exposition is the education of the public: it may exhibit the means at man’s disposal for meeting the needs of civilisation, or demonstrate the progress achieved in one or more branches of human endeavour, or show prospects for the future”.

The Expo is perhaps the only internationally recognised occasion to meet and take stock of man’s progress on any specific theme. The event dates back to the first “Great Exhibition of Industries of all Nations”, held in London in 1851, and the tradition has been consolidated through numerous subsequent events that have traced human progress. Today it stands as a patrimony for all mankind which every five years returns to offer a unique and genuinely universal experience.



2.

2.1.1 “Feeding the planet, energy for life”: an opportunity for dialogue, co-operation and policy making involving all countries around the world

Achieving sustainable development represents a complex yet unavoidable challenge for the planet and one which is closely linked to the question of sustainable food policy.

Despite the fact that the **question of food is by its nature one of the most basic human rights** (both in the sense of **food safety** and **food security**) we have to recognise that we have failed thus far, both at a local and global level, in the developed countries and the underdeveloped, to create adequate instruments of governance. We are facing a challenge that is essential to humanity, as is any challenge to the full exercise and recognition of a basic human right that pertains to man as such and to all men equally.

That is why it is imperative to act, through international agreements with regions, countries and bodies, to create a system of governance that can effectively enforce rules that are so often written but seldom respected.

A greater global equilibrium in the availability of food and energy resources is in the interest of all, not only of those who are in greatest need. It is clear for all to see how hunger and social imbalances are at the root of tensions that are sometimes justified on the basis of cultural, religious or political differences. Allowing these imbalances to persist is to no-one's advantage, not even to those who think they can use them for political purposes or to exploit their superior power. We need to regain the spirit that inspired the victors of the Second World War. Europe was on its knees and in some countries people were dying of hunger or close to it. Those countries that still possessed resources realised that their destiny, their future depended on that of the countries in poverty. Back then it wasn't a question of solidarity, as it appears to be today, but also of naked realism.

Safeguarding the future of the developing countries means attending to our own future, that of the rest of the world.

Society can no longer ignore the importance of the food question in all its ramifications, above all out of solidarity between rich countries, poor countries and countries that can act as a link between the two.

2.1.2 The UN Millennium Campaign



The UN's Millennium Campaign is one of the most significant media and political initiatives ever launched by that organisation.

The Generation of 2015 could be the first to live in a world that managed to “proactively combat” the problem of extreme poverty and malnutrition.

Italy has heeded its appeal for co-operation and commitment to “eradicating famine and extreme poverty throughout the world”, and is putting Milan forward as a venue for global debate, exchange of views and, hopefully, **policy making**. The idea is to draft a sort of “Kyoto Protocol for Food” which, thanks to the Expo, might urge participating countries to sign up to a high profile governance initiative on food in line with the Millennium goals.

The prestige, authority and universal language of the BIE may be one of the few instruments still available to stimulate serious debate around a more effective global governance of the food system. Milan and Italy are conscious of the scale of this challenge, and intend to place themselves at the disposal of the BIE and all countries that recognise its guiding role in the furtherance of human knowledge, by offering a neutral and authoritative terrain for exposition, debate, and a joint search for solutions.

2.1.3 International reasons to back the choice of Italy to host the Expo: a country always open to dialogue between cultures

Italy has always been a fulcrum of European culture, a link different civilisations and, in particular, has acted as a bridge between the Mediterranean, Africa and the Middle East. This role does not depend merely on geographical location, but on Italy's ability to develop fruitful and long-lasting trade relations with the Mediterranean rim, backed by government aid.

Italy's international history is well documented. For thousands of years it has been a crossroads for cultures, civilisations, people, trade and ideas, giving Italy an image that is ancient and modern at the same time and helping Italians to feel Europeans and citizens of the world.



2.

The role played by cities like Genoa and Venice in consolidating new trade routes with Asia and the Middle East, along with celebrated voyagers such as Marco Polo and Christopher Columbus - author of the most daring feat of human civilisation - enabled Italy to look beyond its borders and acquire an international vision.

This has helped shape the quintessentially Italian capacity to merge its own culture with those of other peoples and make Italy an ideal advocate for global issues. **“Feeding the Planet, Energy for Life”** is one such issue. The right of every man and woman to a healthy, safe, balanced and sufficient food supply has been named by many international institutions among the great political and economic challenges of our time.

The Zaragoza Exposition 2008 will open a debate on **sustainable development** to be picked up and developed at Expo 2015. As such, the **Energy for Life** theme acquires a twofold value: it is implicitly linked to food as a vital energy source and water as a primary resource and the symbol of life.

Italy and Milan are committed to launching a far-reaching debate on this issue that embraces the entire world. Italy is ready to make its contribution, to extend its depth of experience and skills to all participating countries.

2.2 National reasons

Milan’s decision to bid for the World Exposition 2015 stemmed from a powerful convergence between local authorities and the national government which, at the Council of Ministers held on 27 October 2006, approved the city’s election as representative for the entire country.

With its bid for the World Exposition 2015, Italy intends to:

- 1) enhance Italy’s image in Europe and the world;
- 2) exchange with other participating countries its experience in safeguarding biodiversity in all its forms;
- 3) present and compare its development model with that of other countries and be a proactive player on far-reaching issues relating to sustainable development;
- 4) showcase its potential to export know-how, education and research in the agro foods, biotechnology and nutrition industries;
- 5) affirm its ability to host and organise big events, deploying its know-how and guaranteeing the maximum possible level of security;
- 6) promote national solidarity with a view to ensuring balanced growth across the country.

Italy's image

Expo 2015 will enable Italy to enhance its image and promote the country's agro-food products worldwide. The hope would be to launch the idea of a national "brand", which goes beyond *Made in Italy*, to boost the country's capacity to meet the demands for good wholesome food. An Italian brand that can be valorised to promote economic growth and stimulate appreciation for Italian quality around the world.

Italy is the perfect venue for a debate on food

Italy is home to major international food agencies. The FAO, WFP, IFAD have their headquarters in Rome, while EFSA (European Food Safety Agency) is based in Parma.

In 2007, Italy is hosting all the major initiatives linked to the Millennium Campaign:

- Rome hosted the first Expo Milano 2015 Thematic Forum to coincide with the UN Millennium Campaign Mid-Term Conference on the progress achieved to date and the policies required for the second phase;
- in November Milan will host Millennium Campaign Global Retreat, an annual meeting of all local firms in the various countries, to take stock of the year's results and plan efforts for coming year.

This gives Italy special credibility and international visibility in its approach to such a crucial theme as food policy.

The international bodies must become important allies in the construction of a free and open debate on strategies for a better system of world food governance for the coming years, a dialogue which Milan proposes to host as a neutral ground.

Italy and Milan are both strongly committed to safeguard biodiversity.

Attention to quality and unique local characteristics has won Italy wide recognition for its DOP (Protected Denomination of Origin) and IGP (Protected Geographical Indication) products. The organic sector is growing at a steady 10% per year, confirming Italians' increasing awareness of organic farming.

In **2008** the International Federation of Organic Agriculture Movements (IFOAM) will hold **the first ever World Congress on Organic Farming in Modena, Italy**, a fitting tribute to organic farmers and recognition of the quality of Italian agriculture.



2.

Food produced using traditional methods can help create dialogue among different cultures and safeguard **traditional foods**. This is done in complete respect for organic methods and preserves a rich heritage of tastes that are fundamental to a territory determined to maintain its own identity.

The **typical products** segment of the agro foods industry has come of age and is a central feature of Made in Italy: a platform of excellence that links our food and wine culture to the local territory in a special and exclusive way. This wealth is protected by traditional rules that have been in place for at least 25 years and by methods that are uniformly practised at local level. The tally of national specialities "saved from extinction" continues to rise: 2006 alone saw a huge jump of 3.8%.

Italy wishes share its experience to promote appreciation of local farm products worldwide.

An economy based on local quality

The Italian economy, Lombardy and Milan in particular, is based on small and medium-sized businesses and as such is peculiarly well placed to export its knowledge to developing countries. Only 200 agro food companies in Italy have more than 50 employees, the industry average being just over 7 against a European average of 18.

Such entrepreneurship, encouraged by local government to create highly specialised clusters, offers a viable model for many emerging countries provided the model is adequately supported by policies on micro-credit, light infrastructure and training. Indeed, the most successful initiatives are those that help countries produce what they need for themselves.

Bread production is one example that could be taken as a model. In Italy over 100 types of bread are produced using different kinds of flour, sometimes combined with other types and sometimes used alone. For example, soft wheat can be blended with flour made from other crops, such as rye, barley, rice, oats, emmer, maize, or even millet and soy. Bread making is a relatively simple process that can be easily learnt. It is also an example of a culinary process that can be highlighted by the Expo and that mirrors and integrates multiethnic needs.

In defence of quality products, **a spectrum of traditional Italian and Chinese food products will be presented at the 2008 Olympic Games in Beijing.** Italian experts will work with the Chinese to develop rules for a protected denomination of origin system, while **a group of Chinese will come to Italy to learn more about the Product Protection Consortium system.**

Training, innovation and research: potential for the entire world

Pursuing **common EU policies** such as the Lisbon Strategy of 2000 - now renamed the **Growth and Jobs Strategy** - means aiming for steady sustainable growth and rising employment over the long term. The goal is to build a knowledge-based economy focussed on education and poles of excellence. **Milan and Italy** can offer important contributions to this process and to research on the Expo theme and its sub-themes through their many **universities of international standing** and major institutions such as the **European Food Safety Authority** at **Parma**, the EU agency that assesses risks to animal and human food safety. EFSA works alongside national authorities and in open consultation with many parties to provide independent scientific advice and clear information to the public on existing and emerging risks.

Many universities offer undergraduate and master courses specialising in food, but Italy is home to the University of Gastronomic Sciences, which is unique in the world.

Opened in 2004 at **Pollenzo** (Cuneo, Piedmont), it occupies a former agricultural research centre dating back to the early 19th century, and today a Unesco World Heritage Site.

The **University of Gastronomic Sciences** is an interdisciplinary school that aims to train a food producing elite, supporting Italy's international image and tourism industry.

Consolidated experience in staging large events

Italy's high level of professionalism and competency in organising large events offers excellent support to Milan's bid for Expo 2015:

- the **2000 Jubilee in Rome** was certainly one of the biggest, longest and most complex events organised in recent times. While the first Jubilee, proclaimed by Pope Boniface VIII in 1300, attracted about two hundred thousand pilgrims to Rome, the 2000 Jubilee drew some **25 million people** who came to Rome by train, plane and in thousands of cars and coaches. Behind all of this, there was an impressive organisational machine that controlled the flow of visitors and, through scrupulous advanced planning, helped to make it a truly special event;
- the **World Youth Day 2000**, two and half million young people were present, with some estimates giving an even higher number due to the large turnout that weekend of local people who were not officially enrolled;
- the **20th Winter Olympic Games** were held in **Turin** from 10-26 February **2006**. The competitions took place in a variety of locations in Turin and the surrounding mountains. From 10-19 March the **9th Winter Paralympic Games were held**.



2.

There were record numbers: no less than 80 National Olympic Committees took part in the 20th Winter Olympic Games. At the opening of the Games, 2,573 athletes had enrolled. There were also around 2,704 coaches and technical staff from the national teams, 331 umpires and judges, 9,408 representatives from the media and 94 TV broadcasters. More than one million visitors took part in the event, besides the 3.2 billion spectators who watched from their homes.

Specialised trade fairs

In the agro food sector, Italy and Milan have broad experience in organising the many **international food-related events** that regularly take place in this country.

Some exhibitions and fairs are specifically for buyers while others are open to the general public, attracting numerous visitors. They include:

- **Cibus** an **International Food Exhibition** that opened in Parma back in 1985. This world-renowned event is one of the key promotional tools for the food industry and Cibus has **exported its know-how to other parts of Italy** (Cibus Med in Bari) **and abroad** (Cibus Brazil and Cibus Moscow). Up until this year, it was held every two years in Parma. But in 2007 Cibus Roma was created making it an annual event, though held in different locations, each with a specific focus. The 2006 exhibition recorded 2,400 exhibitors, **90 thousand visitors** and 600 accredited journalists;
- **SANA: International Exhibition** of Natural Products, Food-Health-Environment. Held in Bologna in September, it is the largest and most comprehensive natural foods fair. The 2005 edition attracted **70,000 visitors**, 50,000 of whom professionals and 3,500 from no less than 50 different countries;
- **MiWine: a trade fair for wine and spirits. This event is held every two years in June, in Milan, and lasts for three days.** The 2006 fair saw **35,000 buyers and journalists**, some 20% from overseas;
- the **Salone del gusto** in Turin is an international showcase which has become one of the most important events in the food and wine sector. Food is seen as the expression of a culture and an identity that needs to be respected, safeguarded and enhanced. Hence the focus on subjects like biodiversity and dietary education. This event takes place every two years and involves chefs, wine experts, restaurateurs, journalists and other experts. The most recent event took place in October 2006 and welcomed 172,000 visitors, 23% more than the previous year;

- **Terra Madre:** an international meeting of food communities and part of Turin's Salone del Gusto. The last event was enjoyed by no less than 9,000 people;
- **Vinitaly** is a major national and international appointment for the wine industry. It takes place every year in Verona, in April. In 2007, Vinitaly recorded a whopping **150,000 visitors**, including a 15% increase in foreigners;
- **Slowfish** takes place every two years in Genoa. It aims to take a new look at the marine world and raise awareness on fishing, fish consumption and water. The latest event ended at the beginning of May 2007. Rough estimates put the number of visitors at around **46,000** over four days;
- **Cheese:** an international event that takes place in Bra (Cuneo – Piedmont), in September and offers a great chance to taste and compare all European PDO and IGP cheese. Its stated mission is to protect diversity and the traditions of cheese and cheese producing regions;
- **Tutto food** is held in Milan in May. It provides a vast panorama on the world food market and brings together food producers and retailers across the industry. The first event has just closed with **20,000 visitors**, including **20% from abroad** and some 1,200 exhibitors.

A great country of small towns: solidarity for global growth

90% of quality local products come from small Italian towns and villages which will be given maximum visibility at the Expo.

Initiatives such as “Voler bene all'Italia” (Loving Italy) and the Festa Nazionale della Piccola Grande Italia (National Festival of Little Great Italy) aim at promoting, among tourists and visitors, the natural, cultural, agricultural and eno-gastronomic riches that are so much a part of our national heritage in thousands of towns and villages.

Typical local farm produce is increasingly becoming a social, cultural and economic opportunity, especially in marginalised rural districts. However, given the close ties with local history and traditions, agriculture must be backed by local government with a commitment to revitalising all the components essential to rural development, namely farming, trade, crafts and tourism.

The Expo will help to raise awareness and further cohesion to promote the uniform development of the agro food sector throughout the country.



2.3 Local reasons

All world's cities, even those that are best placed in terms of economic development, quality of life and international influence, **are continually evolving to consolidate their position on the global stage and guarantee their citizens a better life and better services.**

Milan, with its culture, entrepreneurial vigour and public spirit, **is no exception. The city is always growing, and it has reinvented itself many times in historic moments of radical socio-economic change.**

It was this philosophy, for example, that led the city's transformation from being a symbol of Italian manufacturing to become a global financial centre, and a benchmark for design, the arts, fashion and cutting edge services.

Expo Milano 2015 is a unique and unrepeatable occasion for urban development and transformation.

The Expo is the catalyst for a process of profound urban redevelopment

Huge building projects by the world's leading architects are springing up around the city. Their conceptual audacity and original forms will transform Milan, and give it a face that will attract the attention of the whole world, **adopting redevelopment models and policies in line with the latest ideas in science and contemporary culture.**

It is not a question of catching up with the skylines of other cities, but a **genuine cultural turning point**: to be the herald of a new type of relationship between tradition and innovation, a new direction towards modernity that **signals a new form of city life.**

The goal is to regenerate the architectonic fabric of the city through a carefully wrought recovery and transformation of public spaces, of greenery and the connecting infrastructure, with a view to raising the quality of life and related services.

These large-scale works, especially those intended to transform whole districts of the city, can today play a determining and decisive part in improving the quality of life and the environment and generate vast economic and industrial development very rapidly and with far reaching benefits, if backed by suitable policies and a communication strategy capable of building consensus.

The City of Milan has already adopted an Urban Policy framework, a new instrument of governance for the metropolis that sets out to **project Milan as a benchmark for urban regeneration.**

The plan looks beyond the city boundaries. It aims to improve links between infrastructure nodes and urban development, define a new relationship with nature and further environmental sustainability and energy conservation.

Drawing inspiration from an important initiative by the OECD in Madrid in March 2007¹, Milan is promoting a global exchange of new ideas and co-operation between different countries on the issues raised by the continual expansion of metropolitan areas.

From these considerations comes the **One Hundred Cities Project**, with which Milan via the Expo wishes to launch a dialogue between cities to exchange best practices and solutions to shared problems and find ways to improve the quality of life of citizens and create new opportunities for sustainable growth.

The Expo represents an extraordinary opportunity for **urban redevelopment, a catalyst for investment, projects and ideas that will completely change the face of the city by 2015.**

¹ An international conference where the city administrations and authorities met with government representatives to initiate an international dialogue



2.

2.3.1 Development inspired by the principles of environmental sustainability

For a big city like Milan the sustainability of its growth is an absolutely crucial factor.

If sustainability is an issue which concerns all urban planning policies, one immediate and significant metric is the availability of green spaces for the public.

People do not immediately think of Milan as a green city. But the **Raggi Verdi** (Green Rays) project is fundamental to the city's new image.

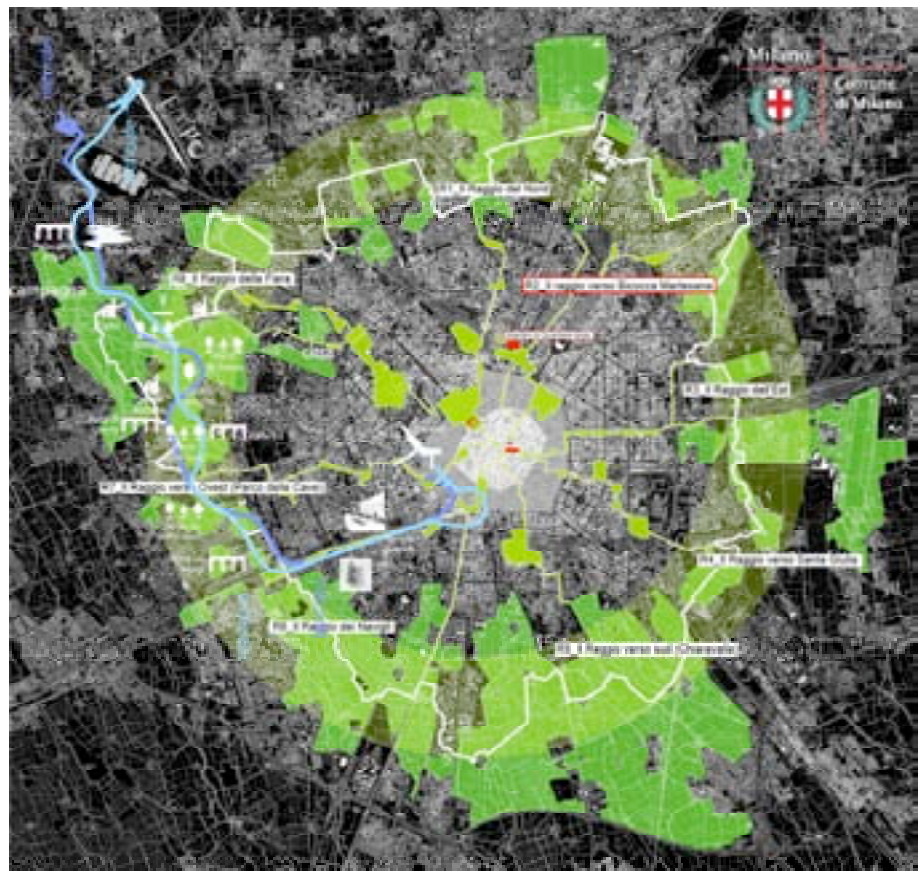


Figure 2.1 - Map showing the proposal for 8 green rays radiating from the centre of Milan to a belt of parks surrounding the city. A 72-km cycle route / footpath is traced in red

The scheme will initially involve 8 green rays or spokes radiating out from the city centre to a green belt of nine parks ringing the city. A project designed for the city, for its inhabitants, and for Milan's bid to host Expo 2015, which will deliver the largest city park in Europe.

Once again **the Expo will play a fundamental role in the construction of this new policy of environmental sustainability**, through:

- **the redevelopment of the site proposed for the Expo**, which will involve the realisation of around **48 hectares** of green spaces in a highly urbanised area;
- **a strategic project known as The Water Way**, will create a vast network of green areas (around 800 hectares) along and around a trail of around 20 km, to be travelled on foot, by bicycle, by low-energy vehicle, on horseback (in some stretches in green areas) or by boat (along the Naviglio Grande).

2.3.2 Reinforcing the city's image and diversification of production

Through Expo 2015 **Milan** wishes to further **reinforce its image**, adding to its traditional faces as a city of fashion, of **Made in Italy**, of business and trade fairs, the following connotations:

- **Milan - city of innovation** with new high tech, high value-added businesses which find fertile ground to innovate in Milan and Lombardy;
- **Milan - city of health**, thanks to a series of ambitious projects aimed at consolidating the existing poles of excellence in the Milan area;
- **Milan - city of food**, activating partnerships and synergies between the various players to facilitate an exchange of technologies, skills and co-operation on integrated projects in the food supply chain.

2.3.3 Consolidation of Milanese tourism

Stakeholders and citizens alike believe that the Expo will have a positive impact on Milan's image within Italy and in the rest of the world, lending new impetus to its cultural life and boosting tourism.

Milan already has a solid base on which to build its tourism development strategies: in 2006 Milan ranked as Italy's second city behind Rome for total number of tourists, ahead of several world famous Italian tourist destinations.

Milan wants to capitalise on the opportunity offered by a big event like the Expo to increase its tourist flows, and consolidate its attraction as a target for two historic categories of visitor:

- **business and congressual tourism**, building on improved and expanded accommodation facilities;
- **leisure tourism**, by combining the business and conference segment with the wealth of attractions nearby (towns offering art and architecture, wine and food) and by promoting the city's artistic and cultural heritage.



2.3.4 A more sustainable transport and mobility policy for the general public

Local, regional and national infrastructure will be strengthened, for example by piloting new digital technologies, as described in the following chapters.

Among the investments directly linked to the staging of the Expo is the construction of a new Metro line, which counts for around 20% of the total financing requirement, confirming the city's attention to **local public transport as a central plank of its sustainable mobility policy for the coming decades.**

2.3.5 A stronger international profile

Implementing an important project like the Expo, with the clear intent of tackling the planet's most pressing problems, such as food safety, is in keeping with the city's long history of solidarity. Once again the Expo presents Milan with a unique and unrepeatable opportunity:

- to put its know-how and experience in co-operation on development, aid and innovation at the service of mankind;
- to become the ideal venue for a global debate, hopefully linked to a plan of action, on how to answer the challenges posed by the need for World Food Governance.

In line with protracted action by numerous international government agencies within the United Nations, the City of Milan intends:

- to finance projects to provide basic food necessities to poor countries;
- to promote sustainable farming using environment-friendly methods that safeguard biodiversity;
- to support local communities in providing public services, in particular the distribution and management of safe, clean water and the cycle of waste disposal;
- to safeguard public health through new technologies which can improve the entire food supply chain.

Moreover, the issues chosen by Milan with "Feeding the Planet, Energy for Life" are in line with the policies that the EU adopted to fight against falsification, for consumer's protection, food safety and security and in over-fishing measures.

Milan's attention to the plight of developing countries can be seen in its long-lasting tradition of decentralised co-operation. In recent years, many NGOs, charities and associations have benefited from the backing of the City in the form of co-financing or sponsorship for co-operation projects.

2.4 The roots of the Expo

Milan's involvement with the Expo dates back to the early 20th century when it hosted the first and only World Exposition ever held in Italy. The then Mayor Ettore Ponti strongly backed the event to coincide with the opening of the Simplon railway tunnel. This feat of engineering was truly awesome for the time and marked the beginning of a new era, connecting Italy for the first time with the rest of Europe and most notably, Milan with Paris.

The Expo was thus a powerful promotional vehicle that **enabled Milan to share, with the rest of Italy and all other participating countries, the city's social and economic excellence and its social and urban achievements.**

The Expo gave the city a new urban layout and a new momentum in asserting itself as Italy's primary industrial and financial hub.



Although the theme of World Exposition 1906 was radically different from today's, there was also a special focus on **increasing food production and healthy eating:**

- the introduction of new technologies for the food industry, such as **freshwater fish farming**, using rice paddies and water courses as nurseries. This was a truly pioneering undertaking in terms of environmental responsibility and sustainability;



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- **infrastructural improvements** to transport systems for people and for goods, especially on rail, with the opening of new tunnels and continental railway lines;
- technology innovations, such as the production of the **first refrigerated railway carriage** to transport perishables, such as fish, citrus fruit and milk.

100 years after the Simplon Exhibition, Milan is once again bidding to host a World Exposition because today, as then, the city is convinced it can serve as a world stage for human progress.

Milan feels especially entitled to “speak to the world” because it has the backing of the highest levels of regional and national government; it is supported by the local administrations and authorities; it is encouraged by the economic, scientific and intellectual elite of the city and has the full support of its citizens who have shown great enthusiasm and a genuine desire to be involved in this event.

The consensus for Milan’s bid was borne out by a recent poll² which reveals clear support from 84% of the public, regardless of political affiliations.



Figure 2.2 - 1906, the first refrigerated coach for the transport of perishables

Milan: Italy's key player

The theme “**Feeding the Planet, Energy for Life**” has deep connections with Milan and Lombardy, two drivers of an innovative **combination of food, labour, human relationships and development** that has made possible a balance between civilised society and nature.

Milan is a remarkable showcase of the Italian economy for the countries that will take part in Expo 2015 because:

- **it is located on the axis of several major European transport corridors** and specifically Corridor V that will connect Lisbon to Kiev. This gives Italy a strategic role in the integration of countries that became EU members on 1 May 2004;
- **it is easy to reach via a well developed network of road, rail and air links:** over 35 million people fly into Milan every year;
- **it lies at the heart of a region that is home to nearly 10 million inhabitants**, as big as London or Paris;
- **it hosts the highest percentage of multinational headquarters;**
- it plays a **major role in European niche finance**, especially catering **for the needs of small and medium-sized businesses** and the specific needs of Italy, southern Europe and the Mediterranean rim;
- **it generates 40% of the country's patents**, on a par with Boston³ and number three in Europe;
- it is the **nation's primary centre for health and research**, with 49% of the entire biotechnology sector;
- it is a smart, **fashion-conscious city**, with an image that is known across the world and which is Milan's true brand. There are over 650 fashion show-rooms in the city;
- it truly conveys the idea of a **cultural city**, one that places enormous importance on communication and focuses on excellence in various fields: publishing, media, television, multimedia, cabling and design;
- **it already has the infrastructure in place to host the Expo**, thanks to its well developed local and national transport network;
- it is a constantly evolving **city that will have radically redesigned its urban profile by 2015;**
- 80% of all art transactions in Italy take place in Milan;

³ Boston, the headquarters of the Massachusetts Institute of Technology (MIT), is one of the most dynamic US cities in terms of innovation



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- it is a city open to exchange and freedom, with a strong cosmopolitan feel;
- it is the home of Fiera Milano which, with its new exhibition centre in Rho, has become one of Europe's biggest fair organisers. Every year, it attracts some 4,5 million visitors to the metropolis, hosting an average 88 events involving 32,400 exhibitors;
- it is the **preferred venue for numerous congresses** by Italian companies, especially in conjunction with international trade fairs. It is also the target of many foreign corporations, Milan being recognised as an international fashion capital, host to international shows and for the beauty of the lake district;
- it is **Italy's biggest centre of voluntary work** and tertiary employment. It hosts the National Agency of Voluntary Work;
- it lies at the **heart of an area that is extraordinarily rich in cultural, artistic and natural beauty**, almost all of which is only three hours' drive from Milan (Venice, Florence, Pisa, Portofino, Genoa, Mantua, Verona and the Dolomites, the Aosta Valley, Mont Blanc and the Matterhorn, Switzerland, the Lakes, the Adriatic Riviera, the Ligurian Riviera, Cote d'Azur, Monaco, etc.);
- it is a successful combination of tradition and innovation and an interesting model for all large cities that have endured turbulent development and reached a critical threshold of social and cultural disintegration.

Milan wishes to represent the entire Italian economy and intends to work closely with other Italian regions and other countries on the World Exposition 2015 project. The city is sure to offer an event that gives due attention to cultural, economic and social excellence.

Expo 2015 will:

- be **ecologically** clean. It will focus on the reclamation of green areas, it will make use of advanced technologies to ensure environmental protection and it will break ground in terms of liveability for urban dwellers;
- **deploy fully digitalised and ICT services**. Cutting-edge services will be developed for Expo visitors, including: online ticket sales, virtual tours, multilingual help-desks, an infotrafic system enabling visitors to receive directions via any mobile device, hotel and transport bookings on the Expo 2015 portal, contact-free RFID cards to let visitors set their preferred route via the Internet and raise overall system security without infringing privacy;

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- **involve the entire city and the surrounding area** through new tourist itineraries on land and water which will spotlight the beauty of local features; it will also involve the other Italian regions who will be invited to host preparatory and fringe Expo events on the proposed themes;
 - **be secure**, adopting a security system designed to guarantee comprehensive protection against any potential threats;
 - reach out to more than 3,000 voluntary organisations in Milan and Lombardy that will be actively involved in providing **36,000 volunteers for reception and hospitality services**;
 - **support developing countries** allowing each country to showcase its potential through a package of financial aid and technological resources and services specifically designed to help these countries take part;
 - be **based on strong values**, with the drafting of a Charter of Values for Milano Expo 2015 covering environmental, economic and social sustainability, ethical needs and social responsibility. Sponsors will be required to subscribe to the Charter of Values; licensing policies will have to be in line with existing environmental and employment legislation; and suppliers will have to comply with the environmental commitments undertaken by the Organising Committee.

CHAPTER 3

THE LOCAL POLITICAL, ECONOMIC AND SOCIAL ENVIRONMENT IN TERMS OF THE ATTITUDE OF SPECIAL INTEREST GROUPS AS WELL AS CITIZENS AT LARGE TO THE HOLDING OF THE EXPOSITION



ABSTRACT CHAPTER 3

SUPPORT FOR THE EVENT

SUPPORT FROM THE INSTITUTIONS

- Milan's bid for Expo 2015 has the full backing of the Italian government, the regional administration, the provincial authorities and the Milan City Council. The Bidding Committee for Expo 2015 has also received guarantees from the government and other relevant entities that the necessary financial and logistic support will be made available;
- furthermore, although both national and local governments are made up of coalition forces, there is widespread support across the political spectrum for Milan's bid for Expo 2015;
- the Milan City Council has drawn up, with the various trade unions groups, a Memorandum of Understanding, to guarantee their collaboration and support, during the six months of the Expo, and to prevent labour disputes .

SUPPORT FROM THE PEOPLE

The latest surveys, commissioned by the Bidding Committee in May 2007, showed large-scale support for Expo Milano 2015. A total of 84% of those surveyed were in favour. This support is widespread across the population, without any significant discrepancies for sex, age, job or political beliefs.

SUPPORT FROM BUSINESS

- The private sector (businesses, financial institutions, etc.) have shown substantial interest in participating in organising the Expo, especially in terms of the means of financing that will ensure adequate private contribution to the major works and the economic return from managing these;
- furthermore, the private sector has showed real interest in the impact of the event on the economy and infrastructure both during the actual expo and in the subsequent years.

SUPPORT FROM THE WORLDS OF CULTURE AND SCIENCE

The worlds of Italian science and culture have shown notable interest in the event's theme. This can be clearly seen by the numerous affirmations of support as well as the collaboration with the Bidding Committee.

Particular interest has been shown by milanese universities and by the best known cultural institutions such as the Teatro alla Scala, il Piccolo and the Triennale di Milano.

A GENERALLY FAVOURABLE CONTEXT

- Italy is a parliamentary democracy and a founder member of the European Union. In general terms, the political system is stable and local administrations have a large degree of autonomy in their areas of responsibility;
- in general economic terms, Italy is one of the world's industrial powers and part of the G8. More specifically, Lombardy is one of the most developed regions in Europe. The level of political and economic stability and solidity mean the chances of major social conflicts are remote. In addition, in international terms, Italy and the European Union are not suffering from any notable geopolitical tensions.

3.1 Full support from all levels of government

In its bid for Expo 2015, Milan has the full support of the **Italian government**, the **Region of Lombardy**, the **Province of Milan** and **Milan City Council**. **Sitting on 27 October 2006, the Council of Ministers voted to approve the Candidature of the City of Milan.** The decision to back the Expo Milano 2015 Bidding Committee was unanimously approved by the City Council on 11 October 2006 and the Provincial Council on 12 October 2006.

The **President of the Republic** has stated that he is in favour of Milan's bid on more than one occasion, and has **extended his support to the Bidding Committee**.

The Expo Milano 2015 Bidding Committee has also obtained guarantees from the government and other bodies for the financial and logistical support necessary to plan the Expo 2015.

The list of names on the Institutions Committee clearly indicates the backing of the government, business associations, sector associations, and trade unions (see Chapter 6).

Letters of support for the bid from the Institutions are attached with the Dossier.

3.2 The whole of Italy wants Expo 2015

The World Exposition, as a vehicle for exchange of ideas between different peoples for common advancement, **is by its very nature far removed from narrow political and ideological positions and embraces universal values.**

As already indicated in the previous chapter, support for the hosting of Expo Milano 2015 is convinced and unanimous, irrespective of the political alignments of the governing parties and institutions.

3.2.1 All Italy's institutions and government coalitions back Milan's bid

Despite the fact that different political coalitions hold power in central and local government, there is strong agreement among them regarding Milan's bid for Expo 2015. All levels of government, the City Council, the Province, the Region, and central government, not only support Milan in this bid, but have also committed to contribute financially.



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All these institutions, together with Milan Chamber of Commerce and the Fondazione Fiera Milano, **have contributed to the Bidding Committee**: the government is the only body that has appointed three separate representatives, clear evidence of the commitment of the key Ministries, who in turn have activated other closely involved government departments.

The two broad opposing coalitions (centre-right and centre-left) also exist at local level, although different electoral systems apply in their election processes.

The **President of the Republic**, the highest state office, symbolises national unity, and is elected by Parliament once every seven years. The current President is Giorgio Napolitano, elected on 10th May 2006.

The government is led by the **President of the Council of Ministers** (or Prime Minister) who is nominated by the President of the Republic. All government ministers are also nominated by the President on the advice of the Prime Minister. The current Prime Minister, in office since April 2006, is Romano Prodi, at the head of a centre-left coalition.

At present the **Region of Lombardy** is governed by a centre-right coalition, led by Roberto Formigoni who was elected as the Region's President in April 2005.

The **Province of Milan** is currently governed by a centre-left majority, led by Filippo Penati, elected in June 2004.

Milan City Council is led by a centre-right majority, headed by Letizia Moratti since May 2006.

Given that Italy has no institutions elected by the population for longer than 5 years, their terms of office will naturally come to an end before 2015; the table below gives the elections taking place over the next 10 years:

Political Body	In office	Term	Renewal
National Parliament	May 2006	2001	2016
City Council – City of Milan	May 2006	2011	2016
Provincial Council – Province of Milan	June 2004	2009	2013
Regional Council – Region of Lombardy	April 2005	2010	2015

Table 3.1 - Local Authorities and Italian government members' future elections

Nevertheless, both the national government and Milan City Council were voted in recently with terms extending to May 2011, thus ensuring continuity over the coming years. Further institutional continuity derives from the President of the Republic's seven-year mandate: the current president will remain in office until 2013.

The political parties' unanimous, across-the-board support for Expo Milano 2015 bid thus clearly ensures that any changes that might occur at any level in the near future in central or local government bodies will not have a significant impact on the preparation and staging of the event.

In organising Expo Milano 2015, Italy therefore offers all the guarantees for a successful event with the full backing of the country, as demonstrated by the resounding success of other large events organised in Italy over the last twenty years, such as:

- The World Athletics Championships in Rome 1987
- The Football World Cup of 1990
- The 2000 Jubilee in Rome
- The Turin Winter Olympic Games in 2006

Several big events staged by Italy over recent years have seen changes in government and administration during the preparatory stages. In each case, Italy has always delivered a perfectly organised event, and within the deadline.



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3.3 Perception of the event and support of interest groups and the general public

The latest polls, commissioned by the Bidding Committee in May 2007 and conducted by the IULM University in Milan, have revealed enormous popular support for the Expo Milano 2015 initiative.

Overall 84% of respondents were in favour of the initiative.

Support for Milan's Expo 2015 bid						
As regards Milan's bid for Expo 2015, you are...	May 2007					
	Milan		Periphery		Total metropolitan area	
Strongly in favour of it	39,0	84,1	39,1	83,6	39,1	83,9
Somewhat in favour of it	45,1		44,5		44,9	
Somewhat opposed to it	2,4	5,5	3,3	4,0	2,8	4,9
Strongly opposed to it	3,1		0,7		2,1	
No opinion, no reply	10,4		12,3		11,2	
Total	100,0		100,0		100,0	

Table 3.2 - Source: Fondazione Università IULM

Support for the initiative ranges across the population with no significant differences between gender, age and occupational categories. Among young people and key stakeholders (business, media, associations), support is even stronger, at over 90%.

Support for the initiative is, moreover, not merely opinion-based, but also involves active participation.

Sixty-seven percent of respondents stated that they were interested in participating in the event as visitors, and a significant 18% stated that they were potentially available for voluntary work for the event.

One of the most important points to emerge clearly from the survey is the fact that **support for the Bid is not related to politics, and goes beyond political sympathies, involving essentially the whole city**: Ninety-one percent of those who voted for the mayor of Milan in the last city council elections support the initiative, but so do 84% of those who voted for the opposition candidate.

Underlying this almost unanimous support is the conviction that the Expo may become an opportunity to promote the city in an important way. In other words, **the inhabitants of Milan believe in the Bid and see the Expo as a time when Milan could really come alive**, for an event which is able to impact on the city, to spark a process of real growth, and act as a catalyst to renew Milan's national and international image.

Most respondents believe that the Expo will bring advantages to the city, first in terms of image (94%) but also in terms of tourism and culture (92% and 93% respectively).

There is positive evaluation also of the impact the Expo could have on the city's public services infrastructure.

And the effect that it is believed the Expo could have on the socio-economic situation of the city is decidedly positive: **87% of respondents believe that the Expo could have a positive influence by creating new jobs and attracting investment.**

On a more general level, it is widely agreed that the benefits that the Expo may generate would not be limited only to Milan, but would extend also to the whole country (85%).

The Expo theme is rated as "interesting or very interesting" by 93% of respondents.

Residents' rating of Expo theme		
How do you rate the choice of theme for Expo 2015? (once explained)	Percentage	
Very interesting	55,4	93,2
Somewhat interesting	37,8	
Not very interesting	4,2	4,9
Not interesting	0,7	
No opinion /no answer	1,9	
Total	100,0	

Table 3.3 - Source: Fondazione Università IULM



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Moreover, almost all the respondents also found the sub-themes very interesting. As well as specific themes related to the food supply chain, there are numerous areas related to the environment (for example, biodiversity, sustainable development, and food solidarity and co-operation). In terms of urban planning, the environment theme will also benefit enormously from a landscape renewal project which aims to give the city of Milan Europe's largest city park.

Should Milan be awarded the Expo, full guarantees are extended that all necessary initiatives will be undertaken to ensure that the preparations for Expo 2015 will receive a strong consensus.

On this matter particular initiatives will be taken – conferences, meetings, opinion surveys – to consult with opinion movements, business associations, local political parties and the public on sensitive choices and issues.

In addition, permanent Consultative Bodies will be created to provide full information on the progress of works for the Expo:

- **the Area Consultative Assembly**, whose task will be to safeguard the right of all local bodies and citizens to full information and participation;
- **the Environmental Consultative Assembly**, made up of representatives of environmental groups, welfare associations and the local authorities;
- **the Assembly of Voluntary Associations** involved in the preparation of the Expo project and in the mobilisation of volunteers.

The Expo consensus is characterized by important partnerships with Bodies and Ministries.

On 3 September 2007 the Ministry for the Environment and the Territory signed a Memorandum of Understanding with the Milan City Council in order to start up a collaboration programme regarding the SEE Campaign ("Sustainable Energy Europe"). SEE which promotes European goals of energetic sustainability through the Expo, encouraging best practices diffusion and public raising opinion awareness.

Legambiente, an association recognised by the Ministry for the Environment and the Territory and the most diffused environmental group in Italy, will be partnering on Expo Milano 2015 and it has contributed to the Bidding dossier with some proposals. In conjunction with the Institute of Italian Environmental Research, the Legambiente Innovation Foundation works to promote new forms of technology, management and systems for sustainability. Since 2003, the Association together with the Region of Lombardy and Milan's universities have been promoting to sponsor the "Friends of the Environment Innovation Award", the biggest prize of its kind in Italy and Europe.

3.4 Agreement with the trades unions

The City of Milan has held a series of meetings with the trades unions to agree on a **memorandum of intent with CGL, CISL, UIL** to guarantee their support and collaboration and prevent labor disputes over the six months of the Exposition.

The agreement views the Expo as a unique occasion to join all parties in a concerted effort in favour of the area's economic growth and international image and an opportunity to present a shining example of secure, harmonious labour relations involving all branches of society, as well as promoting environmental sustainability.

The fundamental point of agreement between the parties was for permanent co-ordination between the local authorities and the trades unions to reach an understanding with a view to:

- Preventing labour disputes during the Expo period
- Smoothing labour relations
- Protecting workers' safety
- Valorisation of human capital
- Flexible working hours.

The memorandum, in the event of the Bid's success, sets out the priorities for action in terms of analysis of social requirements and the development of training schemes to be worked out in concert with the unions.

Once again the prerequisites for a smooth operation of the Expo in full collaboration with the Trades Unions are in place.

3.5 No areas of uncertainty regarding organisation of the Expo

As things stand today, there are no political, social and economic factors that might jeopardise the project.

As emphasised a number of times, there is widespread support across the political spectrum in support of the event, guaranteeing that required funding would be allocated and special regulations approved where necessary, to speed up work on any infrastructure necessary for the project.



3.5.1 Italy: a growing nation

Italy is a parliamentary democracy, and one of the founding members of the European Union. Its economy is currently showing strong growth.

In the last thirty years, the country has undergone the process of economic transformation typical of the post-industrial era. Today most of the actively employed population work in the service sector (67%). The number of jobs in industry (29%) and in the agriculture and fisheries sector (4%) is gradually declining.

After the second world war and at the end of the post-war reconstruction period, Italy enjoyed a period of economic growth when the foundations were laid for the country's industrial system today.

During this period, Italy was governed by a series of coalition governments, politically always in the centre, which led the country for over 40 years, one after the other. This situation came to an end with the disappearance of the two blocs which Europe had been divided into since the end of the second world war, triggering far-reaching changes on the European political scene.

In Italy, the first stage of change took place in 1993, when a referendum led to the abolishment of the proportional electoral system, and introduced a new majority electoral system. As a result, governments remained in power for longer, and two opposing coalitions evolved, which could run against each other in elections at all levels.

Subsequently, Italy's political and social forces made outstanding efforts to attain standards of economic stability, and to achieve an equilibrium between the deficit (difference between public expenditure and public income) and GDP in line with European benchmarks: as a result, Italy was able to join the European monetary union.

This new stability enabled Italy to smoothly adopt the single European currency, the Euro, in January 2002, leading in turn to the striking improvement in public finances. The national debt has decreased, the exchange rate with other currencies has stabilised, and financial markets have flourished, as more and more companies decide to list on the stock exchange.

3.5.2 A stable political and institutional system

The popular referendum in 1946 abolished the monarchy, and established Italy as a republic.

The Constitution, promulgated in 1947, defines and regulates the state's institutions, how they function, and how they relate to each other. Power is divided into the executive, the legislative and the judiciary powers.

Executive power is exercised by the **Government**.

Legislative power is exercised by **Parliament**, with elections held every 5 years. There are two houses: the Chamber of Deputies and the Senate. In particular:

- the Chamber of Deputies has 630 members; 12 of these are elected abroad;
- the Senate has 315 elected members and a number of life senators, nominated by the President of the Republic.

Judiciary power is exercised by the **Magistracy**.

The Constitutional Court, together with the President of the Republic, is responsible for monitoring the constitutionality of laws.

The Constitution defines Italy as "one and indivisible", and establishes the local government authorities (Regions, Provinces and City or Town Councils) that participate in government in various areas, according to the principles of subsidiarity, differentiation and appropriacy¹.

In administrative terms, the **Italian Republic divides into 20 regions** (five with special statutes) which enjoy different levels of administrative autonomy according to type of statute and areas of action. Legislation is currently tending towards a strengthening of regional autonomy, as laws are passed which aim to decentralise some administrative functions and simplify procedures.

Each Region divides into a number of **Provinces**. The Provinces (110 in all) are the level of local government between the Regions and the City or Town Councils. They have powers in administrative and local planning issues.

Within each Province there are a number of **City or Town Councils** (8,103 in all). These are the most basic level of local government. They are also the oldest form of local government, representing local communities closely linked with their surrounding areas, and which the councils work to develop.

¹ The Constitution, Article 188



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3.5.3 Wide autonomy for local authorities in specific areas of competence

In recent years, the government has moved to decentralise some powers, and open the way towards the introduction of a federal model, also in the area of taxation. Two laws, passed in 1997 and based on the principle of subsidiarity, have greatly simplified relations between the Public Administration and the general public.

City Councils

The Constitution specifies that **City Councils are responsible for all administrative functions related to the local population and for management of the city area**. Specifically, they are responsible for providing social services for citizens, for promoting balanced, harmonious growth in the local economy, for managing local public services, and for exercising some specific functions delegated by the State. City Council institutions consist of the city council, the executive, and the mayor, directly elected by citizens with all the usual powers of office. City councils have full autonomy in managing the areas of competence assigned to them.

The Provinces

The Provinces (local authorities which include a number of city or town councils) have administrative and directional functions. The institutions of the Province are the Provincial Council, the Provincial Executive, and the President of the Province, again elected directly by the population.

The Regions

The Regions – within certain limits laid down by central government – **enjoy full legislative autonomy and administrative power**. As mentioned above, the Regions have statutes which are ordinary or, in five Regions, special. The Lombardy Region's statute is ordinary, and its areas of competence are:

- Civil Defence, Prevention and Local Police
- Family and Social Solidarity
- Healthcare
- Education, Training and Employment
- Youth, Sport, Tourism Promotion
- Agriculture
- Crafts and Services
- Industry, Small- and Medium-sized Companies, and Co-operation
- Culture, Identity and Local Autonomy
- Commerce, Trade Fairs and Markets
- Infrastructure and Transport

- Environmental Quality
- Town and Country Planning
- Housing and Public Works
- Utility Service Networks and Sustainable Development.

The Region's institutions are the Regional Council, the Regional Executive, and the President of the Region, directly elected by the population.

3.5.4 A strong and vibrant economy

The Italian economy is recognised worldwide for the excellence of its products. Very specialised Italian products with high added value are produced by small and medium-sized companies, with excellent product and process innovation, notable commercial expertise and highly specialised personnel. This powerful combination is especially successful on international markets, and has enabled many large Italian companies to achieve international profiles of excellence.

Italy is a G8 member, and in 2006 was the seventh largest economy in the world, after the United States, Japan, Germany, China, the United Kingdom and France.

Rank	Country	GDP (millions of USD)
1	United States	13,244,550
2	Japan	4,367,459
3	Germany	2,897,032
4	People's Republic of China	2,630,113
5	United Kingdom	2,373,685
6	France	2,231,631
7	Italy	1,852,585
8	Canada	1,269,096
9	Spain	1,225,750
10	Brazil	1,067,706
11	Russia	979,048
12	South Korea	888,267
13	India	886,867
14	Mexico	840,012
15	Australia	754,816
16	Netherlands	663,119
17	Belgium	393,5901
18	Turkey	392,424
19	Sweden	385,2931

Table 3.4 - Ranking of top countries according to their GDPs. Source : IFM, 2006



3.

In 2006 Italy's GDP (US\$1.852bn) grew by around 2% in comparison to the previous year; international organisations predict the same kind of growth for the next three years.

Italy's economic indicators

As the table shows, in the last 10 years the Italian economy has entered a moderate growth cycle, with a steady increase in GDP (annual average increase of 1.2%), rising per capita income (annual average growth of 0.5%), stable inflation at around 2%, and an unemployment rate which has decreased by about 40% in the last 10 years.

Year	GDP (? m)	GDP growth (%)	Per capita income (?)	Inflation rate (%)	Unemployment rate (%)
1997	1,112,149	1,9	18,316	2,0	11,3
1998	1,128,152	1,4	19,046	2,0	11,3
1999	1,149,870	1,9	19,716	1,7	10,9
2000	1,191,057	3,6	20,760	2,5	10,1
2001	1,212,442	1,8	21,770	2,7	9,1
2002	1,216,588	0,3	22,484	2,5	8,6
2003	1,217,040	0,0	22,991	2,7	8,4
2004	1,231,689	1,2	23,765	2,2	8,0
2005	1,232,773	0,1	24,194	1,9	7,7
2006	1,255,848	1,9	24,997	2,1	6,8

Table 3.5 - Italy's main economic data. Source : ISTAT

3.5.5 Lombard and Milanese excellence

The Region of Lombardy, of which Milan is the capital, generates a significant proportion of Italy's wealth, and has one of Europe's highest levels of growth as an area, together with Baden Württemberg (Germany), with Rhône Alpes (France) and Catalunya (Spain).

Three indicators highlight Lombardy's solid economy, both in Italy and Europe²:

- the Region's economy accounts for around 20% of Italy's overall economy, and GDP per capita is one of the highest in Europe;
- the Region's unemployment rate (3.3%) is one of Europe's lowest;
- Lombardy was the location for 21.7% of new business start-ups between 2000 and 2005 in Italy, and 26.1% of new jobs.

Lombardy's profile fits with a view of the world which is grounded on openness, hard work and initiative. The Milan metropolitan area boasted 342,766 operating businesses in 2006, accounting for more than 40% of companies in Lombardy, and around 6% of all companies in Italy: it is the wealthiest, most economically developed area in Italy.

Data on wealth production further confirm this prime economic position: in 2005, the Milan metropolitan area generated GDP of over e137bn (around 50% of Lombardy's GDP) with GDP per capita of e35,776³.

The Milan economic system has traditionally always been open to competition and innovation. It is also Italy's leading area in terms of international ties: in 2005, exports from Milan accounted for 45% of all exports from Lombardy, and 13% of all national exports, while imports to Milan equalled 67% of Lombardy's imports and 24% of all Italian imports. This pattern emerges clearly in 2006 data as well⁴.

Milan and its surrounding Province attract the highest level of Foreign Direct Investment (FDI) in Italy; 41.7% of all foreign-owned businesses in Italy are located here, as well as the headquarters of some key Italian and foreign financial institutions⁵.

Milan is also exceptional for its investment in research and for its universities, which have promoted the setting up of important technological centres such as the Institute of Industrial Chemistry and the Department of Electronics and Information (Milan Polytechnic), and the Plasma Technology Industrial Applications Laboratory (Milan University).

² Source: Milan Chamber of Commerce, 2006

³ Source: Province of Milan, 2006

⁴ Source: National Foreign Trade Institute - ICE, 2006

⁵ Source: Milan Chamber of Commerce, 2006



3.

3.5.6 Milan City Council's financial stability

Milan's financial health was recently confirmed by Standard & Poor's, the well-known American rating agency. They assigned an "AA - stable outlook" rating in 2007, recognising that Milan has lowered its average financing costs significantly.

Examination of the balance sheets for the last 5 years reveals a decided improvement in the city's financial position.

3.6 Land use agreement

The area chosen to host the 2015 World Exposition in Milan is in large part privately owned. More than 50% of the land belongs to Fondazione Fiera Milano, a company which already sits on the Expo 2015 Organising Committee, while the remainder belongs to the City of Milan, Rho and other private entities.

The City of Milan has signed an amicable agreement obtaining the right to free use of the area. The Agreement also foresees the sale – for the duration of the event – of parts of some pavilions of the Fiera Milano Fairgrounds plus an adjacent area to be used to host open-air events.

In return for this right to use the land the City Council—should Expo be awarded—will grant the necessary authorisation for a thoroughgoing environmental and urban redevelopment of the site once the event is over.

Indeed the Master Plan for the Expo was designed taking into account the future use of the area (public areas, housing, shops and offices). The former – the squares and pedestrian boulevard, park and water features and structures like the Expo Milano Tower, the ITALY Pavilion and the theme pavilions will be sold to City of Milan. The areas hosting the other pavilions will remain in private hands.

Preliminary works will be undertaken to knock down and relocate a variety of existing structures on the site: a postal sorting office, an electrical sub-station, pylons, roads and car parks.

In addition, general works to clean up and prepare the ground will be performed where necessary.

The historic Cascina Triulza building will be saved and restructured for use as a Theme Pavilion.

CHAPTER 4

**THE THEME AND OBJECTIVES OF THE
EXPOSITION,
IN SUFFICIENT DEPTH
TO PERMIT AN ASSESSMENT
OF ITS ATTRACTIVENESS**



ABSTRACT CHAPTER 4

OVERVIEW OF THE GOALS LINKED TO THE EXPO'S THEME

In macro terms, the Expo Milano is intended to be a true multilateral platform from which to promote the best international practices. More specifically, the goals linked to the theme can be summed up with the concept that access to safe, secure food is a fundamental and basic right of humankind and that it is part of the pursuit of sustainable development. This concept can then be divided into specific goals:

- focus on solidarity and co-operation on development;
- further sustainable development and protection of the environment;
- enabling science and technology at the service of the people;
- examining the links between food and health for a better life quality;
- promoting informed choices for producers and consumers.

THE DEVELOPMENT OF THE THEME

THOSE INVOLVED

- Expo 2015 intends to offer a chance for global communication and a genuine world food forum where scientists, consumers, businesses, experts, citizens, the mass media, researchers, politicians, international dignitaries and members of NGOs can come together to analyse, discuss, debate and plan for the future;
- a coherent choice for Italy and Milan: a more effective and coherent development of solidarity to provide the bases needed to encourage economic development (Milan as a bridge between development and poverty).

THE PLANNED INITIATIVES

The Bidding Committee has already outlined a series of initiatives that will increase awareness and agreement with the themes.

- About 20 million will be allocated to best practices in the food safety, quality and education sectors.
- 52 million has been assigned for programmes of sustainable environmental development using Clean Development Mechanisms and Joint Implementation.
- Milan has already signed co-operation agreements with the Millennium Campaign, Bioversity International and IFPRI (International Food Policy Research Institute).
- Under the aegis of the Scientific Committee, a first thematic forum was held in Rome on 25/26 June to coincide with the Millennium Campaign's mid-term conference.

SYNERGIES

- Expo Milano is closely linked to previous events, developing and continuing various synergies, goals and content from the expositions in Zaragoza in 2008 and Shanghai in 2010. Indeed, the theme:
 - picks up on and develops some of the content of the Zaragoza Expo (Water and Sustainable Development), especially when the lack and quality of water become a problem for sustainable development and food safety. Access to clean water will be a key element of Expo 2015;
 - is a natural follow-on from Shanghai (Better City, Better Life) since, in both developed and developing nations, the themes of food and sustainable development are clearly linked to the questions of urbanisation, the quality of the urban environment and sustainable urban development.

4.1 The goals of the Expo and its value

4.1.1 The expectations of contemporary society

A good healthy diet is man's most fundamental human right.

Any engine, in order to function, needs fuel.

Fuel is processed specifically to provide the engine with the energy necessary to move its parts and perform the duties required of it.

Man too is a complex machine capable of performing many functions, in particular movements that allow him to interact with the environment and other living beings.

To perform these functions properly he needs an available supply of sufficient energy and this is furnished first and foremost by a specific fuel for the human machine: food. Since his appearance on the planet man's first thought has always been to procure food for himself and those closest to him, to enable him to live and perform the tasks he sets himself or are set for him by society. Food in sufficient quantity, then, but also of adequate quality. If an engine is given the wrong fuel or if this contains impurities, it "coughs" and then breaks down. **It's the same for man. If not fed properly with healthy food, he gets sick and his abilities and life expectancy diminish.**

When we look around us today we see that in practice the notion of feeding ourselves, of procuring energy for life, has developed in different ways.

In some parts of the planet, in the more developed countries and the higher strata of the population, **food no longer represents a physiological need, but also a pleasure**, a delight for the senses. The "quality" of food has come to predominate over "quantity", the amounts available being taken for granted.

In the West we often find excess eating, eating patterns and diets that are ill-suited to people's way of life or the climatic conditions. The consequences for health and welfare are sometimes so devastating that they represent true societal diseases. **To satisfy this excessive appetite for food, we sometimes destroy natural resources irreversibly, creating a situation that is unsustainable in the long term.** This is why we urgently need to develop a culture of sustainable development, one which looks to the needs of future generations.

So far in other parts of the world we have not achieved the goal of a sufficient quantity of food and clean water to maintain life: people die of hunger and thirst. The figures are dramatic and the problem, rather than finding a solution, seems to be getting worse. **We are failing to win the battle against hunger and poverty;** malnutrition still affects just under a billion people.



And the goal set by various programmes, in first place the UN's Millennium Campaign to halve this figure by 2015, runs a serious risk of not being met.

Hunger, thirst and disease still affect too many people and too many countries are still unable to find effective answers. For many of them, especially those in tropical regions, widespread undernourishment increases vulnerability, makes transmission of infective diseases more likely, and makes it more difficult to escape from the trap of underdevelopment.

Food safety and food security

Achieving sustainable development represents a complex challenge, and one which is closely linked to the challenge for food security. Pursuing the twin goals of **food safety (good food and water) and food security (having enough to eat and drink) is a fundamental principle of sustainable development.** Meanwhile the adoption of sustainable development policies favours food safety and enhances the role of agriculture as a source of renewable energy.

The theme's universal scope

Italy and Milan therefore propose the theme "Feeding the Planet, Energy for Life", because we are firmly convinced that this corresponds to reality and expectations of contemporary society, that it has the scale suited to a universal exposition and that it can be articulated in a series of sub-themes which can be developed to achieve concrete objectives. This theme has the potential to attract the interest and collaboration of many who intend to play an active part in the Expo, working together throughout the lengthy preparations for an event that can truly represent a globalised world, as a modern Exposition must.

The choice of Milan as the venue for this proposal (Milan, a rich city in a rich country, ever open to international solidarity and a centre of the scientific and technological development that is fundamental to lasting progress in today's world) **is intended as a signal of how we intend to proceed in examining and offering solutions** that respond to the world's complex and interconnected problems.

For all these reasons the theme is relevant to the needs of contemporary society provided it is treated as a single question and not a string of separate problems whose solutions do not regard all peoples, their living conditions and their hopes for the future. If the planet is one, this theme is one that responds to the needs of this globalised world.

4.1.2 The goals of the Exposition

The central aim of Expo 2015 is to demonstrate that it is possible to guarantee, today, in this world, food safety, food security and sustainable development for all mankind. This can be achieved through the use of new knowledge scientific and new technologies.

These goals cannot be reached without a strong spirit of unity, cohesion and active solidarity; the involvement of a properly informed public who are aware of the issues of development and the struggle against poverty and hunger; pressure on governments to put in place policies on trade and development which are coherent and effective; promotion of private ventures and public programmes to spread knowledge, technologies, opportunities and sound institutions and governance practices.

This is the Expo's central and strategic aim, to be pursued through the following specific objectives:

- **Focus on solidarity and co-operation on development**

Expo Milano 2015 provides a great opportunity to take stock of the processes of commercial and economic integration of developing countries within overall global development. The time for protectionist and isolationist policies aimed at developing countries is past. History and decades of international co-operation and scientific debate on the subject have demonstrated incontrovertibly that the opposite approach is needed. Expo 2015 will focus attention on the criticalities and opportunities that the opening of developing countries can bring with it in material and other terms. It will try to take stock of how far we have come and what corrective action is still needed to ensure we move toward growth and not further underdevelopment, particularly with regard to food.

- **Furthering sustainable development and protection of the environment**

Expo Milano 2015, as we have already stressed, must demonstrate the close links between the availability of good healthy food for all people and sustainable development. It would be a big mistake to think we can deal with the question of feeding poor countries while treating sustainable development as a secondary goal or, worse still, one to be pursued at a later stage. We must avoid the past error in developed countries of excluding from the political agenda respect for the environment, only to find ourselves now, a fait accompli, with a huge problem to be addressed. Much space will therefore be devoted to measures and policies for the environment, to protect biodiversity, promote sustainable farming, safeguard food quality and safety and find new sources of renewable energy.

- **Putting science and technology at the service of the people**

Expo Milano 2015 will devote great attention to the latest scientific developments and new technological opportunities, at the same



time admitting that science and technology can only furnish answers to a problem once the problem itself and the terms of the solution has been clearly defined by others. The Expo will provide an important occasion to examine the state-of-the-art of scientific and technological research and bring together all the protagonists in one place. **Expo 2015** does not want to supplant other forms of scientific debate and communication, but instead to offer an extra opportunity, above all by putting scientists and technologists in touch with the wider public who look to them for concrete solutions to their problems.

Expo 2015 intends to take a close look at biotechnology and make a balanced and scientifically rigorous assessment of GMOs, providing accurate and objective information on the eventual risks to food.

- **Examine the links between food and health**

Expo Milano 2015 focuses on nutrition and the key role good food plays in personal health and wellbeing.

This is why Expo is setting out to further dietary education involving everyone who can make a contribution in this direction: dialogue between firms, consumers and the general public; involvement of the institutions and agencies working in education that can play a role and, finally, sharing of social responsibilities. Defining the problems and outlining the goals is a job for the politicians, governments and international organisations; the search for compatible solutions is a scientific and technical task. The roles must not be confused.

- **Promote informed choices for producers and consumers**

Expo 2015 intends to be a sounding board for everyone, every company and every agency that works in the agro-food area, to make them aware of their role as players in a huge international process. At the same time, the Expo must urge them to reflect on the implications of their actions and assume their full responsibilities. This goes for the food firms, but also for consumers, whose informed choices must guide producers and raise their sensitivity to the fair trade issue. For some years now we are seeing an increasing sensitivity to the question at a global level, with the emergence of quite small businesses which previously would inevitably have failed.

In conclusion, Expo Milano 2015 intends to offer an occasion for global communication, a genuine world food forum, where everyone, whatever their role or function can make their voices heard and at the same time discover what else is happening in a field that is so fundamental for the future of mankind. A moment for scientists, consumers, firms, experts, the public, media, researchers, politicians, international bodies and NGOs to come together to study the situation and propose answers for the future.

4.2 A theme that meet man's needs

As we have stated several times, having a sufficient food to eat of a decent quality is a basic human right of every individual on this planet. Confirmation of this, were any necessary, comes in the form of the UN's Millennium Campaign to try and make sure this right is respected throughout the world and that the number of people who die of hunger is halved by 2015.

Expo Milano 2015 does not set out to invent needs. It simply wishes to expose basic rights that are being denied to humanity as a whole and point out one of man's most pressing needs.

That said, the proposed theme "food security and sustainable development for all" represents a choice for human respect, a choice that puts man at the centre, both as a bearer of rights (to a safe, secure source of nourishment), and as a duty to be fulfilled at whatever level (local or global, entrepreneurial or institutional, developed or underdeveloped).

"Feeding the Planet, Energy for Life" refers not only to economic considerations, but, first and foremost, to issues concerning man's personal needs and his deepest aspirations. Society is duty bound to make sure everything is done to provide the conditions for these hopes to be met.

The needs of a person living in the developed world and someone in the underdeveloped world are obviously different. But both have an equal claim to human dignity.

That is why they must be satisfied equally, though with different priorities: **the needs of people in the underdeveloped world must take precedence because their needs are still below the minimum level required for human dignity.** This doesn't mean that the needs and rights of people living in developed countries are unimportant and not worthy of attention. Obesity, heart disease, diabetes and some forms of cancer can be traced to eating poor, unhealthy food. They are all problems of a human society that has already solved the fundamental question of survival. Hunger, thirst and the threat of pandemic disease are problems that regard every human being as such, irrespective of the conditions in which they live.



4.

4.2.1 A coherent choice for Italy and for Milan

Italy has always, even in the darkest moments of its history and economic development, sought a balance between efficiency and equity, between competitiveness and social solidarity, between entrepreneurial freedom and the safeguarding of personal dignity and social justice. This is true of Italy as a whole, and it is doubly the case of Milan and Lombardy. This region has produced world class economic and industrial growth but has also pioneered new forms of welfare for those at the margins of society in a developed free-market economy. Italy is a credible candidate because this theme is firmly rooted in the country's past.

At the end of the Second World War Italy was a largely backward country with widespread food shortages and pockets of poverty, hunger and disadvantage, especially in the South. But it managed to deal with these problems, and it solved them. It tackled and overcame the challenges that many developing countries face today.

Italy also represents a fundamental crossroads for the culture, quality and sociality of food. It is a laboratory for dealing with the questions of quality, security and innovation in field of the food. **Italy has a rich tradition of food of great quality and diversity:** think of the many types of vines grown in Italy, the wide variety of local products and traditional dishes. It is a pioneer in the attempts to realise sustainable agriculture that is respectful of the environment and a food system that pursues efficiency and innovation without sacrificing quality and taste, variety and culture. Within Italy, Milan, Lombardy and the Po Valley offer a food culture that is widely popular and at the same time very refined, respectful and open to other cultures, an environment that favours a balance between innovation and tradition.

Lombardy and the Po Valley have for centuries offered an outstanding example of advanced, high productivity farming. **The agricultural history of the Padana Plain is one of the world's most interesting, thanks to a fortunate combination of natural resources, good land and water, hard working people and continual technological progress.** Water, work and technology have made it one of the most advanced and productive agricultural regions in the world.

A food / agriculture system that is increasingly focused on quality, innovation, internationalisation, sustainability and respect for the environment.

Milan is also an engine of innovation and change in the field of nutrition. It is at the heart of the developments that are profoundly changing the Italian food system, increasingly oriented toward efficiency, food safety, quality and innovation, taking advantage of other advanced services that Milan can offer in terms of communications, design, arts and culture. All of this enables Italy to offer the rest of the world not just exports of its products, but a food culture that is acknowledged to be one of the healthiest diets, without sacrificing—on the contrary enhancing—taste, quality and innovation.

Milan accepts the challenge of competitiveness and globalisation. The benefits and the opportunities are clear to see. But we are also concerned to contain and mitigate the possible adverse effects in terms of uncertainty and precariousness for those who are weaker.

Milan brings to Expo 2015 the history of a big city that cares about creating the most efficient conditions for social justice, in keeping with the need to further real economic growth.

Milan has played a key role in Italy's economic development and will continue to do so, taking care as always to further growth in the poorer areas of the country.

Milan is aware that welfare can easily translate into wasted resources, dependency and undesired effects. This capacity to show compassion and solidarity must, to be sustainable, be expressed through efficient tools and mechanisms that can transfer knowledge and resources to the weaker. What we don't need are cumbersome bureaucratic mechanisms designed to simply redistribute wealth.

It is no accident, then, that Milan leads a widespread Italian network of non-profit organisations and voluntary groups, actively engaged in the transfer of resources, knowledge, human capital and technology.

4.2.2 National and international challenges

Any national or international problem which is not resolved or tackled promptly and effectively is bound to store up more serious problems for the future. Many problems to do with food and water scarcity have not yet been answered and we are already beginning to see a worsening of the situation in some areas.

By linking existing problems to their foreseeable consequences, **Expo 2015 intends to take an ethical stance with respect to future generations.** Food is an area in which the choices and efforts made today will have a certain consequences for the life of humanity tomorrow. Not only as regards physical living conditions, but also the cultural and political conditions, because a lack of action in this field today can lead to conflict situations that are difficult to defuse.



The life chances of future generations are at stake, in different ways, for both developing and developed countries. Those with a higher rate of growth and consumption must not try to ensure their children's future by crushing the hopes of the slower nations. Sustainable development is all about how the choices of humanity today may affect humanity tomorrow. Sadly, we have to admit that this causal relation between today's choices and our future living conditions is still not clear to many people. Expo Milano 2015 wishes to send out this message loud and clear, especially to those who are in a position to take the important decisions.

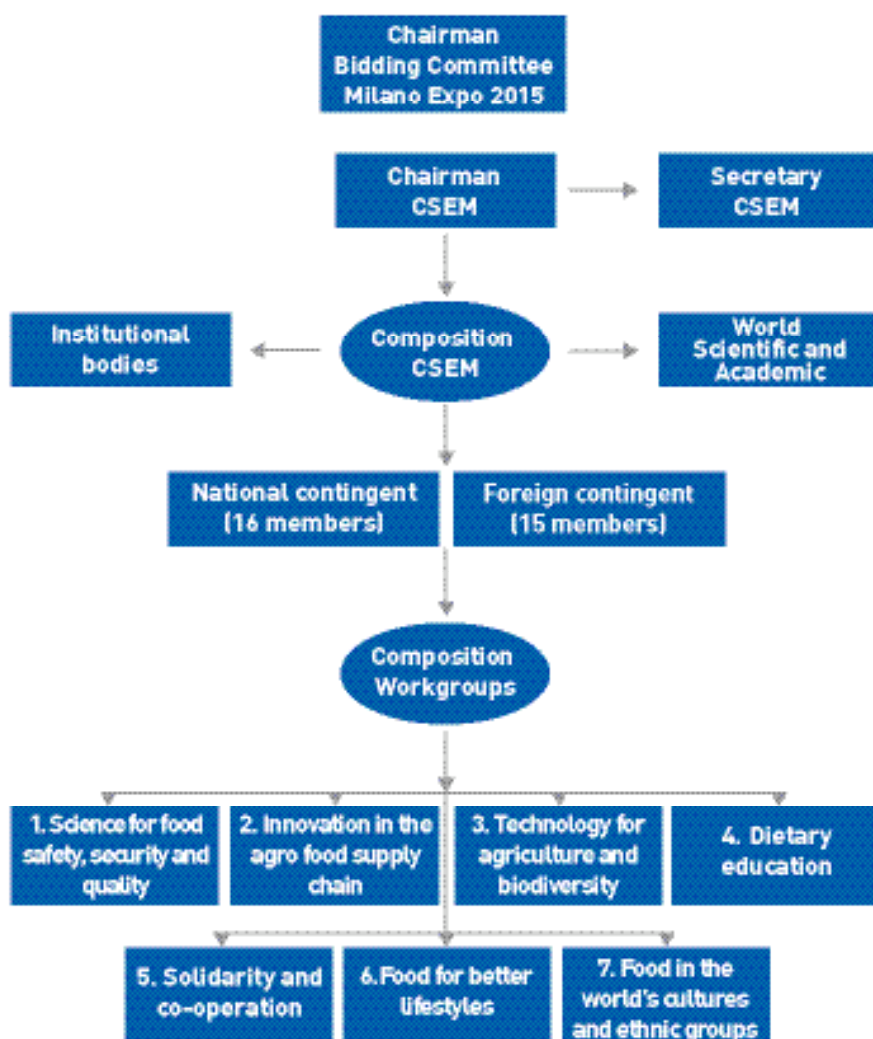
4.2.3 The backing of international scientific expertise

The theme chosen by the Bidding Committee for Expo Milano 2015: "Feeding the Planet, Energy for Life" has been broken down into seven sub-themes. These will be developed with the contribution of a panel of scientific experts which has already been formed during the early stages of the bid. The Scientific Committee, or CSEM (Scientific Committee Expo-Milano) is charged with guaranteeing, through the standing and reputation of its members, the maximum scientific rigour in developing the various sub-themes, but is also required to communicate its findings as clearly and simply as possible in terms that can be understood by the general public.

The CSEM is assigned the following functions:

- to contribute through the prestige of its members to the success of Milan's bid;
- to offer new ideas and interpretations on the Expo theme;
- to develop the sub-themes by setting up open working groups;
- to stimulate and guide broad international participation in developing concrete and workable recommendations to be presented at the Expo.

The workflow chart which led to the selection of the CSEM and its organisation in workgroups is shown below:



Chairman of the Scientific Committee is Prof. Roberto Schmid, Director of the Istituto Universitario di Studi Superiori, for over 17 years Rector of Pavia University, and expert in international co-operation on higher education and scientific research.

Specific knowledge and an international profile were the qualities sought in selecting the members of the CSEM.

The CSEM Secretary is Dr. Adriano Gasperi, a physician and bioengineer who has worked abroad in overseas development and scientific and technological cooperation.

The other members of the Scientific Committee are given in chapter 6. The value of having a Scientific Committee in place during the candidature process was made abundantly clear during the Rome Forum, confirming the wisdom of the Bidding Committee's decision.



To enable it to work more productively through the various theme workgroups who enlivened the second day of the Rome Forum, CSEM proposed to set up a skills database containing the names of any experts, furnished by the respective heads of the seven sub-themes, who might provide valuable contributions to the work of the CSEM when necessary.

Should Milan be awarded the Expo, the CSEM will be particularly useful during the development of the various sub-themes in the period through to 2015, formulating concrete proposals for the exposition and promoting a broad international partnership with anyone who might have answers to the problems in question.

4.2.4 The run-up to the Expo: Best Practices

Given the complex and multifaceted nature of the food question and the significance that Milan intends to give to Expo 2015, the theme was subject to rigorous examination by a broad range of experts, universities, research centres, public and private institutes, economic and professional consulting bodies. The Bidding Committee intends to proceed in this manner throughout the preparatory phase of the Expo.

The scope of the Expo Scientific Committee will be to stimulate the entire scientific community, including national and international institutes, associations and individual scholars and researchers, to give their fullest contribution, organising meetings, workshops and conferences on the various issues that the theme raises.

Milan is proposing a "**project roadmap**" to 2015 so that the Expo can present the achievements already made and point the way forward. In this way it represents both a point of arrival and a point of departure for further efforts. **This is coherent with one of the fundamental purposes of a World Exposition as conceived by the BIE: to serve as a vehicle for promoting and spreading best practices.**

In this context it is crucial to be able to compare the most innovative solutions from the various countries in the 7 theme areas.

The Organising Committee will therefore propose a selection procedure to find, for each area, projects which:

- are particularly innovative;
- can be replicated in other contexts;
- are practicable, in terms of the people and resources available;
- can bring permanent benefits to the local population.

To support the most deserving ideas the Committee will set up a development fund for initiatives with the above characteristics.

An international competition will be called and a jury (made up of members of the BIE and representatives of previous Organising Committees) **will choose the winning projects to go on show in a special Best Practice pavilion.**

Some of the initiatives and schemes are already underway:

- The University of Milan and Ain Shams University in Cairo, Egypt, have set up a research centre and a joint scheme to study agro food problems in arid countries;
- ENEA (the Italian Agency for New Technology, Energy and the Environment) has just launched a four-year project on desertification backed by EU funding of EUR 5 million. ENEA is working with the African Community Genetic Research Center on a project to build a genetic database of crops typical to the African continent. Another ENEA scheme, in collaboration with the European Space Agency (ESA) and the University of Cagliari, sets out to measure soil humidity levels using satellite scanning;
- Milan is undertaking to design, implement and operate Clean Development Mechanisms and Joint Implementations jointly with host countries, in accordance with the Kyoto Protocol. 5 priority areas have been identified:
 - A) Water: building and/or refurbishment of aqueducts, pipelines, sewers and water drainage systems for rural areas.
 - B) Biomass: biomass recovery, crops to create biomass used to produce clean energy, biofuels.
 - C) Renewable energies: heat pump power stations, district heating, new technologies for lighting, heating, cooling and cooking.
 - D) Forestation and sustainable agriculture: afforestation, reforestation, training and incentives for sustainable agriculture techniques.
 - E) Sustainable mobility: production and use of biofuels, hybrid/electrical propulsion for public transport.



Concrete financial support for best practices

In an attempt to promote effective co-operation and allow the less developed countries to make their own proposals for the Best Practice area, **Milan is committed to provide concrete financial support.**

In particular:

- **it will set aside, in advance, the entire estimated proceeds from product licensing, amounting to ? 20 million,** to projects based on best practices in food security, quality and education. This will form a platform of high quality ideas and proposals for the scientific community and available to all countries;
- **it will dedicate resources worth ? 52 million to environmental sustainability programmes** through Clean Development Mechanisms and Joint Implementations. Part of these resources will be destined to development and environmental offsetting schemes to be carried out in developing countries and can also be displayed in the Best Practice pavilion.

Note that this funding is in addition to, and not in place of, the Organising Committee's contribution to expenses to help developing countries take part in the Expo. Further details on how to obtain funding, the criteria applied to the selected countries and the total amount of aid available, will be laid out in a specific document to be presented one week prior to the start of the Enquiry Mission.

A consolidated international network

Milan has already launched a co-operation framework and is taking concrete steps to develop the theme during this preparatory phase for Expo. Co-operation agreements have so far been signed with:

- The Millennium Campaign;
- Biodiversity International;
- International Food Policy Research Institute.

Forums offer a first opportunity for debate

As part of the preparatory work for the bid, the Scientific Committee is leading plans to stage a number of seminars and meeting to promote and examine together with the BIE members the theme and content of Expo 2015.

The first Forum was held in Rome on 25-26 June 2007, to coincide with the UN Millennium Campaign Mid-Term Conference which was held in the City Hall in Campidoglio over the previous days.

Thus we were able to take up the debate on the Millennium Goals and go on to discuss the three most closely related sub-themes:

- **technology for agriculture and biodiversity;**
- **solidarity and co-operation on food;**
- **food in the world's cultures and ethnic groups.**

The main focus of talks and presentations was the impact of climate change on these three sub-themes, and an analysis of the effects on political, economic and scientific choices surrounding food.

The broad participation of BIE countries, many of whom represented by their ambassadors or delegates in Italy, is evidence of the quality of the debate and gave the Bidding Committee a wealth of suggestions and ideas to build into its planning for Expo Milano 2015. Many suggestions came out of the conclusions of the three workgroups on the second day of the Forum. There were also many valuable contributions from the governments represented such as Malta, St. Vincent and Grenadines, and Malaysia.

The Second Forum is scheduled February 2008 in Milan, and will focus on the other four sub-themes:

- **science for food safety, security and quality;**
- **innovation in the food supply chain;**
- **dietary education;**
- **food for better lifestyles.**

Switching the emphasis away from the problems of food security and the environment, attention will turn here to the question of eating patterns, health and consumer protection.

The Forum will focus on the food supply chain and the opportunities afforded by science to guarantee greater safeguards for public health. Finally, the participating countries will examine the importance of correct education and the promotion of life styles aimed at reducing the spread of illnesses linked to bad eating habits.

Once again, the Committee will avail itself of the contribution of top experts from the worlds of science, academia, business, government and media, to ensure a quality debate and broad cross disciplinary conclusions.



4.3 The clear links with other Expositions

Until now no international exposition has focused exclusively on the question of food. Milan's proposal fills a gap in this sense and represents a new departure. However, it is clear that **Expo Milano 2015 has close links with the goals and content of Zaragoza 2008 and Shanghai 2010**, with which it can develop valuable synergies and continuity.

Zaragoza 2008 tackles the theme "Water and Sustainable Development". Water represents a huge concern for the large majority of the world's population— 1.1 billion people¹—who lack an adequate supply of good clean water. The problem of water scarcity, its management and fair distribution feeds conflict and tension in many parts of the world. And climate change is only making the situation worse.

Expo Milano 2015 will take up and further develop some of the themes of Expo Zaragoza. Water scarcity and quality is crucial to sustainable development and food safety.

Expo 2010 in Shanghai takes the theme "Better City, Better Life" highlighting the importance of the quality of urban life and the need to improve the design of our cities; this is a critical issue considering that, according to United Nations' estimates, the urban population will reach 55% of the world's population by 2010.

Shanghai tackles the theme of sustainable urban development, looking at new ideas for city design that can offer a habitat, lifestyles, working conditions and quality of life coherent with human wellbeing.

The Milan Expo expects to take this theme further in the same direction. In advanced countries as well as poor and emerging countries, **the questions of food and sustainable development are inextricably linked with the problems of urbanisation, quality of urban environment and sustainable urban growth.**

Better designed cities, more sustainable, more friendly to the environment and to man are also essential for an improved relationship between food and health.

To reinforce possible synergies, **formal agreements will be made to promote the Zaragoza and Shanghai Expos and favour thematic links with Expo Milano 2015**, beginning with the opportunity afforded by the Italian pavilion at Zaragoza.

Here Milan will be taking part in the competition to find projects to include in the UBPA (Urban Best Practice Area).

4.4 International, national and local interest

The theme chosen by Milan for Expo 2015 already attracts clear international, national and local interest. Although this interest is widespread and touches the conscience of 21st century man in so many respects, it is still awaiting a stage on which to be fully represented. This stage is Expo 2015 in Milan.

The Bidding Committee and Scientific Committee are working to make sure that Expo 2015 can bring together everyone who can make his own contribution, in whatever shape and form to this, the biggest challenge of our time.

The nature of the theme, its development and presentation, the choice of Italy and Milan, all support the conclusion that Expo Milano 2015 has every chance of attracting the widest possible interest not only in Italy, but also in Europe and the wider world.

Several organisations have been contacted and have already shown an interest in working with us to help organise a series of international encounters through the preparatory phase and during the six months of Expo Milano 2015 to debate the main issues. These include:

- FAO
- WFP
- IFAD
- WHO
- UNEP
- UNESCO
- EFSA
- UN Millennium Goals

All countries belonging to these organisations can therefore contribute ideas and proposals to the debate and help formulate policies to be ratified, potentially, by international agreements.



4.5 Goals linked to the theme

The Expo 2015 Committee believes the chosen theme and the approach outlined above allows us to set a wide range of objectives, based on an in-depth analysis of the following issues:

- **to fight hunger and malnutrition:** famine and poverty; agriculture and economic development of countries, global developing trade, liberalisation and more open access for exports to the markets of the developed world;
- **to analyse the nature, evolution and characteristics of the agrofood system:** integration and vertical co-ordination of the food supply chain in developed countries and globally; the strategies of the food companies: farmers and agricultural firms of the supply chain. The growing strategic importance of the retail sector and the introduction of own-brand products; redefining the boundaries between agriculture, the food industry, pharmaceuticals and chemicals;
- **to promote sustainable development and the agro food industry:** the role of agriculture and natural resources for the production of renewable energies; sustainable farming; strategies to combat effectively at every level (local, national and global), climate change (desertification, the greenhouse effect, pollution);
- **to get deeper into the role of science and biotechnology for managing the problems of agriculture, the environment and nutrition:** risks and concerns raised by biotechnology for food safety, the environment, biodiversity, global trade, seed proprieties and control; analysis and perception of risk; the need for a balanced and rigorous scientific approach that takes into account the magnitude and complexity of the problem; new technologies, the adoption of different regulatory approaches and criteria and the consequences for global trade;
- **to develop links between food and protection of human health:** non-communicable and pandemic diseases; dietary education and culture, improvements of lifestyles;
- **regulation on food safety:** voluntary and obligatory regulatory mechanisms; tracking of foods for humans and animals and their ingredients; the role of international organisations in view of the homogeneity of the regulations;
- **consumers** and associations, non-profit organisations, corporate social responsibility of food companies;
- **new multilateral governance** of globalisation; the challenges and possible solutions for multilateral agreements on economic development and the environment;

- **food cultural roots:** dialogue between cultures; valorisation of typical products; food in more and more multi-cultural and multi-ethnic societies.

The development of these themes, during the run-up to 2015 as well as during the Exposition, should produce a wealth of original ideas and truly concrete proposals and projects.

4.6 Human and social aspirations and protection of the environment

Expo 2015 focuses on the needs, questions and concerns that are central to people's lives. It considers the human and social aspirations of men and women who are worried about themselves, society, their living environment and about the well-being of their children and future generations.

The decision to link human and social aspirations to the need for protection of the natural environment, in a certain sense is mandatory for Expo 2015. Reality is driving us in this direction, our epoch demands it, man's needs and desires make this choice obligatory.

Today protection of the environment is a basic prerequisite for tackling the question of food safety and food security. Expo Milano 2015 intends to highlight the relationship between the environment and human health, between farming and environmental policies and food quality and security, between scarcity of water and land and protection of the ecosystem. Integrated and sustainable policies on farming and energy are the basis for a global project for food security and food safety. All environmental issues are closely linked to food. Expo 2015 will provide an opportunity to compare and integrate the various different policies.

The environmental programme for Expo Milano 2015, with ? 52 million of dedicated funding just for the preliminary phase, demonstrates the level of attention to environmental protection and a new approach to international co-operation on this issue, in full compliance with the Kyoto Protocol targets.



4.7 International participation

The themes of Expo 2015 are fundamental for all types of countries, big and small, developed and less developed, from north and south, countries with mainly young populations and those mainly older, technologically advanced countries and others that still find themselves in the digital divide.

The debate around these issues is frequently lively and bitter. That is why Milan has chosen to give this event the character of a great forum open to the views and contributions of everyone. Obviously it is not the intent of Expo 2015 to widen the gap between opposing visions and potential solutions. Rather it wishes to build a universally acknowledged map for the goals to be achieved, the timeframes and the tools of governance to be established.

Ideally, at Expo Milano 2015, the question that will be asked of every participant will not be "where are you from" but "where do we want to go together". This is not about staging a trade fair, still less a shop window for food products, but rather an occasion for exchange and dialogue towards the broadest possible sharing of responsibilities.

4.8 An opportunity for constructive and non-controversial debate

The theme highlights fundamental priorities for the international community, issues on which we cannot but have a common interest in finding joint solutions and responses to the main emergencies.

The sub-themes covering a wide range of scientific, technological, cultural and economic topics and inevitably demand an exchange of views on policy and governance choices that will affect development processes for decades to come.

This exchange will necessarily be programmatic and dialectic, between widely differing positions. This is to be welcomed. Otherwise it would mean the theme is out of date or irrelevant.

Think for example of **the role bio-technologies will play in future decades** and the serious examination that is needed to weigh the potential benefits for consumers against the possible risks, above all for health.

Or the impact of trade barriers and tariffs on developing countries, penalised by protectionist policies that are still widespread yet anachronistic, and should be amended if not completely abolished.

These are just a couple of examples of topics which attract great interest, and which can hopefully lead to Programmatic Declarations and multilateral commitments to help bridge the gap between starkly distant political positions.

Milan and Italy offer a terrain for discussion which the whole world can recognise as neutral and impartial, yet at the same time one which can speak with authority on the issues in question, to guarantee an Expo of maximum interest and participation.

4.9 Every country may take part in the Expo preparations

Expo Italy, Milano 2015 offers every country, whether a BIE member or not, a global stage on which to present their particular response to the theme through the many topics raised by the sub-themes.

Non-exhibiting countries will have the possibility, however, to take part at the rich conference and workshop 6-month Expo program and its preparatory scheduled events. All countries will be invited to showcase their best in term of:

- emergencies, the need for swift action on food safety, protection of biodiversity and the environment, protection of health and poor eating habits, new infrastructure to support modern farming;
- technologies and innovations to improve productivity and the quality of products throughout the food supply chain;
- rich food traditions, often little known internationally, which can exploit an event like the Expo for commercial and cultural promotion;
- governance of the production and retailing processes, to manage and prevent an eventual food crisis;
- new policies on food education, controls and prevention to protect the health of consumers and improve their quality of life.

The Expo will also offer occasions for international debate involving not only the participant countries, but the many multilateral organisations who will possibly take this opportunity to develop new policies.

CHAPTER 5

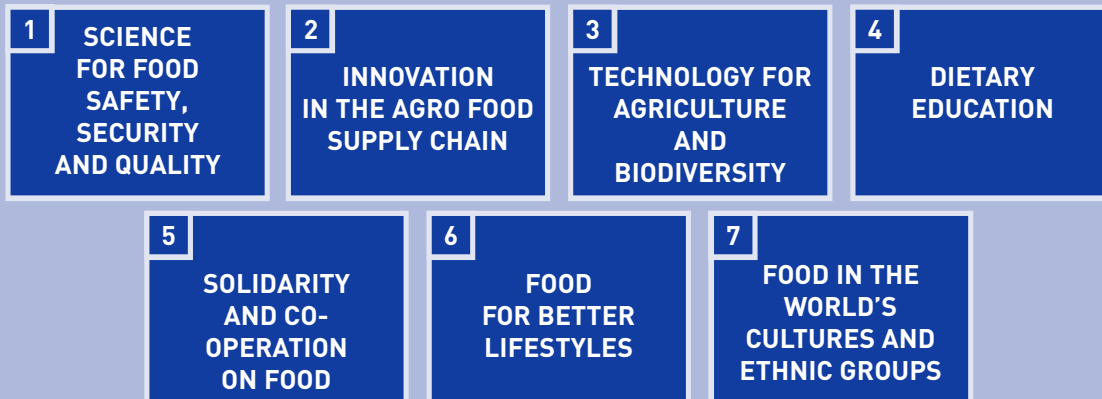
**DEVELOPMENT OF THE THEME:
THE SUB-THEMES AND THEIR
INTERPRETATION.
THE WAYS IN WHICH
THE SUB-THEMES CAN BE PRESENTED
AND HOW THE HOST
AND PARTICIPANT COUNTRIES
MAY TRANSLATE THEM
INTO ELEMENTS FOR EXPOSITION**

ABSTRACT CHAPTER 5

EXPO THEME AND SUB-THEMES

The main theme of Expo 2015 is developed through a series of sub-themes. An analysis matrix was then applied to highlight the most important aspects that merit special attention during the exposition.

The 7 sub-themes are::



CATEGORIES USED TO ANALYSE THE EXPO'S SUB-THEMES

Each sub-theme could be analysed under a multiplicity of headings. The committee proposes 3 categories of analysis:

LES PROCESSUS ENCOURS

For each sub-theme, the general, macro processes that influence the individual themes are outlined:

- relationship between science and technology (for food safety, innovation and quality, health etc.);
- internationalisation and globalisation of food systems;
- climate change, the water problem, farming and sustainable development;
- dietary information and education;
- new pandemics.

THE ROLE OF CONSUMERS AND BUSINESSES

Behaviour of consumers and businesses that influences the sector is outlined for each sub-theme. For example:

- the demand for food safety, innovation and variety;
- the new consumers in developing countries;
- new lifestyles;
- information supplied by producers;
- businesses and health;
- businesses, climate and biodiversity;

REGULATION IN THE SECTOR

Multilateral governance in relation to each sub-theme is outlined. In particular:

- institutions safeguarding food safety;
- ethical consumption and corporate social responsibility;
- biodiversity policies;
- food and public health policies;

5.1 The theme and its sub-themes

The main theme of Expo 2015 was developed by identifying a series of sub-themes and then analysing these to discover the most important aspects which merit special attention during the exposition. The seven sub-themes identified were:

- 1. Science for food safety, security and quality**
- 2. Innovation in the agro food supply chain**
- 3. Technology for agriculture and biodiversity**
- 4. Dietary education**
- 5. Solidarity and co-operation on food**
- 6. Food for better lifestyles**
- 7. Food in the world's cultures and ethnic groups**

Each sub-theme is open to a multiplicity of interpretations.

The committee chose to examine the issues from three angles:

- A) Ongoing processes**
- B) Consumers and producers**
- C) Governance**

Thus, for each sub-theme we examine:

- A) the current trends and changes, the pressing questions and events (globalisation, sustainable development, climate change, etc.);
- B) the behaviour, choices and strategies of the main players, in particular of consumers and producers;
- C) the effects of governance, the mix of public and private decisions by national and local governments, NGOs and voluntary associations, supranational and multilateral bodies and other stakeholders who in various ways govern and affect the different aspects of each sub-theme.

The development of the main Expo theme is thus the result of a combination of the seven sub-themes, each analysed under the three aspects described.



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We should stress, however, that this is merely a form of presentation chosen for its simplicity and ease of consultation; references to the underlying themes may overlap in different sections of the chapter.

5.1.1 Sub-theme 1: Science for food safety, security and quality

GOAL: highlight the role of scientific research in the agro foods industry; illustrate the most significant findings of laboratories and research centres around the world; explain the benefits of research, development and innovation in ensuring increasingly high standards of food safety quality.

Although the path taken by scientific research and the important opportunities it offers are clear, we can no longer blindly place our trust in science or take an acritical view of the promises of technology.

We need to understand precisely what is the state-of-the-art and to be able to position scientific research and the applications of technology within a clear frame of reference provided by the institutions and by government.

1.A: Ongoing processes

1.A.1 Food safety and controls on the food supply chain and water resources

The problem of the safety and quality of food is today one of man's central concerns. There are many aspects to this: many pollutants can enter the human body via foods. Contamination may be microbiological, due to pathogens and micro-organisms that produce toxins; chemical, caused by pesticides, fertilisers and antibiotics; or physical due to the accidental presence of foreign bodies.

Even more worrying is the contamination from unclean water, which is one of the main causes of death in developing countries.

Today, looking at the question of food safety we find ourselves confronted by both the complexity of the production cycle and the increasingly tortuous processes that food undergoes on its route from "field to table", and at the same time opportunity, offered by new scientific and technological knowledge.

Expo 2015 intends to examine the latest developments in food sciences and technology of control and the principle directions of research. It sets out to disseminate this knowledge in the fields most important to food safety, namely the use of chemicals in farming and the registration of the products and quantities used, the techniques of biological pest control, testing of food quality and animal welfare.

1.A.2 Innovation to improve food quality

Consumers, especially in the most developed countries, are increasingly opting for farm products of very high quality, not only in terms of nutritional value, but also as regards taste.

Faced with a growing demand for quality, and therefore innovation, from consumers, many new technologies now allow us to introduce new ideas both in the food production process and in the products themselves. Examples abound: radiation techniques, microwave cooking, vacuum packaging, new ingredients and additives, preservation and conservation techniques, not to mention the very important refrigeration chain.

Expo 2015 will present a detailed picture of the new opportunities that science and technology offer in terms of innovative food processes and products quality improvement. Science and technology alone will not solve our problems, but they do represent an essential first premise for the response to consumers' demands for quality and innovation.

1.A.3 Food and water safety in underdeveloped countries

Finding the best way to transfer technology to less developed countries has been a crucial test for international relations for some time. There are methodologies and processes that can have significant benefits for farming and consequently on the way people eat and drink.

It is undeniable that one of the main causes of the high mortality rate in these countries is contaminated food and the lack of clean water. Even in extremely precarious conditions of hygiene, simple measures could easily be introduced to significantly improve the situation.

The transfer of scientific research and technologies to poor countries must take into account their true needs and their ability to accept changes given their level of development, while at the same offer the opportunity to share new and sustainable ideas.

Expo 2015 intends to dedicate particular attention to the most easily and immediately transferable innovations to developing countries, through low cost technologies, better hygiene, and wider systems of control and prevention. Particular attention will be paid to water. Water and development are inextricably linked and the Expo will devote great space not only to the driving role of science and technology, but also to the no less important search for new ways of managing and sharing water resources in a framework of sustainable consumption.



1.A.4 Tracking and managing products through the supply chain

Today we can control and improve the organisation of the food supply chain, and this is essential for food safety. In particular, consumers are demanding to know exactly where the food they eat comes from, especially in a period when pandemics caused by contaminated food are a continuous threat (SARS, BSE, etc.).

Another area of concern regards the security of online shopping which is growing rapidly along with e-commerce and the wider use of information and communication technologies for business and trade.

Expo 2015 tackles this theme using information technologies, with particular regard to the tracking of food products, to obtain significant improvements to food quality. It also looks at e-commerce, a rapidly spreading technique for buying and selling both on the wholesale and retail markets.

1.A.5 Science and biotechnology

Biotechnology, and the application of genetics, microbiology and biochemistry, are ushering in a radical and complex technological revolution which has triggered a global and continually evolving debate.

The adoption of biotechnology in farming can offer solutions to a range of problems typical of developing countries. The first generation GMOs increase crop production significantly and make farming possible in adverse environmental conditions (e.g. in arid climates, salt water). The second generation GMOs are designed to improve the taste and nutritional quality of foods, to limit the environmental impact of agriculture and deliver benefits for consumers' health. Among the most important collateral effects is the gradual reduction in the use of pesticides and other chemicals currently widely used in agriculture.

However we should remember that many problems can arise through the use or abuse of such technologies; this is a topic at the centre of international debate with important economic, but also political and social consequences. In particular, studies of the potential effects on human and animal health of these genetically modified products have so far produced highly controversial results.

Expo 2015 intends to examine the question of biotechnologies, and offer a balanced and rigorous discussion of the benefits and risks they pose in the agro-food field, and their impact on both advanced and emerging (recently industrialised) economies as well as the developing countries.

1.B. Consumers and producers

1.B.1 The role of companies in furthering food safety

Consumers pay great attention to food safety and it is clear that they are demanding ever greater guarantees. Farmers, food processors and retailers all have a duty of transparency in their regard with respect to the origin, processes and routes taken by the food we buy. The role of the firms in maintaining high standards and raising the level of control along the whole supply chain is fundamental on an economic, social and ethical level.

EXPO 2015 will analyse the impact of the growing consumer demand for safety on the monitoring and control of the supply and distribution chain, and the technologies that food companies adopt to guarantee safe, healthy foods of high nutritional value.

1.B.2 Consumers' attitude to science and technology in the agro foods sector

The existence of potential threats to human health and the environment makes the assessment and perception of food risk a central concern. A balanced, rigorously scientific answer is required to ensure that consumers are fully acquainted with the latest developments in science and technology.

Expo 2015 hopes to provide a space for ideas, discussion and open debate with the general public, the consumer associations, food companies, national governments and the multilateral agencies to make an accurate assessment of the risks posed by new technologies. The aim is to bring together everyone who is affected or involved in this issue to evaluate the conditions, institutional and political in nature, which can ensure that the opportunities outweigh the risks.

1.B.3 The directions and findings of scientific research, the organisation and workings of the international scientific community

The politics of public/private research, the size and scope of public/private investment in R&D, the nature of the innovation system, public/private research centres, the true role of the scientific community, the relationship between public and private research: these questions regard a world that is distant and unfamiliar from producers, consumers, firms and the public, who themselves find it difficult to talk to each other.

Expo 2015 intends to provide a broad and visible stage for a high level exchange of views, knowledge and orientations, as well as a valuable tool to inform the general public about what the global scientific community is able to achieve, the results obtained, the



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expectations and the paths along which it is moving. This will in effect help to close the gap between academia, science and the public, and at the same time help further a wider acceptance of science and technology as an instrument for growth.

1.C: Governance

1.C.1 Public regulation of agro-food controls

The application of uniform standards on food safety and quality comprising enforcement and sanctions, is an increasingly urgent need.

This regime should see governments, multilateral and supranational institutions working together without a clash of "sovereignty", but seeking in concert to ensure their controls are as accurate and effective as possible in administrative, organisational and logistical terms. Regulation and controls, in the final analysis, must be enforced by the authorities, above all the multilateral bodies. It is also imperative that public and private research entities engage systematically with the issue of biotechnology.

Expo 2015 intends to focus on the role of public bodies, and regulation bodies, especially on the procedures and criteria for evaluating new products and new processes, the decision-making mechanisms, and the question of regaining public trust and confidence.

It will examine the role of public agencies and authorities (like the FDA in the United States and the recent European Food Safety Authority) and the criteria used to assess the risks. It will stress the importance of the independence, scientific authority, credibility and transparency of the procedures applied by the regulatory authorities.

1.C.2 The consultative role of the international scientific community

The governing bodies that watch over the food industry cannot ignore the views of the international scientific community, which has the right/duty to set up a framework to report the results of agro food research promptly and make its recommendations to public decision-makers.

Unfortunately, occasions for dialogue are still too few, and in many cases the responses of the institutions to requests for solutions, of governance or validation of processes/products, are still too slow.

Expo 2015 will try to bring the scientific community and public decision-makers closer together, beginning with an analysis of the existing forms of consultation and to propose more effective ways, encouraging an open debate on the subject with the involvement of the international governing bodies.

1.C.3 The regulation of GM foods

GM foods is one of the hottest topics of political, economic and social debate today.

Agreement on the potential effects on human health, the patenting of new products, the certification of quality, transparency towards consumers: these are all aspects that are still awaiting adequate policy responses.

While the differences between national regulatory frameworks can give rise to trade wars, it is impossible to come to an agreement on rules and practices across the board without first reaching a broad consensus on the impact of GMOs on human / animal health and biodiversity.

Expo 2015 will promote the principle of transparency, information and knowledge for consumers and the general public, presenting private and public initiatives to safeguard food safety.

5.1.2 Sub-theme 2: Innovation in the agro food supply chain

GOAL: present the characteristics, peculiarities and dynamics of innovation in the food supply chain in industrialised, emerging and less developed countries, in the light of globalisation which affects the whole planet.

2.A: Ongoing processes

2.A.1 The nature and changes to the food system and supply chains

The food system is composed of a series of phases involving a complex network of food processors and food marketing industries that link farmers to consumers through a chain of activities from growing, primary food processing, secondary processing, retailing and catering. Food products, in developed countries, are today no longer simple farm products. 70-80% of farm products entering the food supply chain undergo some sort of industrial process. The food system is thus composed of numerous activities and functions, from physical flow, to the circulation of information, marketing and market intelligence, product design, logistics, and a complex interaction of consumers, large firms and small businesses, producers and charities.



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Innovation touches many aspects and dimensions: product, process, organisation, distribution and packaging.

Expo 2015 will present the features of the food system, how it changes in the course of economic development, the impact of globalisation, the powerful orientation towards innovation in advanced countries. The emphasis will be on a vision of the food supply chain as a unified system and the need to find systems to guarantee food safety along its entire length.

2.A.2 Internationalisation and globalisation of the agro food system

Internationalisation not only affects food products and eating habits. It increasingly concerns the organisation of the food systems themselves where global trade creates a whole series of largely political problems and increases tensions between importer and exporter countries which continue to hinder the proper development of the international food trade.

Expo 2015 will highlight the factors behind the current globalisation of food systems and their profound consequences for the welfare of consumers, at the same time stressing the difficulties and challenges this poses for food safety and the regulation of global trade.

2.A.3 Water savings in the agro foods industry

In a climate of growing concern about scarce water resources and the threat of emergency, the role of the agro foods chain in containing water consumption is fundamental. Agriculture is the biggest consumer of water. On average, according to FAO, it takes a ton of water to produce a kilo of wheat. Farming accounts for roughly 70% of all withdrawals from the world's lakes, streams and aquifers. And the figure is nearer 95% for many developing countries where around three quarters of all irrigated fields are to be found.

Expo 2015 intends to devote considerable attention to the problem of water in the different regions in relation to the farming methods and techniques used. Best practices will be offered, especially solutions that can be easily replicated and possibly cheaply so as to extend the benefits to the least advantaged peoples.

Less demanding irrigation techniques; introduction of less thirsty crops in low rainfall areas; new ways of collecting or recycling water for agricultural use: these are all topics for urgent discussion.

Among these, the possibility of inter-regional programmes for the joint management of river basins to co-ordinate the action of different governments and agencies.

2.B: Consumers and producers

2.B.1 Marrying productivity and quality in supply chain

There is a fundamental economic requirement to guarantee rates of return for farming at every stage of the production process, and to guarantee a steady rise in productivity. One of the risks, which the more alert consumers are quick to point out, is that productivity can bring standardisation at the expense of intrinsic quality.

While conceding that these processes offer greater safeguards to health as well as lower prices, there is a clear sensation among consumers that there has been a loss of genuine taste and wholesomeness of certain foods which are increasingly standardised.

Expo 2015 answers the growing demand on the part of consumers for quality products at affordable prices. Special attention will be given to new models of distribution and consumption, like the recent appearance in supermarkets of specialised counters offering high quality products of guaranteed origin.

2.B.2 The demand for innovation and variety

Higher incomes combined with reduced leisure time are driving demand for new types of food products. The result is a profound change in meal preparation and eating habits. This in turn is affecting producers who need to satisfy new demands for foods that are both nutritious and “convenient” (freeze-dried, homogenised, pasteurised, ready for use sauces, partially pre-cooked foods, pre-cooked FMT-Freezer-Microwave-Table foods, etc.).

Expo 2015 intends to examine the phenomenon of innovative foods, the increasing demand for quick, easy-to-prepare meals and ready-to-eat meals, the demand for variety, the factors that determine changes patterns of consumption including the latest most revolutionary theories.

2.B.3 New consumers in emerging countries

In emerging countries, especially the most populous, a rapidly growing middle class is emerging. In some countries, this phenomenon can have crucial consequences for the market (for example in India and China these new segments of demand could grow to over 400 million people in the next few years). For these countries, globalisation means the chance to offer better quality and more nutritious food to a greater number of people while still respecting their cultural traditions.

Expo 2015 intends to look at the new demand of consumers in emerging countries and consequently at these cultural developments and dietary changes.



2.B.4 The challenge of transformation and production for small / medium firms

Changes in consumer demand, the new role of distribution and the globalisation process have profoundly changed the competitive environment in which firms must operate, especially the smaller ones. For farmers and food companies alike, the current changes prompt new approaches, strategies and responses. In many cases, small and medium businesses run into difficulties developing new products, marketing them and managing the increasingly complex supply chain.

Expo 2015 looks at the challenges that food companies face due to changes in the supply chain and the growing emphasis on quality and safety on the part of consumers.

2.B.5 Retail strategies

Concentration in retailing and the growth in size of distributors, internationalisation strategies and the adoption of branding policies (products sold under the retailers' own name rather than that of the producer) are having increasingly marked consequences on the workings of the food system.

Expo 2015 will devote particular attention to the role of retailers, examining their internationalisation strategies, the profound consequences for the food supply chain of changing vertical relationships between global retailers and food manufacturers, the growing contractual power of the retailing sector, its strategic role for the organisation of the supply chain, for control of quality and food safety, the internationalisation and globalisation of the food supply chains and the consequences for both developed and developing countries in terms of efficiency, consumer prices and incentives to innovation and quality.

At the same time a section will be reserved for niche foods and the areas that emerging countries especially could occupy in this environment thanks to genuine partnerships and “fair marketing” between the stakeholders.

2.C: Governance

2.C.1 Achieving quality in the food supply chain

The future of the agro food supply chain will largely depend on the creativity and strategic choices of firms able to react to new stimuli and market opportunities. Generally competition will drive the process of evolution towards greater efficiency and higher quality products. Public decision-makers can also play an important role by providing incentives to the introduction of quality systems throughout the supply chain and helping the sector to evolve.

Expo 2015 will analyse the relationship between farming and regulation, offering a chance to exhibit best practices and but also to stimulate discussion on more effective regulation which better responds to the needs of industry and the consumer.

Emphasis will be placed on the body of industry regulations which represent huge obstacles to small local growers: while food safety remains the priority, ad-hoc mechanisms will be needed to prevent the disappearance of niche producers who are often the expression of age-old traditions in some countries.

2.C.2 Policy for sustainable agriculture

In advanced countries farming is intensive and highly industrialised guaranteeing high levels of productivity and innovation but not without significant external costs, environmental and social for example.

In this area, governance is still lacking or at any rate unequal between different countries. It is clear that there is room for concerted action which, without introducing cost imbalances between producers, can at least level the playing field on standards.

Expo 2015 intends to point up these aspects, with particular reference to identifying a set of rules governing the environmental impact of the industry, e.g. extensive cultivation and land exploitation, use of pesticides, disposal of waste, etc.

2.C.3 Retail concentration, protection from competition and the interests of the consumer

Despite the many benefits to consumers of retail consolidation, this continual drive towards concentration in retailing can have unfortunate side effects for the overall well-being of society. Greater concentration of market power in the hands of big supermarkets can also have an effect on prices.

Expo 2015 wishes to provide a space for analysis of competition policy in the sector with a view to preventing the formation of retailing cartels and in all phases of the supply chain in general. It will also examine the social and economic impact of continued concentration in production and distribution.

2.C.4 Ethical consumption and corporate social responsibility

The current integration of markets and economic systems creates growing interdependence and requires a renewed alliance. Fair trade and corporate social responsibility represent two ways of raising awareness with consumers and the public and allow them to make a personal contribution.



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Expo 2015 intends to encourage an alliance between consumers from the developed world and producers from less developed countries. This will not only have an immediate social impact but also go a long way to opening the way to imports of food products from developing countries. Milan will provide a great stage on which to present the many facets of ethical consumption.

5.1.3 Sub-theme 3: Technology for agriculture and biodiversity

GOAL: to highlight the close interdependence between food safety and the environment, examining the challenges posed by climate change, the relationship between the environment and agriculture, the problem of water scarcity, sustainable agriculture and bioenergies; R&D on technologies compatible with environmental protection in both rich and poor countries. To safeguard and promote agricultural biodiversity of the ecosystem, species and genetics to help preserve evolutionary processes and reverse the trend of environmental deterioration.

3.A: Ongoing processes

3.A.1 Climate change, global warming and the vulnerability of farming

The unrelenting increase of greenhouse gas emissions associated with global warming present a serious threat to farming and to water resources. It also has huge economic consequences: according to a recent FAO study, a 2.5°C rise in the average global temperature could reverse the current trend of falling prices for farm products. This would represent a further stress factor for food security in many developing countries.

Global warming will have the biggest impact on farming at a regional and local level. Current projections seem to suggest there will be increased yields in the more temperate northern latitudes, with the most significant falloff in production occurring in tropical and subtropical zones.

Expo 2015 will pay close attention to the huge problems of sustainable development and protection of biodiversity, with particular attention to the relationship between climate change, global warming and farm production, in the belief that climate change and the steady rise in greenhouse gas emissions represent a grave threat. It will stress the fact that policies designed to safeguard food safety and food security are paramount to achieving sustainable development. Hence the central role that agriculture must play in contributing to the sustainable development of the planet will be given its due weight.

3.A.2 The vulnerability of developing countries

Environmental problems hit developing countries particularly hard. Especially in Africa which is notoriously exposed to ecological catastrophes where the standard civil defence provisions of advanced countries are lacking. Among the most vulnerable areas are the coastal zones with their delicate ecosystems, areas suffering desertification or severe drought, and others exposed to extremely violent and intense weather phenomena.

Expo Milano 2015 intends to spotlight the latest techniques that can help the weakest countries to manage these environmental challenges. It will study the ways in which poor countries can develop the capacities and skills to independently find their own answers to these huge problems. This includes a focus on education and training as the best way to accompany these countries on the complex road to development.

3.A.3 Water as food

Water is an indispensable ingredient for life and a priority for health, food safety, well-being and for the harmonious and sustainable development of the planet.

The water emergency which faces us is a multi-faceted phenomenon, the result of increases in population and therefore consumption, of climate change, and of the imbalance between resources and demand in various regions of the world. It is imperative that we put in place a system of governance comprised of targeted programmes, strategies and measures for sustainable water management, covering a range of different aspects (social, economic, political and environmental).

Expo 2015 intends to spotlight the consequences of water scarcity in the various regions of the world and present the latest technological innovations for the rational use, recycling and conservation of water. Meanwhile, taking up the theme of Expo Zaragoza 2008, it will highlight the most advanced and innovative ideas for giving the world's people a ready and affordable supply of clean, safe water for personal and domestic uses.

3.A.4 Agriculture and sustainable development

Agriculture uses land, fertilisers, pesticides and water as key inputs to produce food. How these inputs are used has implications for the health of the environment, including air quality, water quality, soil quality, wildlife, and human health. Agriculture both contributes to, and will be affected by, climate change. Farmers in the advanced countries produce a big share of the emissions that cause global warming. Current agricultural practice causes problems and a loss of biodiversity.



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Expo 2015 will set out to understand, evaluate and rethink the relationships between agriculture and environmental policy, sustaining farming methods that are more respectful of the environment in terms of land use, protection of traditional ecosystems, prevention of landslides, use of pesticides, rediscovery of disappearing traditions and so on.

3. B: Consumers and producers

3.B.1 Reducing vulnerability

Lack of effective policies for food safety and sustainable development threatens people's security and puts future generations at risk. But the results of such policies are only seen over a long timeframe. We need suitable tools and structured programmes to handle crises and emergencies today.

Sometimes small low cost solutions can help to alleviate extremely serious situations. "Subsistence design" can provide simple, affordable solutions specifically to answer such problems.

Expo 2015 intends to give ample consideration to the consequences of environmental problems for human life and health and assess the effectiveness of current policies by comparing best practices.

3.B.2 Firms and adaptation to climate stress

The ability of firms, especially those which grow crops and raise livestock, to adapt to the physiological stress of climate change will in coming years be one of the decisive factors in the defence of food production in many countries.

Expo 2015 will try to project itself into the future to examine the challenges that firms face in achieving a more sustainable and environment-friendly agriculture and adapting to climate stress.

Particular attention will be dedicated to the impact on traditional farming in the various regions of the world, the risks associated with changes in farming and consequently to eating habits.

3.B.3 Renewable energies and biofuels from agriculture

Using biomass, natural organic plant matter, to produce bioenergies and for the final stage of the food cycle, harnessing energy from urban waste, offer new possibilities for low environmental impact energy. We must be aware, however, of the possible side-effects. The push for ethanol and other biofuels, for example, may have even more devastating effects in the rest of the world, especially on the prices of basic foods.

Expo 2015 tackles the theme of renewable energies, examines the opportunities offered by bioenergies and how agriculture can contribute to the development of a new integrated and sustainable energy policy without negative fallout for food security.

3.B.4 Firms and bio-diversity

The valorisation, in economic and productive terms, of the riches of biodiversity presents enormous opportunities. For example, the pharmacological and homeopathic applications to be derived from the huge variety of plant species; the exploitation of rare autochthonous crop species or varieties as a niche alternative to large scale farming.

Expo 2015 aims at raising awareness among the business sector towards diversifying production and enhancing niche products.

3.C: Governance

3.C.1 The defence of biodiversity

The first Convention on biodiversity was signed by the Community and by all member states at the Conference of the United Nations on environment and growth in Rio de Janeiro, 3 - 14 June 1992.

The agreement names conservation and biological diversity as two indispensable prerequisites for sustainable development and to achieve key goals on poverty, health and the environment (the so-called Millennium Goals). In 2002, at the World Summit on sustainable development in Johannesburg, the world's heads of state agreed on the need for concrete measures to protect biodiversity from now till 2010.

Expo 2015 will examine the state-of-the-art interaction between policies for sustainable farming, biodiversity protection, climate change prevention and their consequences for consumers, farmers and populations.

3.C.2 International agreements for the protection of the environment

Multilateral agreements on environmental protection and the reduction of greenhouse gas emissions will play an increasingly prominent role in the future.

Reaching agreement on these questions is extremely complicated. But to be effective they must be backed by firm commitments from all countries.

The Kyoto Protocol was signed by more than 160 countries in 1997 at the COP3 Conference of the UN Framework Convention on climate change (UNFCCC) and became binding on 16 February 2005.



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This experience is particularly significant in understanding the importance of such international agreements, the complexity of the negotiations and the need to identify effective mechanisms of application. **Expo 2015 offers a great opportunity to build the consensus needed for international agreements and protocols on environmental protection, to make them more effective and ensure that all countries are involved in setting new targets for pollution reduction after 2012.**

The Expo will focus on trends in science and politics, promote the exchange of views, stimulate international co-operation and co-ordination for global policies on environmental protection.

5.1.4 Sub-theme 4: Dietary education

GOAL: emphasise the importance of education on food for healthy eating behaviour and choices. Present the tools and channels through which information and knowledge about food reaches consumers, focussing on the initiatives of the scientific community to guide teachers and families and valorise schools as centres of education available to everyone.

4.A: Ongoing processes

4.A.1 Information and education in multicultural society

The science of nutrition today provides increasingly precise indicators for correct food education. If people are to make the right dietary-nutritional choices, it is essential that they have adequate information and understand how to turn this into healthy lifestyles. Lack of information and ignorance about food continue to be a problem in advanced countries and especially in developing countries.

Expo 2015 intends to pay great attention to the question of food education, especially with regard to underlying trends in multicultural societies which are increasingly leading to new eating patterns quite different from those traditional to the area. A full understanding of the nutritional value and characteristics of foods from other regions is necessary so that people really know what they are eating.

4.A.2 Schools and dietary education

It is hard to deliver nutritional education, especially to low income families. School would be the ideal instrument, but often they are unable to perform this function due to a lack of qualified teachers and resources and a general disinterest in the problem.

Nor do school meals escape criticism.

Expo 2015 intends to underline the need to enhance the role of schools as a privileged location for basic education, adding nutrition courses to the curriculum and exploiting the opportunities offered by school meals.

4.A.3 Education in the use of water resources

In the context of a looming water crisis, effective education on the rational use of water is essential, not only to prevent wastage as such, but also to avoid the use of drinking water instead of non-treated water for other purposes.

The main target is households (given the high incidence of domestic consumption on total water use) and business, especially the most water-thirsty industries.

Expo 2015 intends to examine the range of best practices available in the field. Education programmes will be analysed to discover their communication impact and where possible their measurable results in changing the public's water consumption patterns.

The chances of replicating such initiatives in other countries will also be taken into account.

4.B: Consumers and producers

4.B.1 The consumer and eating choices

Informed consumers who are aware of the relationship between food and health find it more natural to adopt eating patterns and lifestyles conducive to personal health and well-being. Dietary education not only means teaching people about nutrition or food products. It also means educating their tastes and developing children's preferences so as to help them understand the importance of food. This can encourage more conscious eating patterns, starting from an awareness of the effects on their own health.

Expo 2015 will stress the huge role that consumer organisations can play in providing people with accurate information on food and helping them interpret it.



4.B.2 Information provided by firms: advertising and labelling

Firms and their communication and promotion policies have a major influence on public opinion and often encourage eating behaviour that is deleterious to nutrition and health. This is why it is essential to find ways and means (food labelling, advertising, recipes for healthy food preparation) of ensuring that the general public receives accurate, prompt and full information. We need rules that induce companies to behave more virtuously backed up by a more ethical approach to information from the media.

Expo 2015 intends to emphasise the importance of accurate information on the content of foods, of truthful advertising and the responsibility of the media for the honest and effective transmission of information to the final consumer. It also wishes to highlight the need for more effective controls via specific food information agencies. The emergence of automated smart control systems for the agro foods industry will be a theme of certain interest at the Expo.

4.B.3 Bio-diversity education

Unfortunately the trend nowadays is towards increasingly undifferentiated eating patterns and less and less time spent on seeking out particular varieties of food.

This depends in part on the availability of foodstuffs in the shops. Sadly the offering has drastically shrunk in recent years due to increased agricultural volumes and profits which have prompted farmers to concentrate on a smaller range of high yield plants and animal breeds.

A smaller pool of genetic resources means fewer opportunities for farmers to grow and innovate. And growth and innovation are precisely what we need if agriculture is to keep pace with the rising population. If our food assets do not evolve, we run a huge risk. Loss of biodiversity does not only affect opportunities for growth; it puts our food reserves in danger. Agriculture loses the capacity to adapt to environmental changes like global warming or new harmful insects and diseases. If the current food sources cannot adapt to new environmental conditions, we could find ourselves in grave difficulty.

Expo 2015, with the help of important associations such as Slow Food, will urge serious discussion on how to transmit to growers, animal breeders and fish farmers the urgency of safeguarding biodiversity. It will assess special programmes designed to encourage the introduction or maintenance of autochthonous varieties and develop suitable marketing methods.

4.C: Governance

4.C.1 Dietary education to combat food-related diseases

Dietary education is fundamental in reducing the risk of onset of diseases caused by bad eating habits: hypertension, heart disease, diabetes. The link between eating patterns in some countries and the incidence of some cancers is a proven fact.

Other conditions such as weight disorders and obesity are unanimously seen as genuine social diseases in rich countries (and not only), and the social costs are not negligible.

Major initiatives are being launched by governments most sensitive to this issue and by the big multilateral organisations like the FAO and WHO.

Expo 2015 intends to showcase these policies and promote best practices, underlining the necessity to reinforce food education programmes and initiatives aimed at combating eating disorders.

4.C.2 Dietary education to prevent poisoning caused by contaminated food and water

Numerous communicable diseases are caused by eating in poor hygienic conditions and by the absence of controls.

The situation is obviously aggravated by endemic malnutrition in certain countries, but they are not necessarily confined to developing countries.

Better education and the adoption of simple hygienic practices together with a correct, albeit minimal, diet can do much to reduce the spread of diseases.

Expo 2015 believes it can play an important part in raising public awareness of the link between nutrition and health, and promote specific educational programmes on a mass scale.

Here too multilateral organisations and governments can play a fundamental role in driving simple, widespread programmes of information for the general public and families.

5.1.5 Sub-theme 5: solidarity and co-operation on food

GOAL: Given that co-operation on food is only one piece of the development puzzle, we intend to demonstrate how the future of countries at different levels of development are inextricably linked. In a more coherent and modern interpretation of co-operation, the development of poorer countries has undoubted benefits for the rich world as well. We need to foresee flows in both directions by breaking down the barriers to global trade so that poor countries can play an equal part.



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5.A: Ongoing processes

5.A.1 Persisting hunger and food insecurity

Poverty reduction is a very slow process and in many countries absolute poverty levels are rising. Poor countries exhibit very different abilities to trigger growth. Alongside countries that are growing well, a sizeable number remain marginalised and excluded from the globalisation process. The latest reports from the World Bank show that two billion people live in these countries.

We are failing to win the battle against hunger and poverty. Malnutrition still affects a little under a billion people. The goal of halving the number of people living in conditions of extreme poverty by 2015 seems difficult to achieve. The FAO Annual State of Food Insecurity Report (Sofi) admits that the goal of halving the number of undernourished people worldwide by 2015 is probably out of reach.

Expo 2015 intends to assess the struggle against hunger in the world highlighting the reasons why policies succeed or fail in different countries, so as to exploit best practices. It also wants to look at how far the distribution of existing resources is the real problem and whether technology can help to increase these resources.

5.A.2 Good nutrition for the health and development of poor countries

There are problems associated with development that globalisation alone cannot solve. In poorer countries, for example, the transmission of infective diseases associated with low farm productivity and widespread undernourishment in turn makes people more vulnerable to disease. If we do not check these negative factors we cannot trigger the development process.

International co-operation is one way of easing the situation: international organisations and industrialised countries side by side with poorer countries in a true spirit of partnership, contributing to their social and economic growth. Globalisation can become a vehicle for revolution in international relations, no longer based on the rich country-poor country, donor-recipient dichotomy, but rather on a true process of shared growth, albeit at different speeds, with full respect for the cultural and social diversity of the parties involved.

Expo 2015 proposes to highlight the value of proper nutrition for an overall improvement in relations between the north and the south with clear benefits for developed countries as well.

5.A.3 Access to water

Without water we cannot produce. More simply without water we cannot eat. The planet is thirsty because it is hungry.

Obviously demographic expansion contributes to increased demand for water. The world's population is forecast to rise from today's 6.5 billion to 8.1 billion by 2030. Even taking into account an increase in the productivity of water resources, to keep pace with the greater demand for food it is estimated that in 2030 we will need to devote 14% more water to farming to achieve the 55% increase needed to offset the rise in population.

Access to water can be a problem even where resources are abundant. But certainly water scarcity is most acute in the dry regions where more than 2 billion people, and half the world's poor, live. The problem is severe in the Middle East and North Africa, but also in Mexico, Pakistan, South Africa and large parts of China and India.

Expo 2015 will try to map the overall situation and the projection for potential water emergencies in coming decades, identifying possible solutions. Attention will be given to the role that some countries which are particularly rich in water deposits (e.g.: Russia) can play in the food chain of neighbouring regions that risk drought.

5.A.4 The UN Millennium Campaign

The link between hunger, poverty and malnutrition represents Millennium Development Goal no.1, but nutrition has a big role to play in reaching the other MDGs. It is crucial to improving the health of mothers and children (MDGs 4 & 5) and the fight against HIV/AIDS and other diseases (MDG 6). A good diet is also basic to reaching Goal no.2, elementary education for all, because it lowers absenteeism and allows pupils to concentrate better and learn more.

Expo 2015 offers an occasion to track progress towards the 2015 goals, where a new thrust is clearly needed. Milan proposes to provide an occasion for the signing of a Declaration of Intent between the various governments and multilateral organisations involved.

5.B: Consumers and producers

5.B.1 A direct link between rich consumers and poor producers

Farmers in poor countries are unable to fully exploit the opportunities to sell their products to rich countries.

Disadvantageous trade and tariff agreements, a lack of logistics, marketing, and adequate advertising and promotion prevent many developing countries exporting their fine products to the rest of the world.



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So it is not just a question of promoting fair trade but of realising a genuine commercial alliance in true a spirit of partnership. Rich consumers should see this as a way of obtaining better quality products, as well as delivering value added from a social standpoint.

Expo 2015 offers an occasion to promote awareness of this possible alliance and, above all, a real opportunity to present the best things each trading area has to offer.

5.B.2 Support for small growers

Small producers in developing countries often face many obstacles outside their control: lack of access to credit, insecurity of land tenure, lack of transport, low prices for their goods and undeveloped trading connections with the agro-foods industry.

Expo 2015 intends to focus attention on the needs of small producers and the efforts of countries, local government, NGOs, the third sector, social co-operatives. It encourages new forms of support, through initiatives like micro-credit, and producer groups; investments in farming and basic infrastructure.

5.C: Governance

5.C.1 Facilitating access to markets

The importance of opening up markets to exports from poor countries is a need that is as widely recognised as it is difficult to achieve. Government policies on trade and tariffs and regulation by international bodies have so far been damaging and threaten to undermine a more coherent approach to future development.

Expo 2015 intends to take stock of the degree of liberalisation in world markets and the difficulties faced by the WTO in pursuing this goal, especially for rich countries. It also wishes to focus public attention on the links between food safety and the growth of trade by poor countries.

5.C.2 The central role of civil society

Although national governments bear the primary responsibility for addressing food insecurity and nutrition, civil society plays a fundamental role in partnership with local community-based groups and NGOs.

In many countries, including Italy, legislation strongly in favour of decentralised co-operation has enabled local initiatives to flourish between cities and regions of the northern and southern hemispheres. The benefits of these forms of direct co-operation are undeniable: action is tailored to the needs of the recipient, reducing the chance of

wasted resources. Nevertheless, unless we have a clear process for disseminating the achievements, perhaps through best practices, the full potential of such projects may go unrealised.

In addition, the lack of central co-ordination can result in overlapping projects and incoherent approaches within the same country.

Expo 2015 hopes to raise awareness of the problem to promote development aid from individual countries and publicise the work done by voluntary associations and NGOs to help these countries.

It also intends to shed light on possible governance mechanisms to further direct co-operation and optimise activities across the same region.

5.C.3 Governance of emergencies

Globalisation as we know it has grown much more quickly than the global institutions required to govern it adequately. The persistence of poverty and marginalisation demands public decisions and policies at a global level which presuppose reinforcement and completion of the global institutional framework. In the case of human emergencies (natural disasters, famine, wars, etc), countries often lack central co-ordination or the financial resources to act quickly.

The recent case of the Tsunami in 2004 shows how the generosity of many countries was not co-ordinated well enough to achieve the best results on the ground.

Expo 2015 intends to pose questions on the need for a financially autonomous, multilateral, immediate response body. Such governance instruments might be legislated nationally, funded by taxes on individuals and companies.

5.1.6 Sub-theme 6: Food for better lifestyles

GOAL: To examine the relationships between food and health, in particular, the theme of nutrition and the key role of good food for personal health and welfare, the cost of food-related diseases, including personal suffering, loss of family income, community health care costs, loss of industrial productivity and lost trade and tourism. The connection between food and sports will also be examined.



6.A: Ongoing processes

6.A.1 The new pandemics

Serious diseases that assume pandemic proportions, especially in the media, like avian influenza or SARS and BSE or 'mad cow disease' are spread by contagion from animals.

This mechanism raises special concerns for public health and can have a devastating economic impact on the sectors of production affected.

Expo 2015 tackles the factors affecting the spread and possible consequences of new pandemics, the effectiveness of public and private, national and multilateral responses, the need for stronger control and prevention measures suited to the characteristics of the individual countries.

6.A.2 Non-communicable diseases

An unbalanced diet exposes people to greater risk of degenerative, non-communicable diseases like heart disease, diabetes and some forms of cancer. Some foods and eating habits have been shown to favour the onset of cancer while others provide an effective defence against the disease. The WHO forecasts that deaths caused by infective diseases, malnutrition and childhood illnesses will fall from 34% in 1990 to 15% in 2020 (excepting HIV). Non-communicable diseases instead are predicted to grow from 55% of 1990 to 73% in 2020.

The WHO has identified diet and physical exercise as two important factors mitigating the risk of obesity and eating related diseases. The problem is now spreading to developing countries, where in the last 20 years the rate of obesity for the whole population has tripled.

Expo 2015 intends to examine the factors that lead to the onset of these diseases, in particular diets rich in saturated fats, the scarcity of early and effective check-ups, lack of physical exercise, as well as the promotion of healthy diets.

6.A.3 The importance of the urban environment

According to UN estimates the continuing trend towards urbanisation will result in 55% of all people living in cities by 2010. The urban environment, the layout of the city and character of the countryside have a strong influence on the physical and mental health of people both in developed and developing countries. Urban planning and strategies to produce a healthier city environment are therefore essential to the well-being of the inhabitants. Urban regeneration can have effects that go beyond the aesthetics or ecology of the place if they encourage people to move around on foot or by public transport. Energy-saving transport policies are

important, but they can also have a positive impact on physical activity and energy expenditure. Smart urban growth and good planning favour health.

Expo 2015 will propose models of urban redevelopment designed to make cities more liveable, building on the findings at Expo Shanghai and on successive developments.

B: Consumers and producers

6.B.1 The social costs of unhealthy life styles

The rise of unhealthy life styles is generating considerable costs to society in terms of healthcare, welfare and so on.

The trend is now seen in emerging countries, too, who borrow patterns and life styles from more industrialised countries which are often ill suited to their actual situation and take in sufficient account of cultural differences which need to be preserved and safeguarded. **Expo can be an occasion to examine more closely the harmful effects of bad eating, offering solutions adopted by richer countries to combat the ensuing problems.**

6.B.2 Firms, health and better life styles

The behaviour of food companies is key to better life styles. Many initiatives on this front have little effect and will meet strong opposition from firms unless we have a shared vision of the need to fight obesity more effectively. A greater awareness on the part of food companies and retailers of their duty to take a more active stance is essential if we are to succeed. In effect, producers and retailers who adopt healthful strategies and products both enhance their reputation, and gain competitive advantage.

Expo 2015 highlights the urgent need for firms to turn their efforts towards healthier, dietetic foods, and make a clear commitment in the direction of safeguarding health and the environment. It will also attempt to further the emergence of a business culture aligned with this goal and overcome the short-sighted defence of corporate interests.

6.C: Governance

6.C.1 Food and the politics of health

A healthy diet plus regular exercise and no smoking can eliminate 80 percent of heart diseases and 70 percent of some cancers. Making poor choices – eating too much of the wrong kinds of foods and too little of the right kinds, or too much altogether – increases the chance of developing cancer, heart disease, diabetes, digestive



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disorders, and age-related loss of vision. In 2003, the World Health Assembly adopted the Global Strategy on Diet, Physical Activity, and Health, which targets lifestyle modifications that can combat the increase in non-communicable diseases.

Expo 2015 will take a multidisciplinary approach to this issue, giving resonance to initiatives designed to further the public health measures taken by various countries and multilateral organisations, give the public accurate information about diet and health, and encourage healthy eating.

6.C.2 Exercise for all

The close relationship between nutrition, exercise and sport is undeniable. Especially considering the increasingly sedentary life styles of people in developed countries, the promotion of mass participation sports is an important way to maintain a healthy and active body. But for people to take full advantage of sports facilities they need to be situated close to the workplace or home.

Expo 2015 will compare measures to encourage sports in various countries and highlight best practices so that everyone may have the opportunity to practise sport near where they live.

6.C.3 Clean sport

Competitive and even pre-competitive sports have become contaminated by the use of performance enhancing drugs.

Some of these substances are illegal, and come under the heading of doping; others are legal but still damaging to health. Measures to raise awareness of the harmful effects of substances that are freely available in the shops including public information campaigns and tight enforcement during competitions have become an urgent necessity.

Expo intends to open discussion with all those concerned about how to combat the doping phenomenon, on the one hand presenting the latest detection and monitoring techniques, and meanwhile encouraging open debate on all high energy and high protein foods.

5.1.7 Sub-theme 7: Food in the world's cultures and ethnic groups

GOAL: show how eating habits are an expression of the culture and civilisation of a people. At the same time, grasp this opportunity to diffuse knowledge and understanding about other people's food and customs as a means to furthering social integration.

Highlight the essential contribution of human labour in agricultural food production.

7.A: Ongoing processes

7.A.1 Food at the roots of world's cultures

Food is culture: a product of human labour, preparation and processing. Even the act of eating itself is a moment of conviviality and socialising.

Everything about food (the effort and struggle to procure it, the cooking and preparation) refers back to human experience, to cultural and ethnic identity. One could base an anthropological study of the roots of a civilisation on the food that it has produced. It is no accident that not only all cultures but religions too have assigned symbolic value to food in its uses but also its positive significance for human life.

Expo 2015 will offer a broad sweep of the history of food and its place in man's cultural evolution. It will be an occasion for dialogue and reciprocal exchange, for an appreciation of eating habits and cooking methods from around the world.

7.A.2 Globalisation and food culture

Globalisation exercises a considerable influence on our eating behaviour. Increased mobility, migratory flows (not just from poor countries to rich but also within the rich countries), the communication and technology revolution and the internationalisation of tourism have all helped to globalise our eating habits. These profound changes present opportunities but also risks. On the one hand they facilitate meeting, dialogue and interaction between various food traditions and greater mutual familiarity. On the other, some people fear a form of global homologation of eating habits and an impoverishment of individual traditions and less variety.

Expo 2015 takes these twin aspects into consideration. It identifies opportunities and outlines the possibilities available to safeguard, within global interdependence, the wealth of specific regional, ethnic and cultural traditions.

7.A.3 Food and the arts

Food has always found space in man's artistic expressions precisely because it is such a central part of human culture. Food has often been a source of inspiration to artists, some of whom have founded new schools (e.g. naturalism) in literature, cinema, or the figurative arts and their works have become part of the artistic patrimony of humanity.

Mealtimes have also been depicted by artists of every age, demonstrating the universal social significance coming together to eat.



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Expo 2015 in Milan, especially in view of Italy's profound and intimate relationship with art, wishes to highlight the link between food and art, proposing a number of masterpieces that may provoke reflection on the food cultures of different peoples.

7.B: Consumers and producers

7.B.1 Personal values and food culture

Eating choices reflect people's values, and the virtues and limitations of a society. Advanced countries today are witnessing profound changes in lifestyles and eating patterns. Convenience foods which cut meal preparation times are becoming increasingly popular, and dining out is on the rise. The consequences are not always positive. Such trends are also leading to a breakdown of family life, greater individualism, a loss of conviviality. In developed countries, for example, the so-called snack culture is contributing to a destructuring of the mealtime, a form of individualism that distances people and tends to encourage solitary eating. Often what we see is a regression of the shared meal, a trend that favours diseases linked to excess eating and food disorders. The highly socialising activity of eating together around a table is generally giving way to an individual dimension that signals a deep discontinuity with the cultural traditions of many countries and peoples. It is hardly surprising that recent studies show that adolescent unrest can be explained by the near absence of family mealtimes. Thus we rediscover food as a central part of human culture and life.

Expo 2015 uncovers the cultural motivations and values of food. It identifies ways in which this patrimony, so essential for personal development and growth might be preserved and allowed to evolve in new forms. Obviously this doesn't mean refusing the new, but retaining the meaning and significance of food for a people and its culture.

7.B.2 Firms and culture

Expo 2015 tackles the theme of food as identity, as conviviality, as language, as a primary personal need, as culture and creative work, an application of know-how and science to render nutrition beneficial, enjoyable and safe. The many different firms, large and small, in every sector, co-operatives and social enterprises, who are aware of these dimensions and open to the culture of food quality and security can play a crucial role for food at the service of mankind.

Expo 2015 urges companies to accept this challenge, to grasp the opportunities for innovation that spring from this vision of food and its profound links with the culture and traditions of all peoples.

7.C: Governance

7.C.1 Recognition of the cultural value of food

Food's cultural importance itself requires policies to promote healthier eating. Through the cultural aspects of food we can find new approaches and ways of reaching this goal. Recently there have been proposals to include the traditional Mediterranean diet on the UNESCO list of world heritage treasures, for its unique historical and cultural value.

Expo 2015 will work to expand knowledge and adoption of healthier diets and life styles as a contribution to the cultural debate and to make sure future generations do not lose touch with their traditions of good food.

The Expo will therefore back initiatives not only by the international bodies like FAO and WHO who regularly defend healthy, quality food, but also stress the contribution that UNESCO can make to recognising the cultural value of food.

5.2 REPRESENTATION OF THEMES IN THE THEME PAVILIONS

The Expo's duty to educate visitors means it must find a way to translate into a visually communicative form the ideas and points listed above, at the same time maintaining the scientific rigour with which the various sub-themes have been developed.

For Expo Milano 2015 the theme pavilions are the heart of the event. As such it intends to give very great care to their design, the selection of content and their layout along the central thoroughfare of the site.

Recent Expos have increasingly focussed on themes chosen to make them more successful and attract a larger visiting public.

Milan proposes 8 theme pavilions, taking the view that:

- some sub-themes may be grouped together and arranged in relation to each other according to inter-disciplinary links between them;
- some pavilions can highlight different aspects of the same sub-theme which merit special attention.

Below is a brief outline of the pavilions and the various sub-themes grouped together in each.

What The World Eats

Correlated sub-theme: 2,5,7

The first pavilion (not in terms of tour order, but rather "theme order") will be the pedestrian bridge that links the two areas of the Expo. Creating bridges with buildings and shops is a long-standing Italian



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architectural tradition that dates back to the Renaissance and the Ponte Vecchio in Florence, for example.

This pavilion was designed to ensure a continuous flow of visitors to meet the estimated daily flow of 160,000 people.

The aim of this pavilion is to compare eating habits, cooking and family traditions from different parts of the world.

The pavilion draws inspiration from sub-theme 7, but it helps visitors to find connections to other sub-themes (for instance Solidarity and Co-operation), by comparing how much each family spends on food.

The pavilion is a sort of appetiser and, designed as a bridge, it offers an interesting symbolic representation of the union between eating habits throughout the world. **As Prof. Alberoni aptly recalled in his speech to the Forum in Rome “The best dishes are created by those who invent them, taking the produce they grow, gather and prepare, using the right tools, cook using the right pots, with the right timing... when food is separated from its origins it degenerates and loses its purity”.**

The same pavilion will also display cooking utensils from all over the world, offering a new look at continually evolving areas, such as food design, cooking utensil design and home automation.

Con-Scienza

Correlated sub-theme: 1, 2, 3

This pavilion will reunite the following sub-themes:

1. Food science, safety, health and quality.
2. Innovation in the food supply chain.
3. Technology for agriculture and biodiversity.

About 6,000 sqm will be used to explore each sub-theme.

The corporate pavilion will be located next to the theme pavilions. This pavilion will illustrate the businesses that have associated themselves with the Expo as well as looking at the latest scientific discoveries and cutting-edge areas for research. Pavilion 2, Con-Scienza, will take up the issues of research and discovery in more detail.

The pavilion could, for instance, open with a long flashback showing how people and societies developed empirical methods for cooking, preserving food and experimenting with chemical reactions to create new foods. As such, it will be a sort of chemistry lesson showing how contemporary attempts to apply sophisticated technologies to farming, preserving, transporting and cooking food are generally quite similar to man's first experiments, only in safer conditions.

At the same time, the pavilion will focus on the future of nutrition: a far-reaching subject that will cover quantity, quality, safety and innovation in the supply chain, respect for traditions, fair trade, and individual rights in the fields of public health and foods on sale.

The pavilion will offer an excellent opportunity to highlight the importance of human work in processing, preserving and distributing food. Particular attention will be devoted to the problem of water and techniques of water management and treatment to reduce waste and give more people access to this scarce resource. Innovation in the supply chain will be illustrated by examples of best practices, and through a special focus on current trends that aim to improve the overall quality of food and productivity.

Visitors will be able to see a wide range of foods. The focus will be on the food production process, especially the key stages in the process and the innovations that we will most likely see in the coming years. At the same time the food supply chain will be examined, and food control issues for consumer protection could be integrated into this area.

Finally, one of the key areas will cover the valorisation and protection of biodiversity, which is one of Italy's greatest assets. This will be linked to an in-depth exploration of the various phenomena and processes that place such farming and forestry resources – and by extension, the populations most dependent on these resources – at risk.

The Spiral Of Food

Correlated sub-theme: 3, 5

This pavilion explores the close relationship between Man and Nature: an endless chain takes the form of a spiral, a symbol closely linked to the planet's evolution and its genetic makeup.

This pavilion is not a one-to-one exploration of a single sub-theme, but rather an examination of various elements of a number of sub-themes. It looks at the relationship between man and the environment in detail, focusing on the ways in which man has progressively developed and refined his dietary habits and cultural relations in terms of food.

Through the plant and animal food chains we examine the mechanisms that influence survival and allow the cycle of life in nature to continually reproduce itself.

The link to sub-theme 5 is obvious: the pavilion will endeavour to show that there are sustainable mechanisms for producing food that have, for centuries, dominated entire regions. In many cases, these self-sustaining systems have been subjected to “unnatural” interventions by man (trade, settlement, landscape transformation, etc.) that have altered the delicate equilibria of these complex systems.



The link to other sub-themes is also evident: the impact of the new genetic modification techniques, the importance for the whole plant of a food chain based on the principle of healthfulness, eating patterns and behaviour in relation to the cultural, economic and climatic situations found in different parts of the world.

The pavilion, built in a spiral form, will present a mix of images and three-dimensional sounds with a poetic vision of the cultural aspects of food. The pavilion will be next door to a theme garden filled with different types of foods that can be traced to a range of habitats across the planet and that require no processing to be edible.

The Stories Of Soil, Water And Air **Correlated sub-theme: 2, 3**

The underlying vision of this pavilion is to examine all of the elements needed to produce food (earth, water, air) in relation to each other. This will also include exploring the vastly different ways in which these elements are regulated and using very different techniques according to the local context.

For example, it is possible to analyse the relationship between the quality of the land and the quality of the products. It could also explore how farmers cultivate their lands differently in different civilisations and parts of the world, examining how efficient the various methods are in using an approach that is cognisant of scientific, cultural and social considerations.

A large part of this pavilion will uncover the relationship between farming and food habits and traditions and the influence of climate change. This will obviously lead to water being given a central role and create a thematic link with Expo Zaragoza 2008, to which in this sense, Milano 2015 is heir. This does not mean it is a purely theoretical pavilion: concrete issues will be explored, such as desertification around the Sahara and the Aral sea as well as in parts of Europe.

This pavilion will also include historical elements. Carefully chosen flashbacks will make it possible to compare techniques used centuries or millennia ago with modern ones. For example, irrigation could be examined by looking at the sophisticated systems once used in Qanat in Iran. Alternatively, the floating markets of Kerala in India could be a starting point.

One of the other key relationships that will be explored is the link between nourishment and the land, and how different types of farming produce certain types of landscape. For example, wine growing in Italy has led to a distinct landscape with clear connotations. Similar examples can be found with subsistence farming in the southern Sahara, rice growing in China and tea in India (Darjeeling), to mention but a few.

Attention will also be paid to urban policies and lifestyle, thus forging a link with Expo Shanghai 2010 and making Milano 2015 the ideal continuation of that event.

The surrounding theme garden will try to show climatic variation, focusing on gradual transformation, whether it be the result of mankind's actions or the interaction of atmospheric and climatic phenomena. It will have a water garden, the desert regions garden, the Arctic regions garden and so on.

Equilibrium Or Eat Right **Correlated sub-theme: 4, 6**

This pavilion is largely about sub-themes 4 (dietary education) and 6 (food for better lifestyles). It will be located in one of the two buildings at the base of the Expo Tower.

In nature and, especially in the animal kingdom, it is relatively rare to find cases where creatures overeat or eating habits are incoherent with metabolism and the ability to absorb nutrients.

In most cases, the laws of survival and natural instinct ensure that the system is naturally regulated. The few cases where animals are overweight can generally be found among pets such as dogs and cats.

The pavilion will examine a whole series of imbalances due to eating processed foods, convenient, fast foods that appeal to certain people in most rich societies.

The aim of the pavilion is to encourage visitors to think about better diets and eating habits. This invitation will be interdisciplinary in nature, combining medical research, education, consumer analysis, psychology, culture, religion and sport. Attention will also be given to the steps industry and society have taken to combat unhealthy eating habits. The pavilion will also contain a check-up café, which will offer on-the-spot examination of peoples' health and eating habits.

An effort will be made to examine how the dietary habits imposed by certain religions often originated with food safety considerations. This is especially true in areas where the climatic and atmospheric conditions can lead to the rapid deterioration of food.

One of the key features of the pavilion will be looking at dietary habits in relation to eating cooked or raw food. In many cases, such food is part of a more general cultural paradigm of society. Two notable examples of this are sushi and ceviche, both of which involve eating raw fish that is prepared immediately before being eaten.

By contrast, in other societies food preparation is both time consuming and requires many ingredients. A prime example is Indian cuisine.



5.

All of these aspects can be explored in the light of dietary education. If they are appropriately considered, they can help us understand what elements of different diets are worth safeguarding. This, in turn, can help create an ideal diet for a society given a specific environment and environmental pressure. The visual appearance of the pavilion is intended more as an example than a final solution. It will draw heavily on the journey taken by the "Little Prince" in Saint Exupery's book to different planets, each with its own specific qualities. As visitors move around, they will travel between gigantic spheres with elements that represent different more or less successful ways of feeding ourselves.

The Right To Eat Right **Correlated sub-theme: 5**

This pavilion could as easily have been called "SOLIDARITY AND CO-OPERATION IN NUTRITION". Both the physical location and the theme make this one of the central pavilions for the entire Exposition.

This pavilion will focus on just how dramatically food resources are unevenly distributed across the world, though with a view to finding a positive solution. Attention will be focused not only on the differences between the developed and developing worlds, but also on the differences between social classes of the same society or region.

The pavilion will also examine how close the international community is to achieving the UN's Millennium Campaign goals, whose target date for success or failure is precisely 2015.

The pavilion will explore the main ways in which these challenges are being tackled, the policies in place to support small producers and the methods of multilateral governance. This will naturally include innovative solutions that place the interests and well-being of mankind to the fore.

The pavilion and the surrounding garden will show, in dramatic but realistic fashion, what problems are still afflicting a substantial part of the world's population and large parts of the planet, looking at possible future scenarios for the two decades ahead.

Simultaneously, a large space will be given over to exhibiting best practices that have emerged from efforts to tackle these problems. Emphasis will be placed on solutions that rely on decentralised co-operation which can often be successful in overcoming the structural difficulties countries face when developing complex co-operation policies.

Among the topics considered will be:

- micro-credit initiatives
- small-scale rural infrastructure schemes
- endogenous development policies trade barriers that often harm small producers in developing countries
- new forms of “subsistence design” to provide low cost solutions to typical rural problems
- marketing techniques that help deliver to consumers products that would normally be unavailable through the traditional distribution channels
- innovative ways of organising the production and selling of farm products among local populations.

The Best Practices area will be centred on NGOs and focus primarily on specific, actual projects that have features that could be borrowed and used in other locations and social contexts.

The didactic approach used in this pavilion will make it clear to visitors that substantial effort is needed by developed nations to support countries suffering economically. The ultimate aim is to increase awareness about the responsibilities of richer countries and the need to ensure that, where necessary, financial resources can be used in alternative ways.

In The Realm Of Senses **Correlated sub-theme: 6, 7**

This pavilion spotlights the gastronomic pleasures associated with eating. It will be a chance for visitors to taste perfection in prepared food, to enjoy the wonders of fragrances and learn about the textures, smells and history of traditional cooking.

It is impossible to forget that eating is closely tied to social activity and interaction. Indeed, eating often punctuates the key moments in a person’s life, from a wedding feast to a dinner marking the closing of an important deal. And there are plenty of other examples of the importance of food, including village feasts, festivals and shared celebrations linked to religious faiths or other forms of spirituality.

As A. Sen once said in an interview, **the well-being of a person is also linked to eating and the ability of eating to meet certain expectations... As such, it is important that eating is not only about ingesting the right amounts of proteins, vitamins, minerals and calories, but also about the satisfaction and enjoyment of the act.**



5.

In this sphere, it is noticeable that even relatively poor countries have developed the ability to combine commonly available ingredients to create distinctive tasting dishes that meet specific nutritional requirements. In Italy, there are numerous wonderful examples of food that is truly nutritional but at the same time a joy to eat.

One simple but effective example of this is the pizza. There is no question that the origins of this dish are humble, even poor, but it has broken free of national boundaries and become an international food.

This pavilion will be both an exhibition of evolution and a multicultural restaurant. Visitors will be able to choose between wandering around and observing, or sitting down and having a meal, at any hour of the day till 1 am.

The setting, in general terms, will be a sort of maze where one finds dishes from different parts of the world. Furthermore, using a tradition from Chinese restaurants, dishes from the various menus will be presented "live". **The aim is to create a new way of marketing certain products from less well known areas or, at least, to allow certain culinary traditions to break out of national borders and encourage visitors to learn more about these dishes and places.**

This pavilion will also be an ideal meeting place for famous chefs from the four corners of the globe.

The pavilion will be surrounded by a theme garden that will host a large market where one can buy numerous, ready-to-eat products from different parts of the world. There will also be a picnic area where people can relax and enjoy the foods they have just purchased at the market.

The Art Of Food

Correlated sub-theme: 7

This pavilion could be called "Food from cultures and ethnic groups across the world". **The pavilion** will be located in the existing Cascina Triulza building and is the natural extension of the previous pavilion as it explores the close ties between eating and culture. **This is not simply because eating is a powerful cultural expression of the people, but also because it inspires other disciplines and forms of artistic expression.** Indeed, food has become one the core elements of Italian culture.

The pavilion will obviously be a sensorial experience that also looks at the range of innovations in food design that have recently occurred. It will also, though, be an educational pavilion with artistic and cultural routes guided by the common thread of eating.

For example's sake here are some of the ways the different artistic expressions might be used in the display areas:

1. Hollyfood

This spectacular set will have restaurants that recreate the most famous film sets linked to food: "Babette's Feast", "The Grande Bouffe", "Roulette au vinaigre", "Chocolat", etc.
The restaurants will serve the food shown on screen.

2. Foodart

Art galleries will display works by the many artists inspired by food, wine and banquets, from the Old Masters (Rembrandt, Vermeer, Michelangelo, Leonardo, Caravaggio) to modern artists like Picasso, A. Warhol, Miralda and many others.

There will also be an area dedicated to sculpture and the plastic arts.

3. On the rocks

This area will have a series of songs – old and new – linked to food and drink. The result will be a permanent festival with artists of all ages from all parts of the world. Once again, emphasis will be placed on the integration between the visitors and the music on show.

There will also be a tie up with the various musical shows and events that are part of the Expo entertainment programme, including concerts at the Fiera and events in the amphitheatre and auditorium.

4. Food, glorious food

This area proposes a vast range of authors who have taken food as the inspiration for masterpieces of world poetry and literature.

Method

As mentioned before, the suggestions presented in this chapter are by no means definitive, but simply working hypotheses that can stimulate further reflection and a detailed final project.

If Italy and Milan are awarded Expo 2015, an international competition will be announced inviting designs for the architectural and thematic choices that will be developed as part of the planning and creation of the pavilions.

A Scientific and Cultural Commission will be set up to evaluate all the proposals which will work closely with the existing Scientific Committee, with members from other countries that are likely to participate in the Expo.

Milan and Italy are firmly committed to a participatory approach in order to create, together with the participating countries, the best possible spaces for the Expo and to ensure that no potentially interesting theme areas or interpretations are ignored.



5.

5.3 Group classifications and, within each group, a listing of all possible types of activity and product associated with the group and with the theme of the exposition

The World Exposition Milano 2015 wishes above all to enable participant countries to achieve optimum returns from their investment, in terms of:

- promoting the country's image with visitors, stakeholders and institutional partners;
- illustrating the scientific, economic and social results achieved;
- focusing on the most significant challenges facing the country, strictly related to the themes of the World Exposition;
- taking part in scientific debate and discussion with other countries, with the opportunity to take away examples of best practice to apply at home.

At the same time, to be fully successful, the World Exposition must enforce a certain rigour in the definition of presentations and exhibition categories by participating countries, to ensure adherence to the theme, the sub-themes and possible interpretations, as described in the previous chapter.

Going by the surveys conducted, the theme proposed for the Expo Milano is highly suited to a variety of interpretations and to countries from many different geographical regions and levels of development. Indeed the theme of food safety and sustainable development is of special interest precisely due to the wide variety of sectors and categories it covers.

Below we provide a preliminary list of topics grouped under the various sub-themes.

1. Science for food safety, security and quality

- research in the field of nutrition;
- quality certification;
- biotech firms;
- role of GMOs in the food chain and the possible effects on the health;
- use of preservatives and additives and alternative conservation techniques;
- patenting new products;
- veterinary and health certificates;
- livestock feeds;
- health checks on agriculture, livestock and catering;
- new control and prevention legislation.

2. Innovation in the agro food supply chain

- techniques for the rational use water;
- agricultural machinery;
- processing machinery;
- food conservation;
- refrigeration chain;
- new cooking technologies;
- kitchen automation;
- meal planning;
- kitchen furnishings;
- design and new forms of packaging;
- food design;
- logistics and transportation;
- online shopping;
- food trade fairs;
- supermarkets and product quality;
- quality dining and catering;
- food and beverage vending machines;
- catering for flights, trains and sea vessels;
- community catering (schools, barracks, prisons, hospitals, etc.) and catering for different ethnic groups.

3. Technology for agriculture and biodiversity

- renewable energy;
- bio energy;
- alternatives to pesticides and fungicides;
- protected countryside;
- environmental protection technologies;
- biodiversity on the verge of extinction;
- means of safeguarding bio-diversity;
- new legislation on environmentally sustainable farming;
- waste management;
- recycling systems;
- water management.



4. Dietary education

- new disease prevention initiatives;
- corporate social responsibility (e.g. firms that provide an obesity prevention diet in the canteen);
- food education programmes in schools and education;
- children's games on the subject of food;
- recipes online;
- labelling (regulation);
- training bodies programme;
- importance of dominant cultural models (fashion, sports, music);
- role of consumer associations;
- consumer protection law.

5. Solidarity and co-operation on food

- food co-operation: role of NGOs and non-profit organisations;
- international co-operation on health and prevention in the third world;
- foods and culture for extreme climate situations;
- organic farmer associations;
- fair trade buyer groups;
- food banks;
- fair trade;
- distance support associations for very poor families;
- role of the banks;
- trade and tariff policies;
- subsistence design;
- product marketing in developing countries.

6. Food for better lifestyles

- sports and effects on person well-being;
- toxic effects of doping;
- diets and eating regimes;
- beauty (cosmetics derived from plants);
- health shops;
- spas and thermal baths;
- breast feeding;
- baby foods;
- eating disorders and foods for intolerance (celiacs, diabetics, etc.);
- pharmaceuticals for food related disorders;
- homeopathy;

-
- urban planning for healthier city life styles;
 - prevention of pandemics and international co-operation on healthcare.

7. Food in the world's cultures and ethnic groups

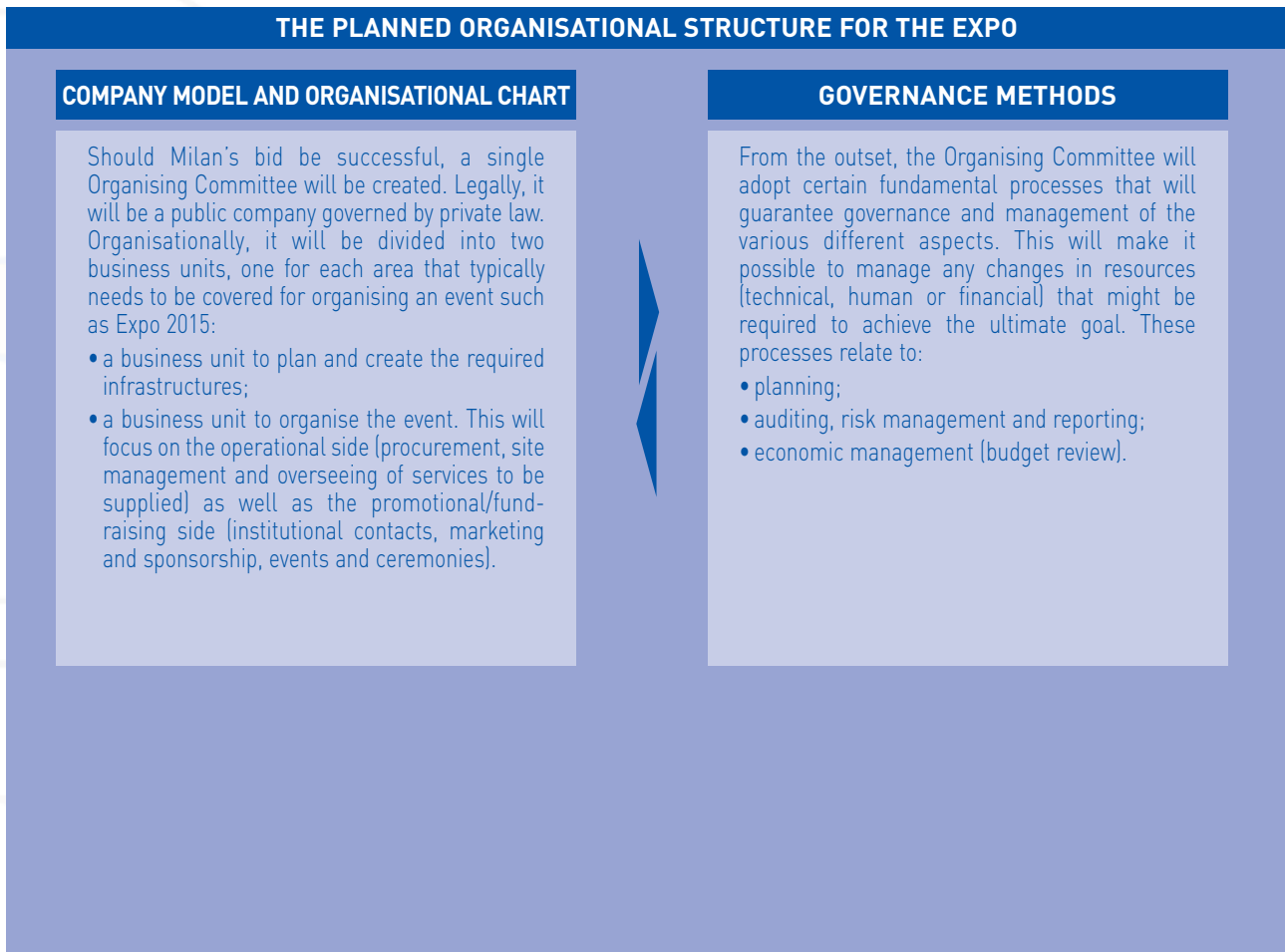
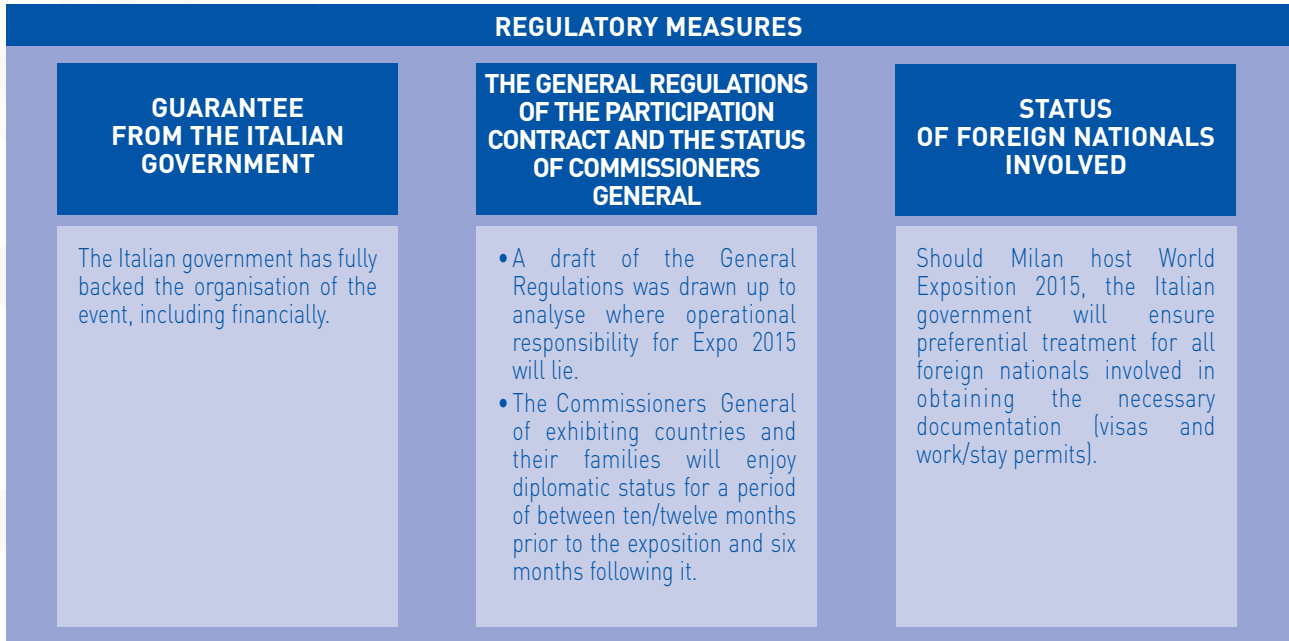
- specialist food magazines;
- specialised media (TV, radio, satellite channels, Internet, etc.);
- slowfood and valorisation of natural foods;
- multiethnic cooking;
- new alternative foods;
- regional traditions;
- food in religious discipline;
- enogastronomic tourism;
- culture and food;
- traditional cooking techniques;
- valorisation of historic food brands;
- role of international bodies in safeguarding local foods.

CHAPTER 6

**THE LEGISLATIVE,
ORGANISATIONAL, OPERATIONAL
AND FINANCIAL MEASURES TAKEN,
IN PARTICULAR BY THE HOST STATE,
IN CONFORMITY
WITH THE REQUIREMENTS OF THE BIE
AS WELL AS THE MEASURES
THAT WILL BE TAKEN TO ASSIST
DEVELOPING COUNTRIES**



ABSTRACT CHAPTER 6



6.1 Declaration of guarantee by the Italian Government

The Italian government, supported by the here-enclosed letter of the Prime Minister, Mr Romano Prodi, has declared its full support for Milan's Bid to host Expo Milano 2015 and have pledged that all financial and functional resources will be made available for the organisation of the Exposition.

6.2 Great Event declaration and extraordinary powers for the Mayor of Milan

Given the following:

- with 120 countries expected to take part, Expo Milano 2015 will be of primary interest to the world;
- the large flow of visitors into the region and the greater metropolitan area in particular will require every possible measure to prevent inconvenience to traffic and facilities;
- are required special measures to ensure security and public order, normal traffic flows around the region, hotel accommodation and health services

the President of the Council of Ministers approved in a decree dated 30 August 2007 to declare the World Exposition Milano 2015, Italy a "Great Event".

Consequently the Mayor of Milan (as was the case of the Mayor of Turin on the occasion of the 2006 Winter Olympic Games) **will be appointed with extraordinary powers to ensure the normal progress of the event** and to guarantee adequate mobility for those taking part in the related celebrations and shows. The Mayor is also entitled to:

- provide for the creation of preferential traffic lanes;
- provide for the identification, temporary occupation and preparation of public or private spaces;
- provide for the adoption of new technologies to manage parking and traffic;
- authorise the removal of irregularly parked vehicles;
- provide for the conversion and preparation of public parks, roads and squares to meet emergency response needs;
- establish, as far as possible, the school closure period.



6.

6.3 The draft general regulations and participation contract

The draft General Regulations and Participation Contract have been drawn up to permit the examination of the managerial/operating responsibility for the exposition.

6.4 The Bidding Committee

This chapter describes the organisational, legislative, operational and financial measures already taken, or to be taken in coming months, by the various competent authorities to ensure that optimal conditions are in place to host participating countries at Expo 2015, in line with BIE guidelines.

The Bidding Committee

In compliance with the provisions of the BIE General Regulations for Registered and Recognised Expositions regarding the bidding procedure, the City of Milan, the Province of Milan, the Lombardy Region, the Milan Chamber of Commerce (CCIAA), Ente Autonomo Fiera Internazionale di Milano, the President of the Council of Ministers, the Ministry of Foreign Affairs (MAE) and the Ministry of Foreign Trade (MCI) joined together as founding partners to form the Expo Milano 2015 **Bidding Committee** on 16 October 2006. This Committee became fully operational when the Italian Government formalised the bid with an official letter to the BIE. It proposes to promote, sustain and present Milan's bid to host the 2015 World Exposition ("Expo 2015") to the competent national, European and international authorities and co-ordinate and prepare the necessary documentation to allow the BIE to make its assessment.

The Bidding Committee is administered by a Managing Board, formed of a representative from each founding partner (president/chairman or his delegate), while the other bodies are the President, the Executive Secretary, and the Treasurer.

To better fulfil its function, the Bidding Committee is assisted by an Institutional Committee, by the "City of Milan for Expo 2015" Committee and by the Scientific Committee.

The Institutional Committee

The Institutional Committee, composed of representatives from business and financial organisations, social forces and civil society, brings together all the stakeholders in the Expo Milano 2015 project to meet and exchange views, gather ideas, proposals, support and funds, and take part in private financing initiatives or programmes aimed at promoting, organising and staging the 2015 World Exposition, in liaison with the Bidding Committee.

To date the following individuals have joined the Committee:

Assocamere Estero

Associazione Nazionale Comuni Italiani (ANCI)

Coldiretti

Comitato Olimpico Nazionale Italiano (CONI)

Confagricoltura

Confapi

Confartigianato

Confcommercio

Confederazione Generale Italiana del Lavoro (CGIL)

Confederazione Italiana Sindacati Lavoratori (CISL)

Confederazione Nazionale dell'Artigianato e della Piccola e Media Impresa (CNA)

Conferenza delle Regioni e delle Province Autonome

Confesercenti

Confindustria

Consiglio Nazionale delle Ricerche (CNR)

Ente Nazionale Italiano per il Turismo (ENIT)

Federalimentare

Federpesca

Istituto Nazionale per il Commercio Estero (ICE)

Touring Club Italiano

Unioncamere

Unione delle Province d'Italia (UPI)

Unione Italiana del Lavoro (UIL)

Unione Nazionale Comuni, Comunità, Enti montani (UNCHEM)

The City of Milan for Expo 2015 Committee

The task of the City of Milan for Expo 2015 Committee is to assist the Bidding Committee in developing the Expo theme and its various sub-themes, provide support with the classification of the exposition and develop a high-profile cultural programme.

At this preliminary stage the committee is made up of leaders from Milanese institutions that have marked the city's cultural and historical development and the protagonists of its future (Fondazione Teatro alla Scala, Piccolo Teatro, Triennale di Milano, Fondazione Cariplo, Assolombarda and Unione del Commerce Turismo e Servizi, trade union organisations and the universities of Milan).



The Scientific Committee

The Scientific Committee, formed as soon as the Italian Government had confirmed the selection of Milan as the candidate city for Italy, is formed of outstanding figures on the national and international scene:

- whose prestige may contribute to the success of Milan's bid internationally and who can act as ambassadors for Milan and Italy throughout the world;
- who, as recognised authorities on the Expo Committee's chosen themes, can offer new and exciting interpretations of these ideas in line with the latest currents of opinion around the world.

Candidates for the Scientific Committee were chosen from the worlds of culture, public institutions, architecture, science and innovation.

The following persons have already confirmed their membership on the Scientific Committee:

CHAIRMAN

Roberto Schmid

Director, Istituto Universitario di Studi Superiori, Pavia (IUSS)

VICE CHAIRMAN

Gian Tommaso Scarascia Mugnozza

President of the National Academy of Sciences

SECRETARY

Adriano Gasperi

Istituto Universitario di Studi Superiori di Pavia (IUSS)

Italian contingent:

Pier Alberto Bertazzi

Università degli Studi di Milano

Michele Carruba

Università degli Studi di Milano

Giuseppe Enne

Università degli Studi di Sassari

Arturo Falaschi

Scuola Normale Superiore di Pisa

Paolo Massobrio

Journalist

Alice Perlini

Director General of the Istituto Agronomico per l'Oltremare

Carlo Petrini

President of the Slow Food International Association

Enrico Porceddu

Università della Tuscia, Viterbo

Ferdinando Romano

President, INRAN

Luigi Rossi

Director of the Department of Biotechnology, Agroindustry and Health Protection, ENEA

Francesco Salamini

Scientific Director of the Padano Technology Park, Lodi

Claudia Sorlini

Dean of the Faculty of Agriculture, Università degli Studi di Milano

Giorgio Vittadini

Bicocca University, Milan

International contingent:**Amartya Sen**

1998 Nobel laureate for Economics, India

Zohra Ben Lakhdar

Professor of Physics, Tunisia

Yves Coppens

Palaeontologist, discoverer of *Australopithecus afarensis*, known as Lucy

Nagia M. Essayed

Member of the Human Resources, Science and Technology Commission for the African Union

Sakiko Fukuda – Parr

Economist of development, Japan

Chris Lamb

Director, John Innes Centre of Norwich, United Kingdom

Bao-Rong Lu

Expert in ecology and evolutionary biology, China

Fabio Pigozzi

CIO Medical Commission

Per Pinstrup-Andersen

Agrarian economist, Denmark

David Puttnam

Lord of Queensgate

Ana T. Saez

Senior Advisor in Natural Resources Management, Venezuela

Ismail Serageldin

Director, Alexandrian Library, Egypt

Joachim Von Braun

Director General of International Food Policy Research Institute (IFPRI)

Walter Willet

Professor of Epidemiology and Nutrition, Harvard University, USA

The Bidding Committee will remain in being until the positive outcome of the bid, when an **Organising Committee with juridical personality** will be established replacing the Bidding Committee in all its duties and possessing all the organisational, operational and financial resources necessary to realise Expo 2015.



6.

6.5 Overall event governance: Organisation Committee and Commissioner General Structure

The overall governance model of the event defines:

- 1) the type of Organising Committee that will handle the preparation and organisation of Expo 2015 and the juridical form it will have in order to simplify its relations with the institutions and the government;
- 2) the integration of the Committee with the existing authorities in the area;
- 3) the initiatives to be undertaken to ensure effective and timely authorisation of the infrastructural works required for Expo 2015.

6.5.1 Type of Organising Committee and its juridical form

Should Milan be selected, a single public company, governed by private law, would be set up as Organising Committee to oversee the two fundamental areas of activity required to prepare and organise Expo 2015:

1. design and construction of the infrastructure necessary for Expo 2015
2. organisation of Expo 2015.

The general organisation chart of the Organising Committee and the structure of the Commissioner General is shown in Figure 1.

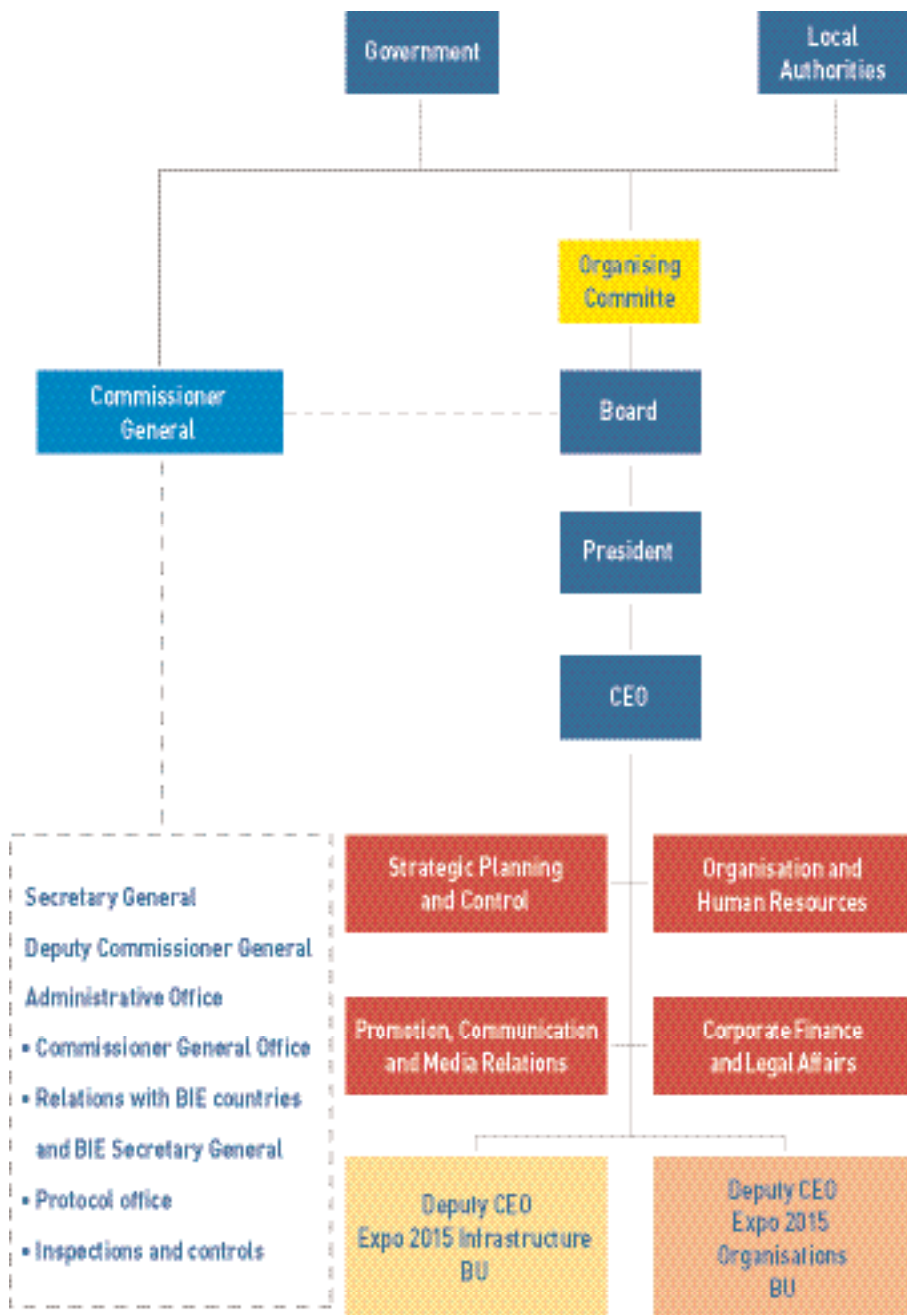


Figure 1: Organisation Chart of the Organising Committee and General Commissioner

The **Commissioner General** – to be appointed as soon as registration will be completed - will have among his duties:

- representing the government in all matters related to Expo 2015;
- ensuring that the commitments taken vis-à-vis the participants are duly honoured;



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- ensuring that the programme of work is respected and that the general provisions of the General Regulations and Special Regulations are carried out;
- exercising disciplinary (control and inspection) powers over the Exposition;
- suspending or stopping any activity and effecting at any time the withdrawal of items of whatever origin which are incompatible with the proper standing of the exhibition and which are likely to be a risk or liability;
- delegating the exercise of his powers to his co-workers;
- carrying out functions or missions on behalf of the Organising Committee if and when these functions are, in law and in fact, purely disinterested and non-profit making;
- communicating to the BIE (e.g.: official notification of the registration of participating countries, forwarding of the texts of the Special Regulations, participating in official sessions of the BIE, and presenting progress reports on preparations for the event, compliance in the use of the BIE flag, etc.);
- welcoming the delegates sent by the BIE on official missions to the Exposition;
- assisting all countries (members BIE and otherwise) to take part in Expo Milano 2015 through overseas missions or other initiatives;
- managing relations with all participant countries (BIE members or otherwise) in Italy and abroad;
- agreeing with the BIE on the methods and procedures by which the percentage of 2%, in accordance with the BIE Regulations, of the total receipts deriving from ticket sales (tax free) is to be paid to the BIE (referred to as "Royalty on Gate Money");
- convening a meeting of Commissioners General of sections representing the participating countries to nominate a Chairperson and a Steering Committee to represent them, to consider matters of mutual interest;
- if the Organiser or the Commissioner General of section should contest the decision of the Commissioner General of the Exhibition, the provisions set out in Article 10, which the parties have promised to respect, shall be applied. This recourse has the effect of putting the decision in abeyance except where a matter of security is in question.

The **Board**, formed of top representatives of the Expo 2015 stakeholders:

- Representative of the government
- President of the Region of Lombardy
- President of the Province of Milan
- Mayor of the City of Milan
- Mayors of the towns of Rho and Pero
- President of Milan Chamber of Commerce
- President of Fondazione Fiera Milano
- Any other institutions

will have significant duties and powers, including:

- formulating the strategy for organising and implementing Expo 2015;
- approving the plans for the main activities related to construction of the necessary infrastructure (Project Plan) and organisation of the event;
- approving the budget and final financial report of the Organising Committee;
- appointing any vice chairmen and approving the creation of a chairman's office, designating its powers;
- appointing the CEO, the two deputy CEOs, one for each business unit, and the central and sector managers of the Organising Committee;
- deliberating on equity participation in companies or entities for the purpose of achieving the mission;
- accepting contributions, donations and bequests, and ordering the purchase and disposal of movable and fixed assets;
- approving and amending the internal operating regulations of the Organising Committee;
- deliberating on amendments to the Articles of Association, the transformation, liquidation and dissolution of the Organising Committee.

The **Chairman** will have various institutional duties and powers:

- representing the Organising Committee legally before third parties and in court;
- managing internal relations among the bodies of the Organising Committee;



6.

- convening and chairing meetings of the Board and of the chairman's office, if one exists;
- executing the resolutions of the Board and the chairman's office, if it exists;
- exercising the right to assign powers of attorney for individual acts and/or categories of acts.

The **CEO** will have operational duties and powers, including:

- participating in meetings of the Board (and the chairman's office, if one exists) with a consultative vote;
- directing and co-ordinating the activities of the Organising Committee within the powers assigned by the Chairman or the Board;
- collaborating with the Chairman to implement the resolutions of the Board (and, if existing, the office of the Chairman);
- acting as personnel chief with all the powers and responsibilities;
- responding as sole party accountable for the administrative compliance and legal conformity of the actions of the Organising Committee;
- assuming all signatory responsibilities within the scope of his/her powers.

There will also be four central offices that will supervise the following activities for both business units of the Organising Committee:

- **Strategic Planning and Control:** formulate strategic plans for all functional areas; plan all activities and implement a robust program/risk management process; prepare management reporting for all stakeholders; verify the principal milestones with the BIE and co-ordinate their preparation; prepare the Expo 2015 budget in conjunction with the various functional areas; develop financial planning for infrastructure projects in collaboration with the "Expo 2015 Infrastructure BU", and monitor its status, provide constant support to top management in the decision-making process;
- **Corporate Finance and Legal Affairs:** manage financial planning; formulate the annual budget in compliance with Italian civil and tax law; manage cash flows, ensuring regular payments to third parties; manage administration and accounting and foreign exchange risk; plan and manage the insurance processes; provide legal support to all function areas (monitoring the Committee's contractual commitments, international legal protection of trademarks, emblems and intellectual property, etc.);

- **Human Resources and Organisation:** oversee the personnel recruitment and management process, creating an environment in which the people involved are motivated to ensure an optimal outcome for Expo 2015; support the development of the entire organisational structure; manage individual training and development, decide compensation policy;
- **Promotion, Communication and Media Relations:** manage promotion of the event; define and supervise all communication activities; handle relations with the press and media.

The **Deputy CEO of the “Expo 2015 Infrastructure BU”** heads a structure capable of acting as Contracting Authority for Expo 2015, i.e. a structure authorised to receive the financing (primarily public) for the design and construction of the necessary infrastructure.

The principal duties of this structure, whose general organisation chart is shown in Figure 2, will be to:

- acquire the ownership/right-of-use of the land required for infrastructure construction;
- develop the infrastructure financial plan, in collaboration with Strategic Planning and Control;
- issue and manage tendering for the design and construction of the infrastructure.

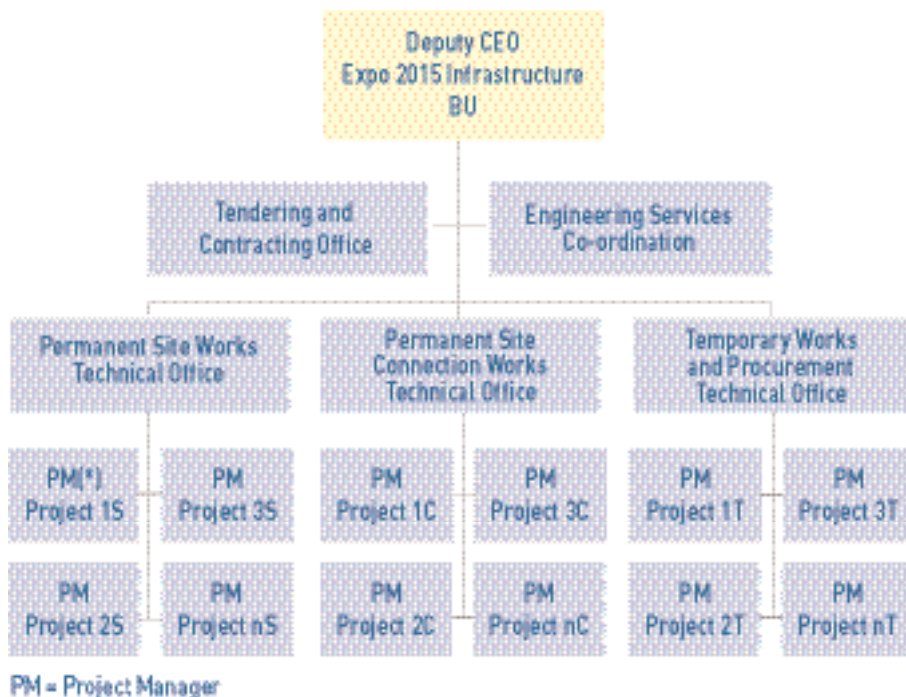


Figure 2: General Organisation Chart of the “Expo 2015 Infrastructure Business Unit”



6.

As the chart shows, this structure consists of five offices which together form a fully operational Contracting Authority:

- Bidding and Contracting Office: issues and manages tenders for the figures of "designer" and "builder" for each project;
- Engineering Services: produces technical documentation on the Expo 2015 infrastructure design; it may decide, in accordance with public works law, to allow the Organising Committee to assume the role of designer for certain temporary or permanent structures;
- Technical Director - Permanent Site Structures: appoints from within his staff, and co-ordinates the activities of, a single project manager, in charge of design and construction for permanent onsite structures, pursuant to existing public works legislation;
- Technical Director - Permanent Site Connection Structures: appoints from within his staff, and co-ordinates the activities of, a single project manager, in charge of design and construction of transport infrastructure to the site, pursuant to existing public works legislation;
- Technical Director - Temporary Structures and Procurement: appoints from within his staff, and co-ordinates the activities of, a single project manager, in charge of design and construction of temporary structures onsite and along the main transport links, pursuant to existing public works legislation.

The **Deputy CEO for the "Expo 2015 Organisation BU"** heads a structure capable of supervising the main Expo 2015 areas of operations, management, promotion and marketing. This structure will have the general organisation chart shown in Figure 3.

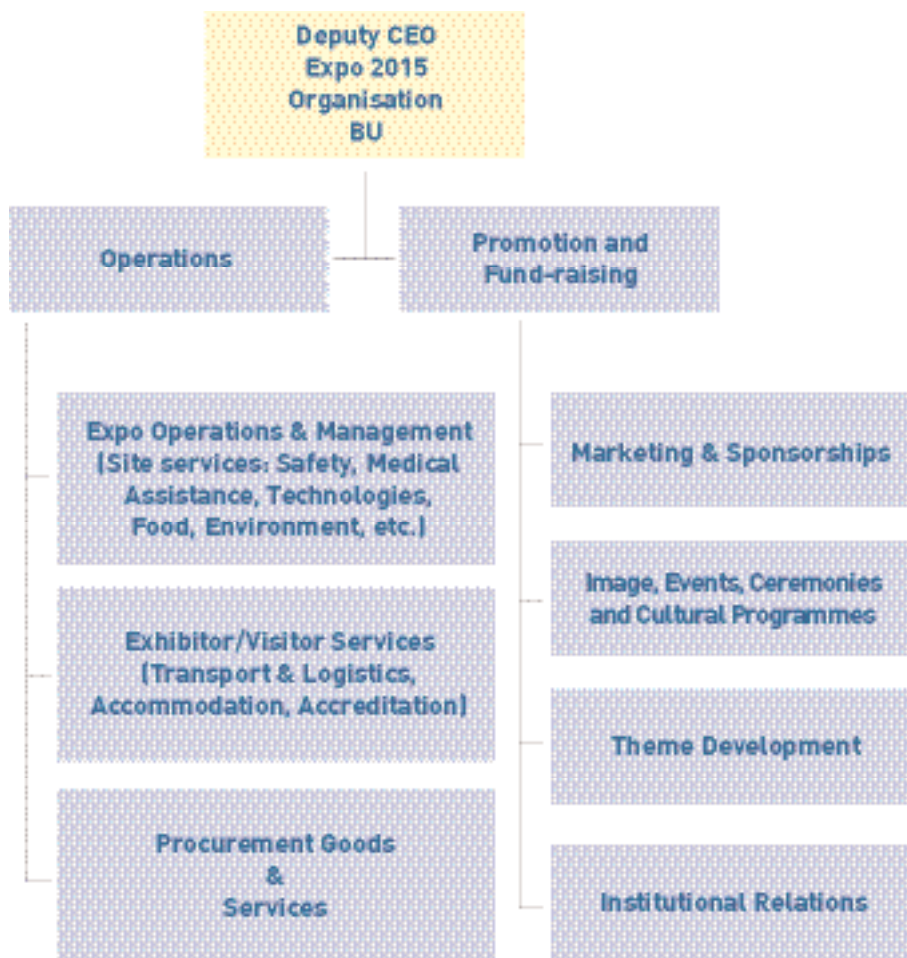


Figure 3: General Organisation Chart of the "Expo 2015 Organisation Business Unit"

As the chart shows this structure governs two main areas of activity:

- operations: areas typical of event organisation such as site management and services (e.g.: security, medical assistance, food, technology), services to exhibitors and visitors (e.g.: transport, logistics, accommodation, accreditation) and procurement of goods and services;
- promotion and Fund Raising: fund raising, event image, Institutional and Participating Countries Relations, development of themes linked to the Expo, development of a cultural programme associated with the event.

If Milan's bid is successful, an Organising Committee will be formed and its duties will be defined by a specific "Legge dello Stato per Expo 2015" which will determine the procedures to be followed in creating the necessary infrastructure¹.

¹ Note that the Expo 2015 Legge dello Stato also establishes the duties of the Organising Committee and, in particular, those of the Expo 2015 Infrastructure BU which acts as Contracting Authority in assigning the engineering and construction contracts



6.

Assuming that the Organising Committee will be formed in the Q2 of 2008, and placing the effective date of the State Law within Q3 2008, the calendar for activation of the various functional areas and services would look like this:²

- Q2 2008: activation of Central Strategic Planning and Control, Human Resources and Organisation, Corporate Finance and Legal Affairs, Promotion, Communication and Media Relations;
- Q3 2008: activation of the “Expo 2015 Infrastructure BU”;
- Q4 2009: activation of the Marketing and Sponsorship area within the “Expo 2015 Organisation BU”;
- Q1 2010: gradual activation of the other functional areas within the “Expo 2015 Organisation BU”.

6.5.2 Integration with existing local authorities

The Organising Committee, through its “Expo 2015 Infrastructure BU”, can draw upon existing expertise in the local area by stipulating conventions with other contracting authorities which already possess specific know-how on certain types of infrastructure, while retaining overall supervisory control of individual projects. This concept is illustrated in Figure 4 where the Organising Committee has possible conventions with:

- Metropolitana Milanese: the existing contracting authority for public transport, water and environmental infrastructure;
- Rete Ferroviaria Italiana - RFI: the existing local contracting authority for railways;
- Province of Milan: the existing local contracting authority for roads and highways.

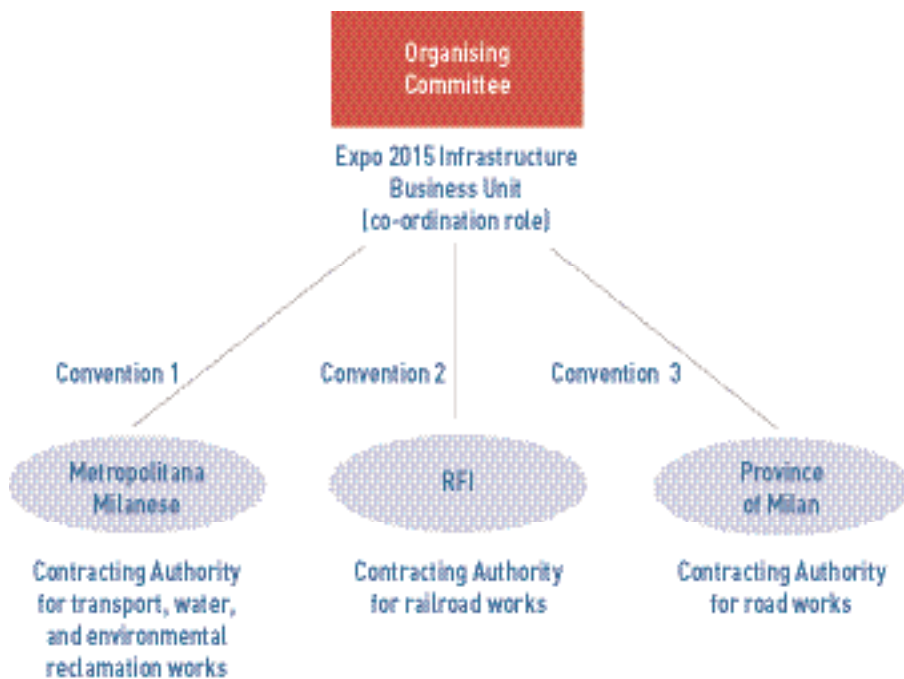


Figure 4: Model of integration with local authorities

Lastly, the Organising Committee, again through its Expo 2015 Infrastructure BU, will assign all or part of the infrastructure design and engineering services to existing engineering and contracting firms in the area by public tender.

6.5.3 Authorisation of infrastructure projects

The complexity of the infrastructure requirements for Expo 2015 demands an approach which, while conforming to Italian laws and regulations, can streamline and speed up the decision-making and authorisation process.

The model will be based on a key legislative instrument drawn up specifically for Expo 2015. The Expo 2015 State Law.

A. Law carrying provisions for the realisation and organisation of Expo Milano 2015 (effective by Q3 2008)

The passage of a new State Law for Expo 2015 by the Italian parliament in Q3 2008 will prescribe the operating procedure for the creation of the necessary infrastructure. The main sections of the Law are summarised below.



6.

1. Scope of the Organising Committee

Designation of the Organising Committee as a public company endowed with organisational, administrative and accounting autonomy, governed by private law, whose mission is to organise the exposition and realise the necessary infrastructure.

2. Identification of Infrastructure Projects

The Law will include a list of the infrastructure projects, defined as works of public utility and urgency, categorised as:

- a. *Preparation and realisation of the site*
- b. *Connections with the site*
- c. *Accommodation*
- d. *Technology*

3. Duties of the Organising Committee

This section of the law will describe the duties of the Organising Committee and its Contracting Authority BU, including the drafting of an infrastructure plan indicating each project's location, technical/functional and social characteristics, priority and completion date, as well as costs and financial coverage.

It will also provide the possibility for the Organising Committee to stipulate conventions with third parties, private or public, for all or part of the project financing and delegate its contracting powers to local authorities or public bodies.

The Organising Committee, pursuant to existing legislation, will also be entitled to expropriate the public or private land and buildings it needs to finish the works, including temporary and emergency occupation.

4. Authorisation Process and Services Conference

Due to the exceptional nature of Expo 2015 the Law-as occurred with the 2006 Winter Olympics in Turin-establishes a special fast-track authorisation process to ensure a speedier and smoother progress of works than possible under existing procedures. This provides precise deadlines for approvals and creates a Services Conference to allow changes to be introduced while the final design is being drafted.

5. Financing

The Infrastructure Plan is a list of necessary public works and relative financing that must be included in the government's annual Economic Planning Document.

B. Start-up of the Organising Committee (period: from Q2 2008)

Prior to the passing of the Expo 2015 Law, the Organising Committee³ for Expo 2015, will start its activities and begin recruiting staff for the Expo 2015 Infrastructure BU (as shown in the organisation chart); as Contracting Authority this unit will proceed to prepare the feasibility studies for the works described in the Law or Ministerial Decree and listed in the Infrastructure Plan.

To create the Engineering Services office (Technical Design Office under Legislative Decree no. 163 of 12 April 2006), the Organising Committee will be empowered to contract by public tender an engineering company to produce the necessary technical documentation-for feasibility studies, design of the permanent/temporary works (pavilions and parking facilities), exposition projects and site furnishing-so as to create an internal technical services department serving the various functional areas of the "Expo 2015 Organisation BU".

This enables the Organising Committee, in line with BIE guidelines, to act as a point of reference / interface for foreign engineers and companies in the design and construction of their own temporary onsite structures using their own resources or financing.

C. Start-up of the Project Design, Authorisation and Construction Processes (period: from Q4 2008)

The first step for the Organising Committee will be to prepare (or acquire, if prepared by other public administrations) the feasibility studies for each project indicated in the State Law for Expo 2015.

These feasibility studies will serve the dual purpose of allowing an initial update of the Infrastructure Plan and the presentation of the Economic Planning Document (DPEF) to the government.

These studies will enable the "Expo 2015 Infrastructure BU" to promote tenders, pursuant to existing public works legislation, to select the winning designer for the contract, to launch the engineering and authorisation process (in the Services Conference) and, through a further tender, to select the construction firm.

The Organising Committee must also determine, depending on the technical nature of the works, which projects can follow normal procedures under existing public works law, ensuring their completion within deadline, within budget and to the satisfaction of the local authorities and the general public.

³ The Council of Ministers will issue a Legislative Decree enabling the Organising Committee to be set up prior to the passing of the Law



6.

Here is an illustration of the standard “engineering” and construction process the Organising Committee will follow.

Standard Procedure

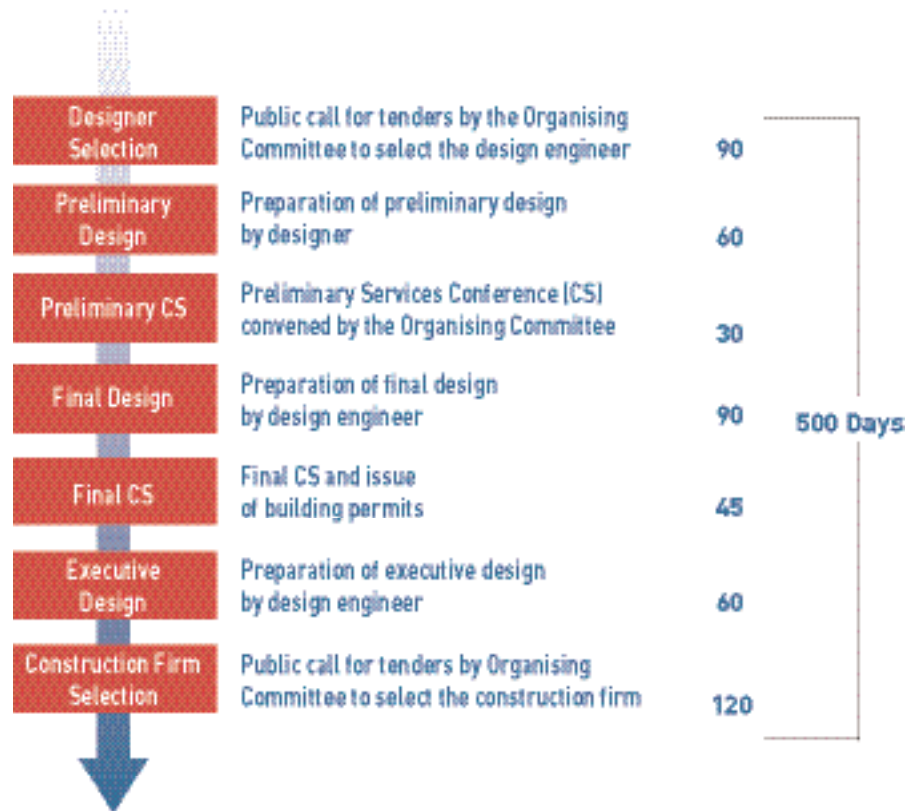


Figure 5: standard contracting process for infrastructure projects

When we place this procedure within the given timeframe we obtain the following rough schedule:

- **feasibility study** and preparation of pre-engineering document: Q1 2009;
- **tendering**, Engineering, Authorisations and Contractor Selection: Q2 2009 to Q4 2010;
- **delivery of land** plots to participating countries: Q4 2012;
- **construction of new works** and inspections: Q2 2011 to Q3 2014;
- **delivery of pavilions** to participating countries for fitting: Q1 2014;
- **delivery of new transport infrastructure and buildings** for completion of fitting and organisation: Q4 2014.

Based on the above, the scheduling of the principal activities from the award of Expo Milano 2015 (Q2 2008) to completion and inspection of the new infrastructures (Q4 2014) is as follows:

Activity	By
Award of EXPO 2015	Q2 2008
Formation of the Organising Committee	Q2 2008
Passing of the Expo 2015 State Law	Q3 2008
Start-up of the Expo 2015 Infrastructure – Contracting Authority	Q3 2008
Stipulation of convention with Lombardy Region and/or local authorities to manage additional public financing, Organising Committee acts as Contracting Authority	Q1 2009
Stipulation of conventions with local government for works under the jurisdiction of other contracting authorities	Q1 2009
Start-up of engineering on priority projects, tracking of Infrastructure Plan	Q1 2009
Start of work on infrastructure projects	Q2 2011
Consignment of lots to participating countries	Q4 2012
Consignment of pavilions to participating countries	Q1 2014
Consignment of new road and building infrastructures	Q4 2014



6.

6.6 Operational processes

The complexity associated with planning and implementing a World Exposition cannot be governed without the existence of robust processes within the Organising Committee for planning, auditing, and control capable of planning, monitoring and, when necessary, rectifying the numerous activities assigned to the individual functional areas and outside partners⁴.

In order to perform its duties optimally, the Organising Committee will immediately set up fundamental processes to ensure governance and control of the various activities and intervention to correct any changes in the resources (technical, human and financial) needed to complete its mission.

The processes required for operational governance of the event are:

- (1) planning of tasks to be carried out by the various functional area and outside partners;
- (2) auditing, risk management and reporting to detect issues that may threaten deadlines, escalation of these issues to the proper decision-making levels within the organisation, taking decisions on corrective actions and verifying that they are implemented;
- (3) financial/managerial control of all areas to ensure that their costs do not exceed budget.

As described in the previous section, the three governance processes are overseen by Central Strategic Planning and Control.

6.6.1 Task planning

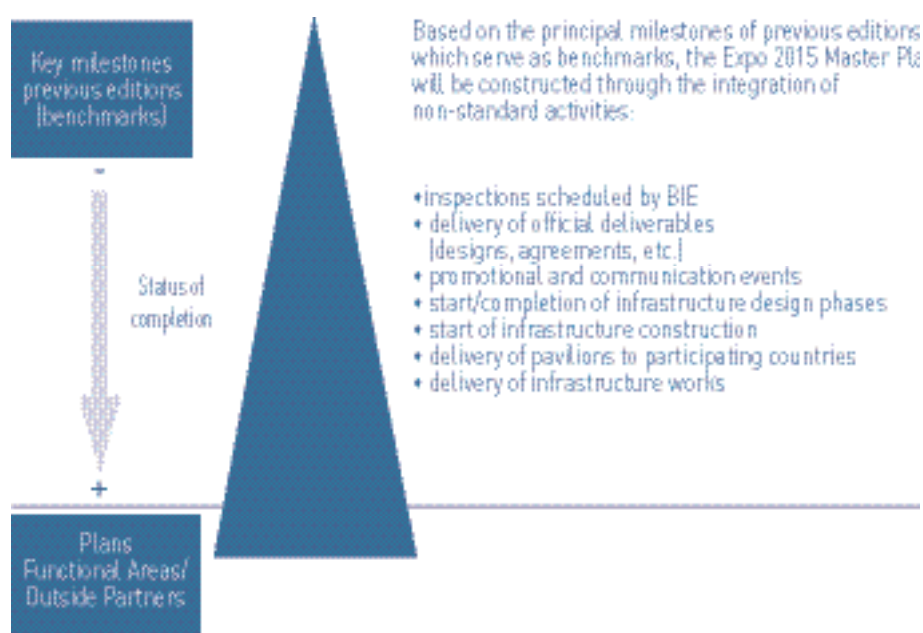
If Milan's bid is successful, one of the first duties of Central Strategic Planning and Control will be to develop a Master Plan for Expo 2015 containing a few hundred principal milestones that must be reached by the Organising Committee and outside partners. This Master Plan will be prepared on the basis of deadlines for the principal activities drawn from similar experiences in previous world expositions, which, in agreement with BIE, may be taken as benchmarks from the planning standpoint. The plan will also set deadlines for a number of fundamental activities:

- inspection visits scheduled by the BIE;
- delivery of official deliverables (projects, documents, agreements, conventions, etc.);
- approval of certain legislative measures;
- promotional and communication events;
- start and completion of the infrastructure engineering phases;

⁴ "Outside partners" means those parties (government, local authorities, chambers of commerce, etc.) which, though outside the Organising Committee's organisation, play a prominent role in the preparation and realisation of the event due to the type and number of tasks they perform

- start of work on the infrastructure projects;
- delivery of the pavilions to the participating countries;
- delivery of the infrastructure works.

Within 6-8 months of its installation, based on this Master Plan, each functional area/outside partner, with the continuous support of Central Strategic Planning and Control, will be able to develop a detailed plan of action and a full schedule for several thousand milestones with a six-month rolling time horizon.



6.6.2 Auditing, risk management and reporting

As soon as the functional areas/outside partners have sufficiently detailed and measurable task schedules in place, **Central Strategic Planning and Control will begin its cyclical auditing process, based on regular status meetings (initially monthly, later every fortnight)** at which the area/partner's progress and costs will be checked against the list of activities to be completed. This audit will generate an overview of the status of projects for each functional area/outside partner and point up any critical issues which might compromise the schedule and/or budget.

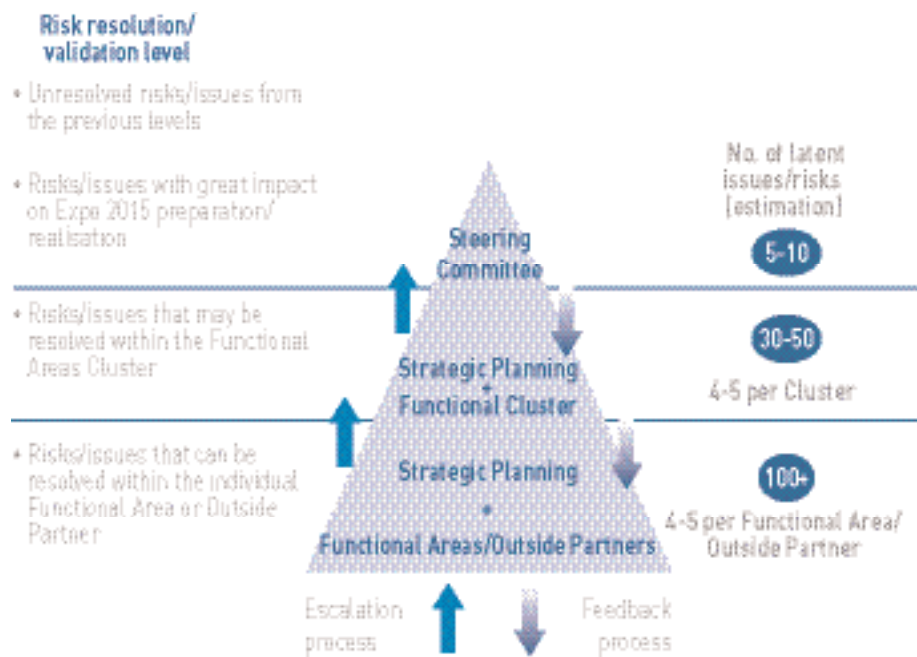
Since an unresolved issue usually generates a risk that must be managed, Central Strategic Planning and Control will institute **a risk management** process to:

- assign a level (high, medium or low) to each identified risk based on the reliability of the recovery plan and the intensity and nature of the impact;



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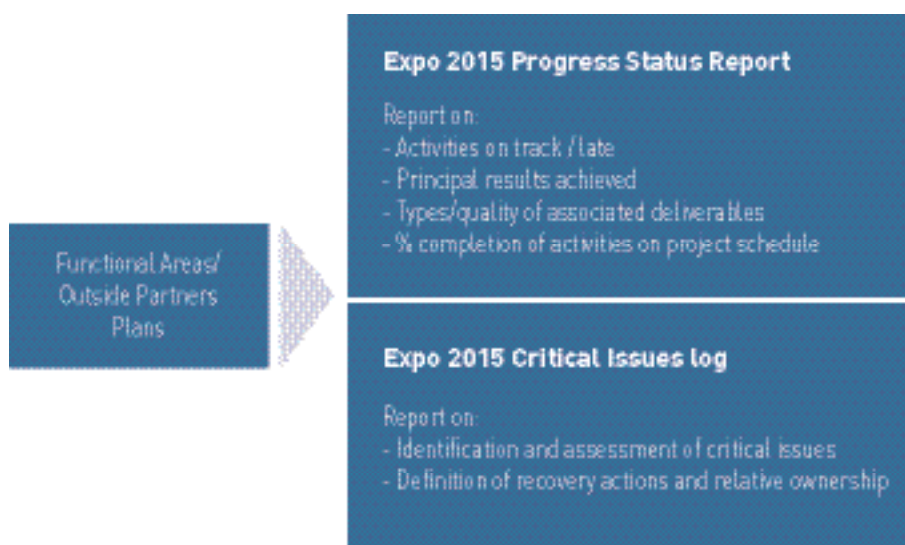
- formulate a recovery plan for each risk and assign responsibility to a single person;
- institute an escalation process consisting, for example, of three levels, bringing before the Steering Committee of the Organising Committee, at regular intervals according to the process (initially monthly, later every fortnight), the five or ten unresolved risks regarding each functional area/outside partner, inter-functional or function co-ordination level;
- implement corrective actions from the highest decision-making level (Steering Committee) down to executive level, ensuring that they are accepted and implemented by the functional areas in question.



Given the number of actors involved (Organising Committee, BIE, government, local entities, participating countries, developing countries, etc.), tracking the status of each phase of preparation for Expo Milano 2015 is of crucial importance. Thus, right from the outset, Central Strategic Planning and Control will put in place a solid reporting process designed to keep all the various stakeholders informed. Based on the work plans of the functional areas / outside partners, two reports will be prepared for each audit:

- Expo 2015 Progress Status Report: giving the project status for each functional area/outside partner, the principal milestones reached, the types and quality of deliverables and the percentage completion of the work plan;

- Expo 2015 Critical Issues Log: assessment of critical issues against a specific risk level, plus recovery plans and responsibilities.



The reporting process will provide the BIE with an up-to-date snapshot of the state of preparations for Expo Milano 2015.

6.6.3 Financial / management control

As soon as the Organising Committee has staffed most of its functional areas (forecast for 2011), Central Strategic Planning and Control will prepare, in conjunction with the various areas, an initial Expo 2015 Budget and put in place a robust financial / management control process.

Preparation of the initial Expo 2015 budget will involve the following seven steps:

1. Perimeter analysis

The perimeter of the Expo 2015 budget will be based on the Candidature Budget and that of comparable world expositions, the tasks assigned to the various Organising Committee areas and outside partners (e.g.: government, local authorities).

2. Calendar of activities

Based on the projected completion dates and the average duration of the various tasks (see below), a calendar will be drafted in agreement with the functional areas giving the dates that information should become available.



3. Approach to development

The level of information expected from the functional areas for preparing the initial Expo 2015 budget (preliminary draft budget in 2009) will be defined, as well as the basic rules for gathering information (e.g.: current exchange rates, inflation rates, etc.).

4. Sharing of basic data

All functional areas will be consulted on the basic data valid for the entire organisation, such as the expected number of visitors, the staffing of the Organising Committee, the expected number of volunteers, the expected number of exhibitors, the number of parking spaces, etc.

5. WBS creation / tracking

At this stage the work breakdown structures (WBS) proposed by the functional areas will be created and any changes made on the basis of requests from the areas or general organisational changes. Three levels of aggregation are foreseen: Functional area (e.g.: Food & Beverage), Projects/WBS (e.g.: General, Pre-Expo, Expo Operations, etc.), Activities (customers of Food & Beverage, e.g.: Sponsors, Volunteers, Visitors, etc.).

6. Business models

Business models will be created for all functional areas by simulating various scenarios.

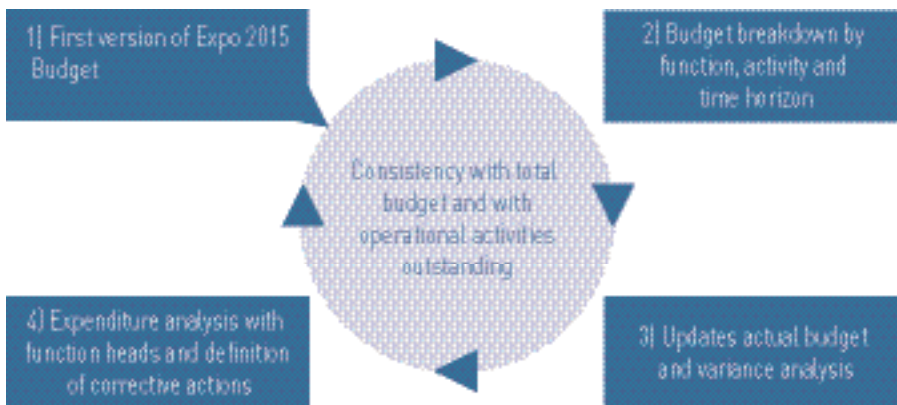
7. Cross-functional issues

The rules and responsibilities of the Customer/Supplier Functions will be defined in this phase⁵, make-or-buy decisions, assigning value in kind to assets (VIK), checking the needs of the functional areas using available reporting.

Once the 1st Expo 2015 budget is made official (forecast for Q4 2011), it will be used as the main reference for periodic tracking of priorities and implementation.

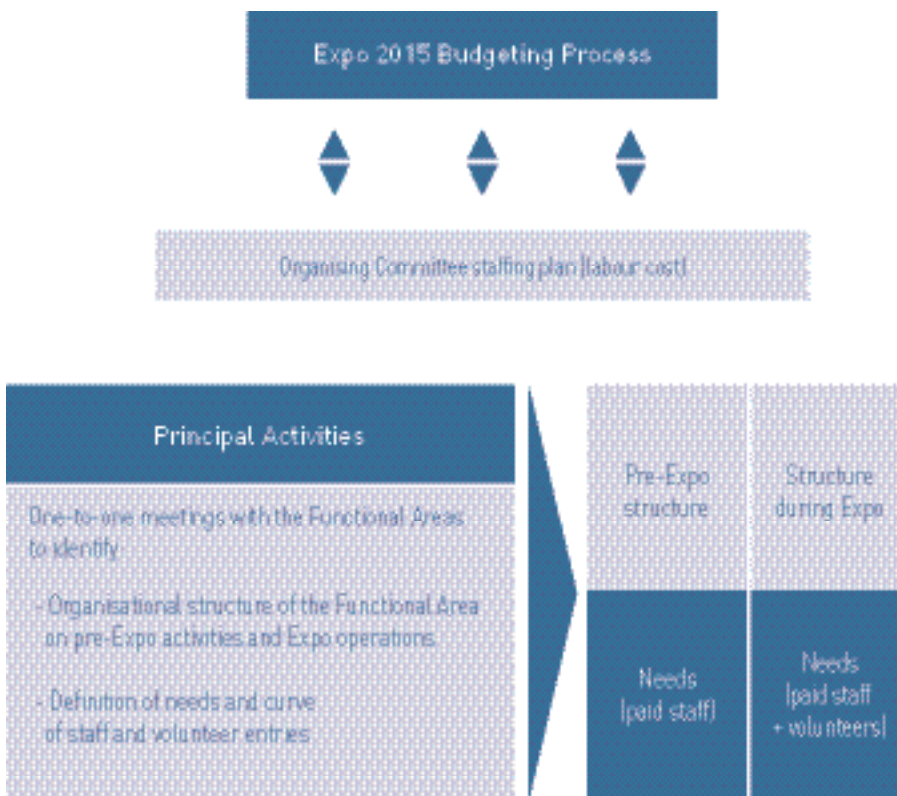
Central Strategic Planning and Control, in conjunction with the individual functional areas, **will set up a financial/management control process** involving a quarterly spending review (see figure below) of each area WBS to guarantee cost optimisation and contain expenditures. These reviews will feed summary reports showing current status, any budget variances, with detailed analysis of the main discrepancies, possible corrective actions and how they should be implemented.

⁵ Supplier Functions are those (Technology, Transport, Food & Beverage, Website Management, etc.) responsible for meeting the needs of the Customer Functions (Organisation and Human Resources, Marketing & Sponsorships, etc.) and determining the relative service levels. The consistency of the information will be determined afterward by the Expo 2015 budget control office



Consistent with best practices, tracking must be devoted primarily to identifying corrective measures and future actions rather than justifying individual variances. The monitoring phase will consist of quarterly meetings with Central Strategic Planning and Control and the functional areas. Following presentation of the quarterly report to the Steering Committee, the next steps and the corrective actions to be taken will be formalised (specifying persons in charge and deadlines), using consolidated Plan-Do-Review formats.

During these periodic budget reviews, the staff recruitment plan will be carefully examined and the level of personnel in each functional area compared against the staffing plan.

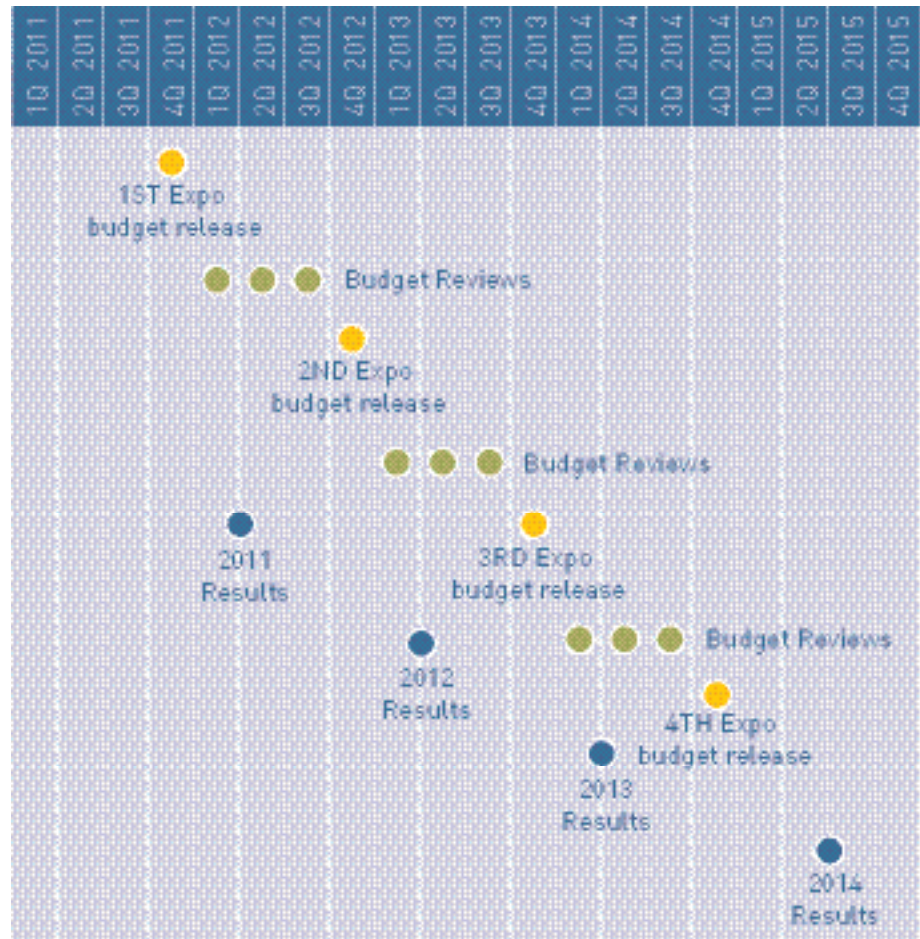




6.

Lastly, we think it is useful to provide a general calendar for:

- formulating the various versions of the Expo budget;
- the presentation of annual results.



6.7 Special treatment for foreign nationals

Once the World Exposition Milano 2015 has been awarded, Italy will undertake to guarantee the feasibility of the project and the complete success of the exhibition. **The Italian government will therefore recognise a series of privileges and inducements to ensure the maximum number of international participants and in particular, to assist the Section Commissioners, Vice Commissioners and Pavilion Directors of the official Expo participants, as well as their families and staff.**

Since the true protagonists of the exposition are none other than the participants themselves, the Italian government undertakes to provide their staff with a broad range of privileges at least comparable to those offered at previous expositions. The Italian government will take all steps necessary to offer, in compliance with the General Regulations and in equal measure for all participants, assistance regarding, among other things, entry and stay in Italy; importation of goods and materials; tax and insurance treatment for all work as well as provision of certain public services. Naturally, these privileges and preferential treatment will apply insofar as the personnel, goods, work and services of the official participants are directly and operationally linked to their participation in the Exposition.

In particular, special procedures will be introduced to assist the officers and staff of the Bureau International des Expositions in the following areas:

Visas, work and stay permits and certificates

Personnel engaged in the organisation of the Exposition will enjoy preferential treatment regarding visa applications and work permits in particular.

The Visa Department of the Ministry for Foreign Affairs will coordinate the foreign consulate network to ensure that all participants in Expo Milano 2015 (BIE members, staff of the exhibiting countries, of the international organisations and the various companies) are able to make an automatic visa application by virtue of their Expo 2015 registration and accreditation. Once the applicant's data has been confirmed by the head of the organisation in question, the information will be forwarded to the Foreign Ministry.

Visa applications will be fast-tracked thanks to the Sportello Unico per il Lavoro - Milan (one-stop shop for workers' needs).

To enable foreign staff to prepare themselves well in advance, the fast-track procedure will begin twelve (12) months prior to the opening of the Exposition and will end six (6) months after its closure.



6.

All staff engaged in organising the event will receive preferential treatment designed to encourage as many countries as possible to take part in the World Expo. Every country will benefit from logistics support (accommodation, transport, customs facilitation) ensuring equitable treatment and good working conditions.

Taxation

The Italian government will apply a special tax regime including exemptions from value added tax (VAT) and income tax for staff of the participant countries.

Customs duties on imported goods and vehicles

Goods necessary for the construction and maintenance of the pavilions, promotional and advertising and all materials used during the exhibition will be admitted to Italy under a Temporary Admission regime and as such **completely free of customs duties**. The maximum duration of Temporary Admission will be established, should Milan's bid to host Expo 2015 prove successful, in accordance with the applicable regulations for the type of goods being imported.

Driving licenses, national insurance contributions, healthcare, education and social services, means of communication.

From the moment the World Exposition of 2015 is assigned to Milan, the Italian government undertakes to introduce as quickly as possible, all legislative measures necessary to guarantee the aforementioned privileges and assistance, including eventual ad hoc provisions and agreements, as occurred for previous Expositions.

6.8 Status of Commissioners General

Commissioners General of the exhibiting countries and their families will enjoy diplomatic status for a period between twelve (12) months prior to the exposition and six (6) months following it. All activities performed by the Commissioners in the course of their duties, such as importation of promotional/advertising materials, will be exempt from customs duties and taxes.

Specialist personnel employed by the Commissioners General will enjoy the same preferential treatment on visas and permits as described above.

APPENDIX CHAPTER 6

MODEL GENERAL REGULATIONS

MODEL GENERAL REGULATIONS FOR INTERNATIONAL REGISTERED EXPOSITIONS AS DEFINED IN THE AMENDMENT OF MAY 31ST, 1988 TO THE CONVENTION OF 1928 ON INTERNATIONAL EXPOSITIONS

SECTION I

GENERAL PROVISIONS

ARTICLE 1

1. An international registered Exposition shall be held in the city of Milan, Italy.

2. The title of this Exposition shall be

“The World Exposition Milano 2015, Italy”
(hereinafter referred to as “the Exposition”).

The short title shall be **“Expo Milano 2015”**.

3. The theme of this international registered Exposition will be **“Feeding the planet, energy for life”**.

The definition of the theme of the Exposition, as well as the details of its development will be specified in Special Regulation No 1 as stipulated in Article 34 herein.

Following an enquiry held on....., the International Exhibitions Bureau (hereinafter referred to as “the BIE”) has registered this Exposition at the 138th session of its General Assembly, in accordance with the provisions of the Paris Convention of November 22nd, 1928 Relating to International Expositions, as amended (hereinafter referred to as the “Convention”).



ARTICLE 2

The Exposition, which will cover a total area of approximately 210 hectares, of which 110 hectares shall be for Exposition areas and other activities, shall be located on a stretch of land adjacent to the new fair ground complex in Rho Pero.

ARTICLE 3

The Exposition shall open on May, 1st 2015 and shall be closed definitely on October, 31st 2015 .

In the event of one or more visiting days being organised before the official opening date, for special categories of guests such as press representatives, the dates for these shall be fixed with the agreement of the Steering Committee of the College of Commissioners General.

SECTION II

GOVERNMENT AUTHORITIES IN THE ORGANISING STATE

ARTICLE 4

Government authority responsible for the Exposition

The Exposition shall be under the authority of the Italian Government, signatory of the modified Convention of November 22nd, 1928, represented by one of his members, who shall be responsible for preparing or undertaking the legal, financial and other measures necessary to ensure the success and prestige of the exposition. The Minister shall exercise his authority and his control over the exposition through the Commissioner General of the exposition.

ARTICLE 5

The Commissioner General of the Exposition

The Government of the Italian Republic shall appoint a Commissioner General of the Exposition.

The Commissioner General of the Exposition shall represent the government in all matters related to the exposition. He shall be responsible for ensuring that the commitments taken vis-à-vis the participants are duly honoured. He shall ensure that the programme of work is respected and that the general provisions of the General Regulations and Special Regulations are carried out. He shall exercise disciplinary powers over the exposition, and, in this capacity, he is authorised to suspend or stop any activity, and to effect at any time the withdrawal of items of whatever origin which are incompatible with the proper standing of the Exposition and

which are likely to be a risk or liability. If the Organiser or the Commissioner General of section should contest the decision of the Commissioner General of the Exposition, the provisions set out in Article 10, which the parties have promised to respect, shall be applied. This recourse has the effect of putting the decision in abeyance except where a matter of security is in question.

He can, under his own responsibility, delegate the exercise of his powers to his coworkers.

The Commissioner General of the Exposition may not carry out any function or mission on the Organiser's behalf, unless these functions, in law and in fact, are purely disinterested and non-profit making.

ARTICLE 6

Relationship between the Commissioner General of the Exposition and the Bureau of International Expositions (hereafter called the BIE)

The Commissioner General of the Exposition shall communicate to the BIE as soon as he receives such information, the decisions taken by Governments regarding their participation, and more particularly the documents wherein Governments notify the Commissioner General of their acceptance, the nomination of Commissioners General of national sections, sites selected by participating countries etc. and, as soon as they have been signed, the Participation Contracts.

He shall submit to the BIE, within the periods specified in Article 34, hereunder, the texts of the Special Regulations. He shall keep the BIE fully informed, chiefly by reporting at each of its sessions, of all developments and progress relating to the preparation of the Exposition. He shall ensure that the use of the BIE flag complies with the Regulations laid down by the BIE. He shall welcome the delegates sent by the BIE on official missions to the Exposition.

The Commissioner General of the Exposition shall ensure that the Organiser indicates by all suitable means and particularly by mentioning it on all documents, that the Exposition has been registered by the BIE.

The Commissioner General of the Exposition shall communicate to the BIE, in due time and for the information of the participants, the legislations, statutes, directives, policies or other texts adopted by the organising state and local public authorities, in order to facilitate the participation of foreign states and ensure the success of the Exposition.

The Commissioner General of the Exposition shall agree with the BIE, on the methods and procedures by which the percentage of 2%, in accordance with the BIE Regulations, of the total receipts deriving from ticket sales at the Exposition is to be paid to the BIE (hereinafter referred to as "Royalty on Gate Money").



ARTICLE 7

College of Commissioners General /Steering Committee

At the earliest possible opportunity, the Commissioner General of the Exposition shall convene a meeting of Commissioners General of sections representing the participating countries to nominate a Chairperson and a Steering Committee to represent them, to consider matters of mutual interest, and to exercise the powers laid down in Article 10 hereunder. When the number of States officially participating doubles after the elections, the elections shall be considered no longer valid, and new elections shall be held.

Should the Chairperson of the Steering Committee be prevented for any reason from fulfilling his responsibilities, he shall delegate his powers to another member of the Steering Committee.

The rules governing the functioning of the Steering Committee shall be set out in Special Regulation No 3 referred to in article 34 of the present Regulation.

ARTICLE 8

Exposition Organiser

In accordance with the law approved by the Italian Republic on and having regard to the authority of the Commissioner General the preparation, organisation, operation and management of the Exposition shall be the responsibility of the Organising Committee "Expo Milano 2015" hereinafter referred to as the Organiser.

The Commissioner General of the Exposition shall communicate to the BIE, for the information of the participants and the formal records of the Bureau, the constitutional proceedings and composition of the bodies directing the Exposition, as well as the basic terms of the guarantees, benefits or constraints arising from the conventions signed by the Organising Committee "Expo Milano 2015" with the State and, if the case arises, other public authorities.

SECTION III

OFFICIAL PARTICIPANTS

ARTICLE 9

A. The Government of any nation participating in an international Exposition shall be represented by a Commissioner General of section accredited to the Italian Republic. Any participating international organisation may also appoint a Commissioner General of section.

The Participation Contract shall be signed by the Commissioner General of section and the Organiser, with the counter signature of the Commissioner General of the Exposition.

The Commissioner General of section is solely responsible for the organisation and operation of his national section, which includes all the exhibitors and the managers of the commercial activities referred to in Chapter III of Section IV hereunder, but not the concessionaires referred to in Section V.

The Commissioner General of section shall guarantee that the members of his national section will abide by the Regulations issued by the Organiser and approved by the BIE.

In order to enable the Commissioner General of section to carry out his responsibilities, he shall be entitled to the advantages listed in Special Regulation No. 12, referred to in Article 34.

The personnel of the foreign national sections shall benefit from the accommodation facilities listed in Special Regulation No. 6, referred to in Article 34.

- B.** All official participants shall abide by the same rules as regards both their rights and obligations. The Organiser shall not permit any exemptions of this Article, except for those technical and financial support granted to developing countries.

Information relating to the financial assistance for developing countries will be detailed in Special Regulation No. 2 and relevant Participation Guidelines to be established by the Organiser with the cooperation of the BIE.

ARTICLE 10

Settlement of Disputes

Any disputes between an official participant and, either another official participant, or the Organiser, will be settled in the following manner:

1. If the dispute concerns the interpretation of the present General Regulations, the Special Regulations or the Participation Contract, considered in the light of the Convention or the compulsory rules of the BIE, the Steering Committee of the College of Commissioners General will be arbitrator after having, if the case arises, sought the opinion of the President of the BIE who, with the assistance of the Vice-Chairperson (Chairpersons) concerned and the Secretary General, will make a recommendation. The Commissioner General of the Exposition or the Organiser may also seek the above mentioned opinion. This decision of the Steering Committee is immediately applicable and without recourse. During its next session the General Assembly of the BIE will make known whether it approves the interpretation of the office of the College of Commissioners General, which will thus constitute a precedent applicable to similar future cases; otherwise, it will indicate the interpretation which should have been given.



6.

2. If the dispute concerns products exhibited, the Steering Committee will inform the College, according to paragraph 3 of clause 19 of the Convention.
3. If the case must be resolved by the Commissioner General of the Exposition according to the provisions of these General Regulations, any party may demand that advice of the Steering Committee be sought beforehand.
4. For any other dispute each party can demand arbitration:
 - in the first instance, from the Commissioner General of the Exposition alone;
 - in the second instance, from the said Commissioner General deciding after consultation with the office of the College of Commissioners General;
 - in the third instance, from the office of the College of Commissioners General.

The decision will be made at the level demanded by the party which chooses the highest level.

5. The above mentioned rulings must be made within ten days. Otherwise, the dispute - if it comes under points 1, 3 or 4 above - will be brought before the College of Commissioners General, which will decide within five days.

Otherwise, the request of the party which raised the dispute will be considered unjustified.

SECTION IV

GENERAL CONDITIONS OF PARTICIPATION

CHAPTER I

ADMISSION

ARTICLE 11

Admission of items and Exposition material

Only those items and Exposition material which relate to the theme as described in Article 1 of the present Regulations shall be admitted to the Exposition.

The origin of these products shall be governed by the provisions of Article 19 of the Convention.

The procedure for compliance to the theme of the Exposition shall be described in the Special Regulation No. 1, referred to in Article 34.

ARTICLE 12

Admission of participants

The exhibitors in national sections shall be selected by the Commissioner General of section and come under his sole authority. Exhibitors who do not come under any section shall deal directly with the Organiser, who shall inform the Government of the State of origin of the exhibitor concerned of their intention as soon as contact is established with such exhibitors.

ARTICLE 13

Exposition pavilions

There shall be the following categories of Exposition pavilions:

1. Pavilions to be designed and built by Participants themselves on an open space provided by the Organiser free of charge. The plots include outdoor exhibit space.
2. Stand-alone Pavilions built by the Organiser and rented to Participants. Limited outdoor exhibit space is provided free of charge. There will be 15% of discount for the BIE member countries for this type of pavilions.
3. Joint and/or stand alone Pavilions built by the Organiser and offered to the developing countries free of charge: limited outdoor exhibit space may also be included at no cost, depending on the location of the joint pavilion.
4. Theme Pavilions built by the Organiser with the voluntary participation of official and non-official participants. These shall include outdoor exhibit space.
5. Pavilions of Non-official Participants built by the Participants or built and rented by the Organiser according to the conditions set out by the Commissioner General of the Exposition. Open exhibit space may be included.



CHAPTER II

SITES - INSTALLATIONS - CHARGES

ARTICLE 14

Sites

The total usable space which is placed at the disposition of the foreign national sections shall be at least equal to the space allocated to the section of the host country. If, however, this space has not been fully allocated 24 months before the opening of the Exposition, the Organiser shall recover the right to dispose freely of the unreserved space.

The lots required by the official participants to erect their own pavilions shall be made available by the Organiser free of charge.

The Organiser shall provide to the developing countries covered Exposition space free of charge within Joint Pavilions.

Confirmation of the allocation of space to official participants shall be subject to the approval of the proposed Theme Statement as specified in Special Regulation No. 1, referred to in Article 34 of the present Regulations.

Details regarding pavilion construction, rental cost for stand-alone pavilion structures built by the Organiser, as well as procedures for alterations and custom-built elements done by the Organiser shall be described in Special Regulation Nos 2 and 4, referred to in Article 34 of the present Regulations.

ARTICLE 15

General services

The Organiser shall provide at the expense of each participant, the services of gas, electricity, telecommunications, water inlets and outlets, garbage removal, etc. Rates charged for such services shall conform to local rates.

Participants shall carry out all the cleaning, maintenance, garbage disposal, and other activities ordinarily required for the operation of their site. Should a participant fail to do so, the Organiser is authorised to carry out these activities itself and charge all expenses incurred there from.

(The terms for the provision of general services shall be described in Special Regulation No. 4, 5 and 10, as referred to in Article 34).

ARTICLE 16

Buildings and installations

No participant may make alterations within the Exposition grounds without the Organiser's prior approval of the project. Earthworks, landscaping and generally speaking all improvements around the buildings must also be approved in advance by the Organiser. Similarly, improvement plans drawn-up by the Organiser may not be modified unless the participants concerned are in agreement, or permission has been granted by the Steering Committee of the College of Commissioners General.

The conditions for all construction and improvements shall be set forth in Special Regulation No. 4 referred to in Article 34 of the present Regulations.

Special Regulation No. 5, referred to in Article 34, mentions the conditions for the installation and operation of any machines, apparatus or equipment which may be used by the participants.

ARTICLE 17

Occupation of the sites

Actual construction work shall be completed by November, 1st 2014 internal conversion and finishing work by February, 1st 2015 and the installation of exhibits by April 1st 2015.

In order that such a timetable be honoured, lots for construction shall be handed over to participants before November 1st, 2012; Stand-alone Pavilion structures before May 1st, 2014; and Exposition space in Joint Pavilions before November 1st, 2014 and the entry of items to be exhibited shall be authorized from December 1st, 2014.

The lots allocated to participants for pavilion construction must be vacated and restored to good condition by May 1st, 2016 at the latest, with the following exception: pavilions constructed by participants may be preserved after the Exposition provided that specific arrangements in this regard have been made, prior to construction, between the Organiser and the participants concerned.

Stand-alone Pavilion structures must be vacated and restored to their original condition by December 31st, 2015.

Exposition space within Joint Pavilions must be vacated and the premises restored to their original condition by November 30th, 2015.

ARTICLE 18

Exhibits

No exhibit or part thereof may be removed from the Exposition without the permission of the Commissioner General of the Exposition.



6.

If a participant is unable to fulfil his commitments towards the Organiser, the Commissioner General of the Exposition may proceed at the closing date of the Exposition and at the participant's cost and risk, with the dismantling, removal, storage, attachment and sale of the participant's goods located within the Exposition grounds, with the exclusion of items considered of national heritage and the amount due to the Organiser of the Exposition shall be deducted from the proceeds of such sale.

CHAPTER III

COMMERCIAL ACTIVITIES AND MISCELLANEOUS

ARTICLE 19

General provisions

Commercial or other activities carried out in the national sections must be authorised in accordance with these General Regulations, or by the Participation Contract or by the Commissioner General of the Exposition. An official participant may avail himself of any special benefits obtained by another official participant.

Such activities, including those concerning electronic commerce, fall exclusively within the jurisdiction of the appropriate Commissioner General of section. If these commercial or other activities give rise to the payment of royalties, in accordance with the terms laid down in the Participation Contract, these royalties shall be collected by the Commissioner General of section.

The space devoted to commercial activities and accessible to the public must not exceed 20% of the total covered Exposition space in order to ensure that the national presentation complies with the provisions in Article I, 1 of the Convention.

ARTICLE 20

Commercial activities

In accordance with the conditions set out in Regulation No. 9, referred to in Article 34, official participants may open restaurants in which the national food of their country will principally be served.

In accordance with the conditions laid down in the said Regulation No. 9, referred to in Article 34, official participants may sell to the general public photographs, including slides and postcards, sound and video recordings (on films, CD's, DVD's or other electronic media), books and stamps from their countries. Subject to the Organiser's approval, official participants may also sell a limited number of articles which are truly representative of their country. Such articles may be replaced during the course of the Exposition.

This principle also applies to electronic sales.

Items exhibited in the national sections, as well as materials used to install presentations may be sold ready for delivery after the Exposition closes; by so doing the exhibitor shall relinquish his right to the benefit of temporary entry and shall be subject to taxation and customs Regulations. No dues shall be payable to the Organiser on such sales.

In the case where the Organiser has granted exclusive commercial rights to certain suppliers for the sale of goods or services, these rights must not be allowed to hinder the commercial activities of the official participants, whether these activities are restaurants or the sale of articles included in the national sections.

Concessions made by the Organiser should respect the principle of non-discrimination between nationals and foreigners; avoid all risk of imbalance between the number and nature of concessions, and the eventual number of visitors and all excesses of commercialisation leading to alterations in the objectives of an international Exposition, as established by the BIE.

ARTICLE 21

Catering services for own personnel

Any national section may organise a restaurant and refreshment services for the exclusive use of its own personnel. These activities shall not require the payment of any dues to the Commissioner General of the Exposition or to the Organiser.

ARTICLE 22

Distribution of free samples

Subject to the approval of the Commissioner General of the Exposition, Commissioners General of section or exhibitors coming under their authority may distribute free samples of their products or allow them to be tasted free of charge, within their own section.

ARTICLE 23

Entertainment, special events

Official participants may arrange shows, special events, presentations or meetings related to the theme of the Exposition. Conditions in each case shall be agreed mutually between the Commissioner General of the Exposition, the Organiser and the Commissioner General of section.



ARTICLE 24

Publicity

- A. Participants may place signboards, posters, notices, printed matter and similar such material on their stands or in their pavilions.
- B. The use outside this stand or pavilion of any publicity material shall be subject to the prior approval of the Commissioner General of the Exposition. The Commissioner General of the Exposition may require the removal of any such signs for which he has not given approval.
- C. Brochures and leaflets can only be distributed within the enclosure of the section.
- D. All publicity concerning special events etc. on the site must be authorised by the Commissioner General of the Exposition. All noisy advertising is prohibited.

CHAPTER IV

COMMON SERVICES

ARTICLE 25

Customs Regulations

In accordance with Article 16 of the Convention, and its appendix concerning Customs Regulations and the Customs system to which it will refer, Special Regulation No. 7 as set out in Article 34 shall determine the appropriate Customs Regulations to be applied, as necessary, to goods and articles of foreign origin intended for the Exposition.

ARTICLE 26

Handling and customs operations

Exhibitors may carry out freely all handling and customs operations; however, the Organiser shall inform them of the names of those brokers whom he has approved as being competent for this purpose and over whom he exercises a control.

Each exhibitor must handle his own on-site acceptance of goods and the reshipment of crates as well as the inspection of their contents. If exhibitors and their brokers are not present when the crates arrive within the Exposition grounds, the Commissioner General of the Exposition can have them warehoused at the risk and expense of the interested party.

ARTICLE 27

Insurance

I. Personal insurance

A. Compulsory insurance required by the law.

Workman's compensation:

1. In accordance with the Conditions laid down in Special Regulations No. 8, each Commissioner General of Section must ensure (his personnel and the personnel of his exhibitors) against accidents at work/on site in accordance with the conditions laid down in Special Regulation No. 8, referred to in Article 34.

2. Motor insurance:

In accordance with Italian legislation, all vehicles belonging to a national section, its members, its employees, its exhibitors and, more generally, any person coming under the authority in any capacity of a Commissioner General of section must be insured against the damage they may cause to third parties under the conditions laid down by Special Regulation No. 8, referred to in Article 34.

B. Compulsory insurance required by this Regulation

Civil liability:

1. The Organiser shall underwrite a group policy covering the risks involving his civil responsibility and listed in Regulation No. 8 referred to in Article 34.

All official participants may choose whether to take out coverage from this group policy or to provide evidence that they have taken out a policy with another insurance company approved by the Commissioner General of the Exposition covering the same risks.

II. Insurance of goods

A. Goods belonging to the government of the host State or the Organiser

Subscription to any insurance against theft, deterioration or destruction of such goods (building, furnishings, equipment and other items), shall be the sole responsibility of the owner, and may not be passed on to an official participant in the form of a surcharge on the rent payable, even if the official participant obtains permanent or partial coverage from such an insurance.



B. Goods belonging to official participants

Insurance of goods (buildings, furnishings, equipment, personal property and other such items) against the risks of theft, deterioration or destruction of these goods, shall be the sole responsibility of the owner of these goods.

C. The Commissioner General of the Exposition, the Organiser, the Commissioner General of section and their exhibitors mutually waive any claim which they may be entitled to make against each other as a result of material damage caused by fire or other casualty. Such a claim would not be waived in the case of foul play.

This waiver should take effect automatically for each Commissioner General of section as from the date his Participation Contract enters into force. All contracts relating to the insurance of buildings, furnishings, equipment and any other items belonging to the persons mentioned in the previous paragraph, whether they take the form of a contract for the extension of coverage under a group policy or of a separate policy, must explicitly mention this waiver, which shall also be mentioned in the Participation Contract.

III. Other (optional) insurances

The Organiser can provide participants with his assistance wishing to take out insurance against other risks.

ARTICLE 28

Security

In accordance with the conditions laid down in Special Regulation No. 10 referred to in Article 34, the Organiser shall set up an overall security system to maintain peace and security, to deter violations of the law and to enforce the Regulations.

Commissioner General of section may, under the conditions laid down in the Special Regulation mentioned above, organise special surveillance of their respective sections.

ARTICLE 29

Catalogue

1. Each participant shall cooperate with the Organiser as regards all publication, production and communication appropriate to the promotion of the Exposition. The contents of such material must have received the approval of the Commissioner General of section concerned.

2. The Commissioner General of each section shall be entitled to have printed and published, at his own expense, an official catalogue of the items on display in his section.

ARTICLE 30

Admissions to the site

- a. The conditions of admission are laid down by Regulation No. 13 referred to in Article 34.
- b. The Organiser, with the agreement of the Commissioner General of the Exposition shall determine the entrance fees for the Exposition.
- c. No other entrance fee may be charged inside the Exposition, without the approval of the BIE.
- d. Standing invitations or invitations for a limited period, complimentary entrance cards for exhibitors or concessionaires and employees' service cards shall be issued in accordance with the conditions laid down in the Regulation No. 13 mentioned above.

CHAPTER V

PATENT RIGHTS AND COPY RIGHTS

ARTICLE 31

General Regulations

Special Regulation No. 11, referred to in Article 34, on the protection of patent rights and copyrights shall specify:

- the attitude of the Italian Republic with regard to:
 - Berne Convention of October 9th, 1886 on the Protection of Works of Art and Literature;
 - Geneva Convention of September 6th, 1952 on Author's Rights;
 - Paris Convention of March 20th, 1883 on the Protection of Industrial Property.
- the references of applicable laws in the Italian Republic;
- special measures applicable to the Exposition.



6.

Security personnel shall be instructed not to allow anyone to draw, copy, measure, photograph, cast etc. with a profit-making aim, items on display in the Exposition without the written permission of the exhibitor.

ARTICLE 32

Photograph or other views of the Exposition

The reproduction and sale of views of the pavilions of each official participant must be approved by the Commissioner General of the section concerned. However, the Organiser reserves the right to authorise the reproduction and sale of photographic or other views of the Exposition. Participants may not object to such reproduction or sale.

CHAPTER VI

AWARDS

ARTICLE 33

Awards

In accordance with Article 23 and 24 of the Convention, the judging and ranking in order of merit of exhibits shall be entrusted to one or more international juries whose rules of operation shall be laid down in Special Regulation No. 14, referred to in Article 34.

The organisation of competitions between national sections is prohibited. Competitions may only be organised between the owners of the exhibits. The members of the jury are excluded from the competition. If exhibitors in a national section have decided not to take part in the competition, the Commissioner General of the section shall inform the Commissioner General of the Exposition to this effect.

CHAPTER VII

SPECIAL REGULATIONS

ARTICLE 34

List of Regulations and time schedules

The host government shall submit to the Bureau for approval, the drafts of the Special Regulations. These Regulations shall, in particular, concern:

1. the definition of the theme of the Exposition and the means of its implementation by the Organiser and the participants;

2. the conditions for the participation of States, international organisations and private exhibitors;
3. the rules of the Steering Committee of the College of Commissioners General;
4. the rules concerning construction or improvements, and fire protection;
5. the rules concerning the installation and operation of machines, apparatus and equipment of all types;
6. the accommodation facilities for the personnel of the official foreign sections;
7. the Regulations governing customs and handling, and any particular rates and charges;
8. insurance;
9. the conditions under which official participants may operate restaurants or carry out sales;
10. the provision of general services:
 - health and hygiene;
 - surveillance and security;
 - the distribution of water, gas, electricity, heating, air-conditioning, etc.;
 - telecommunications ;
11. the protection of patent rights and copyrights. This Regulation must specify that each Commissioner General of section shall have free non-lucrative use of the title, logo and other attributes for the Exposition;
12. the privileges and advantages of Commissioners General of section and of their staff;
13. the Regulations governing admissions. This Regulation must in particular specify the facilities registered to the Commissioner General of section;
14. the conditions governing the attributing of awards, if any.

The above Regulations numbered 1 to 10 inclusive shall be submitted at least three years before the date of the opening of the Exposition. Those Regulations mentioned under 11 to 14 inclusive shall be submitted at the latest eighteen months (18 months) prior to the opening of the Exposition.



6.

These Regulations shall be communicated to the Steering Committee of the College of Commissioners General as soon as it has been formed. The Steering Committee will study them and inform the BIE of its observations.

All other Regulations and directives which the Organiser may lay down for the requirements of the Exposition shall come into force only after being examined by the Steering Committee of the College. Notwithstanding the time scale established for the approval of these Special Regulations, the Organising Committee shall make available early guidelines on costs or provisions necessary in assessing the financial implications of participation.

SECTION V

CONCESSIONAIRES

ARTICLE 35

The above provisions apply to concessionaires with the exception of those which only concern official participants and which are the following:

- Article 6, 7, 9 and 10;
- Chapter I of Section IV;
- Article 14;
- Chapter III of Section IV, with the exception of Article 24;
- Chapters IV, with the exception of article 27, II, C and VI of Section IV;
- the Special Regulations referred to in Article 34 under the numbers 1, 3, 6, 7, 9, 10, 12 and 14.

The other conditions for participation shall be laid down in the participation contract. They shall comply with the provisions of Articles 17, 18 and 19 of the Convention.

ARTICLE 36

Individuals and firms whose countries are officially participating in the Exposition shall only be admitted as concessionaires subject to the agreement of the Commissioner General of section of their country of origin, who may establish special conditions for their admission.

SECTION VI

INDEMNITIES IN CASE OF CANCELLATION OF EXPOSITIONS

ARTICLE 37

In the event of the renunciation of organising a registered Exposition, the Organiser must compensate those countries who have accepted to participate, for expenses incurred and duly justified arising directly from their participation in the Exposition.

Nevertheless, no compensation shall be due if the cancellation is caused by "force majeure" due to a natural disaster considered as such by the General Assembly on the recommendation of the Executive Committee.

Indemnities shall be set by the General Assembly, whose decision will be final, on the proposition of the Executive Committee which has overseen the claim with the documents and evidence supplied by the host State, the Organiser and all other parties involved.

ARTICLE 38

Moreover, the Organiser must compensate the BIE for the loss corresponding to the percentage of gate money for an amount established by the General Assembly according to the proposition of the Administration and Budget Committee.

ARTICLE 39

The Organiser should undertake to fulfil the obligations defined by articles 37 and 38 which shall be guaranteed by the State demanding the registration of the Exposition.

The maximum amount of these indemnities shall be set before the registration by an agreement between, on the one hand the BIE, on the other hand the Organiser and the host State.

These engagements shall form a part of the required documentation for registration.



MODEL PARTICIPATION CONTRACT

REGISTERED EXPOSITION MODEL PARTICIPATION CONTRACT OFFICIAL PARTICIPANT

Between _____ represented by _____, Commissioner General of Section _____ on the one hand, and the Organising Committee of the World Exposition Milano 2015, Italy, represented by Mr/Mrs _____ (hereinafter referred to as "The Organiser"), on the other hand, it has been agreed as follows :

CHAPTER I

GENERAL PROVISIONS

ARTICLE 1

The object of the present contract is to establish the terms on which — shall take part in the World Exposition Milano 2015, Italy (hereinafter referred to as "the Exposition").

The General Regulations and Special Regulations of the Exposition, approved by the Bureau International des Expositions (hereinafter referred to as "the BIE"), are acknowledged as an integral part of the present contract and are binding on the contracting parties.

The parties acknowledge the authority of the Commissioner General of the Exposition as it is defined in the Convention of November 22nd, 1928 as amended (hereinafter referred to as "the Convention") and in the rules approved by the BIE, especially in Article 5 of the General Regulations.

CHAPTER II

THE PARTICIPANT'S EXHIBIT

ARTICLE 2

The Organiser places at the disposal of the Participant, which hereby accepts, the space designated on the plan annexed to the contract and made up as follows:

- 1) _____ square meters of building lot for construction of a pavilion, provided free of charge.

_____ square meters of outdoor space for outdoor exhibits, provided free of charge.

Or,

(2) A Stand-alone Pavilion structure of _____ square meters, at a rent of _____ per square meter.

_____ square meters of outdoor space for outdoor exhibits, provided free of charge.

The rental term, schedule of payments, and exceptions shall also appear in Appendix 1 attached to this Contract and constitute part hereof.

Or,

(3) _____ square meters of exhibit area within a Joint Pavilion, provided free of charge.

Spaces shall be made available to the Participants as follows:

- Lots for construction shall be made available before November 1st, 2012.
- Stand-alone Pavilion structures shall be made available before May 1st, 2014.
- Exposition areas within Joint Pavilions shall be made available before November 1st, 2014.

The structure and condition of the covered and open spaces placed at the Participant's disposal are described in the Special Regulations Nos 2, 4, 5 referred to in Article 34 of the Model General Regulations.

The Participant shall be responsible for the furnishing, the maintenance and the cleaning of the space(s) at its disposal, except for the developing countries for which the above services will be free of charge.

ARTICLE 3

The Organiser shall provide the Participant with the services of gas, electricity, heating and air conditioning, water inlet and outlet, hygiene and cleanliness, surveillance and security, etc. as set out in the Special Regulation No. 10, referred to in Article 34 of the Model General Regulations at the rate and on the following terms: the rates and term of provisions shall be described in the same general Regulation.



ARTICLE 4

The Organiser will communicate to the Participant the laws and Regulations of Italian Republic applicable to it by virtue of its participation in this Exposition.

Upon request of the Organiser, the Participant will provide the Organiser with all useful information, in particular information concerning the number and the professions of the personnel which the Participant intends to bring in order to prepare and carry out its participation and concerning the property and items which it intends to import for the purpose of its exhibit.

This exchange of information constitutes mutual assistance tending to facilitate the success of the Exposition and of each national presentation.

ARTICLE 5

The Participant shall be solely responsible for the choice and installation of exhibitors in its national section as well as for the choice of all persons exercising an activity within that section.

The Participant undertakes that its own personnel, on the one hand, and the persons mentioned above, as well as their servants and agents, on the other hand, shall comply with the present contract as well as with the Regulations of the Exposition and the instructions which the Organiser may give, with the approval of the Commissioner General of the Exposition, within the limits of its prerogatives.

The Organiser undertakes not to communicate with the persons mentioned in the previous paragraph except through the Participant.

ARTICLE 6

The Participant undertakes:

- to keep its space open to visitors during opening hours of the Exposition;
- to let the Organiser install, maintain and repair, within the premises at the Participant's disposal, all equipment or fittings necessary for the proper functioning of the Exposition;
- to restore the building lot allocated to the Participant to its original condition by May 1st, 2016 unless prior contractual arrangement has been made between the Participant and the Organiser for the building to remain after the Exposition – in such cases reference would be made to such agreement;
- to restore the Stand-alone Pavilion structures allocated to the

Participant to their original condition by December 31st, 2015;

- To restore exhibit areas within Joint Pavilions to their original condition by November 30th, 2015.

Should the Participant not fulfil the above obligation, the Commissioner General of the Exposition shall be surrogated to the Organiser's rights, under the terms of Article 18 of the Model General Regulations.

CHAPTER III

COMMERCIAL ACTIVITIES OF THE PARTICIPANTS

ARTICLE 7

The Participant may establish, within the premises made available to it, a restaurant open to all, where the cuisine of its country will be served.

The Organiser shall not receive any rent in respect for the space occupied by this restaurant, of the total surface area, however the Participant shall pay the Organiser a royalty assessed and payable according to the conditions set forth in Special Regulation No.9.

As soon as the Organiser has placed the area at participant's disposal, the Participant may also establish, exclusively for the use of its personnel, a restaurant and refreshment service. The operating of such service shall not give rise to the payment of any royalty in favour of the Organiser, but the space which it occupies shall be included in the space allocated, pursuant to Article 2 above.

ARTICLE 8

The Participant shall be entitled to sell to the public, photographs, postcards, sound recordings, books, stamps, films, CD-Roms and video-cassettes relating to its country or to its exhibit, including by electronic commerce. It will also be entitled to sell one or more other products characteristic of its country, the selection of such product to be made with the agreement of the Organiser, with the possibility of changing such product during the course of the Exposition.

Such sales shall give rise to the payment of a royalty in favour of the Organiser.

The detailed terms and conditions relating to the sales of products in the preceding paragraphs shall be set forth in Special Regulation No. 9 referred to in Article 34 of the General Regulations.



ARTICLE 9

If the Participant exercises the option, provided in Article 20 of the Model General Regulations, to sell on-site any of the objects or products exhibited, such sales shall not give rise to the payment of any royalty in favour of the Organiser.

CHAPTER IV

BENEFITS GRANTED TO THE PARTICIPANTS

ARTICLE 10

The Commissioner General representing the participating State shall enjoy the following advantages and privileges laid down in Special Regulation No. 12, referred to in Article 34 of the General Regulations.

ARTICLE 11

According to the existing rules and Regulations, the Commissioner General of the Government and the Organiser shall ensure that there are no obstacles to the entry and stay of the personnel of the Participant.

The Organiser shall grant the personnel of the Participant the following benefits:

- housing;
- protection against health-related risks;
- benefits granted to the families of the personnel of the Participant;
- other benefits.

ARTICLE 12

The Commissioner General of the Government and the Organiser will deal with the relevant governmental authorities so that they will act in a manner consistent with the best possible success of the Exposition, particularly:

- by establishing the offices necessary for the performance of customs operations in the most convenient places;
- by facilitating the entry of all goods and items of any type used for the presentation of the Participant;

-
- by relaxing, if necessary, the import quotas on the products sold in the section of the Participant, including its restaurant;
 - by communicating a list of agents approved by the Organiser to deal with customs matters on the Participant's behalf, for a specified charge.

The Participant is in no way obliged to make use of the firms mentioned above.

ARTICLE 13

The Organiser will provide the Participant with a list of transport, handling and packing firms, of suppliers of products and items, and of contractors of all kinds, which are approved by the Organiser and which have undertaken to deal with the Participants on fair terms.

The Participant is in no way obliged to make use of the firms mentioned above.

The Commissioner General of the Government and the Organiser will deal with the transport firms and their organisations for the purpose of obtaining the most favourable terms for the Participants.

ARTICLE 14

In case of a dispute between the Participant and the Organiser, the parties agree to seek a settlement through the offices either of the BIE, if the dispute relates to the interpretation of the Convention of November 22nd, 1928 as amended or to the rules issued by the BIE, or of the College of Commissioners General or of the Bureau of said College, in any other case.

The Organiser acting to obtain the payment of a debt due, according to Article 18 Paragraph 2 of the Model General Regulation, can not seize objects belonging to the participating States and public institutions when these possessions will have the character of public property or of national heritage according to the law of the concerned member states.



6.

CHAPTER V

ENTRY INTO FORCE

ARTICLE 15

The present contract shall enter into force as soon as it has been signed by the two Parties and the undertaking annexed to it has been signed by the Commissioner General of the Government.

CHAPTER 7

THE BROAD COMMUNICATIONS STRATEGY TO PROMOTE THE EXPOSITION AND THE CREATIVE MATERIAL AVAILABLE



ABSTRACT CHAPTER 7

THE OBJECTIVES AND THE TARGETS OF THE COMMUNICATION STRATEGY

THE OBJECTIVES OF THE PROMOTIONAL STRATEGY

The communication strategy outlined by the Committee aims at:

- promoting what the BIE does, by enhancing its role and popularity and expanding knowledge of the brand;
- communicating the theme and favouring the success of Expo 2015, by nurturing national and international interest in the event, encouraging the participation of the exhibitor countries and international organization, and stimulating interest among both the media and the general public.

THE TARGET AUDIENCE

Expo 2015 is meant for a wide range of target groups:

- institutions (governments, diplomatic bodies, international organisations etc.);
- BIE delegates;
- general public;
- opinion leaders (representatives of universities, the business community and associations);
- sponsors and companies;
- the media and other stakeholders.

THE OBJECTIVES AND THE TARGETS OF THE COMMUNICATION STRATEGY

THE STAGES OF THE COMMUNICATION PLAN

The communication strategy is planned around a sequence of 4 stages that lead up to the event:

- stage 1 (2008-2010): "Expo 2015: Milan calls the world";
- stage 2 (2010-2013): "Expo 2015: Building a great event";
- stage 3 (2013-March 2015): "Expo 2015: Not to be missed";
- stage 4 (March 2015-November 2015): "Expo 2015: A showcase for the world".

THE COMMUNICATION TOOLS

To implement the planned communication strategy, a set of tools has been identified, such as:

- organisation of highly visible international communication events;
- use of the Internet;
- launch of targeted advertising campaigns;
- PR initiatives;
- creation of a cross-media portal;
- launch of the logo and the mascot.

7.1 The Expo communication and promotion plan

“World Exposition is the education of the public: it may exhibit the means at man’s disposal for meeting the needs of civilisation, or demonstrate the progress achieved in one or more branches of human endeavour, or show prospects for the future”.

Article 1 from the 1928 Convention in Paris.

To support the Organising Committee and to promote Expo 2015 and the BIE’s values, we have drafted a 7 year communication plan that is a step-by-step guide to preparing the way for the Milan event.

From 2008 to 2015, all events and communication initiatives undertaken by the Milan City Council will bear the BIE and Expo logos. This should create connections between what the city is seeking to do, the Expo 2015 themes and BIE values, effectively meaning that numerous activities in Milan will revolve around or be related – directly or indirectly - to the Expo.

In accordance with BIE values, the plan essentially functions on two parallel levels: international/world and local/regional/national.

The theme chosen by Milan is ethically very important, making it vital that the whole world is encouraged not only to participate in the Expo but to contribute to it. The theme is about humankind and fundamental human rights, especially access to food, making it a theme that everyone should hear about. In this light, **it is crucial that Italy and Milan have the necessary enthusiasm to stage such a world event.**

The identity of Expo Milano 2015

The communication plan aims at building an Expo 2015 identity by combining the general and the specific. The general refers elements that are typical of the BIE and all World Expositions, namely heritage, history, values and a love for mankind. The specific is about the actual 2015 event.

A communication plan to enhance the values of the Expo and the specific nature of Milan 2015

This combination will be implemented by adopting the **principle of large scale co-operation and participation** (involving all national governments and international associations), by using **best practices** and by focussing on the ethical value of all the World Expositions and, more specifically, of the theme chosen for Expo 2015.



Expo 2015 will be like a container filled with world events – either specifically created or already existing – and enriched by Italian culture, both regional and local (Milan).

An ideal theme for communication

The very nature of the theme will be essential, especially since it deals with food and food quality, two aspects that are globally recognised as being closely linked to Italian traditions, passions and research. To back this up, it suffices to mention R&D in organic farming, the value of the Mediterranean diet, the desire for wholesome food and the importance placed on food.

Italy and Milan have a vast historical, artistic and cultural heritage. Furthermore, over the centuries and even in contemporary times, they have brought much to all the humanist disciplines. Such a background can but add to Expo 2015.

Milan and Italy as meeting points

Italy and Milan are at the heart of the Mediterranean, not only geographically but also culturally. **Socially and politically, the country is a place that is genuinely open for intercultural dialogue and a natural bridge between developed and developing countries.** This idea will be taken up by World Exposition – Milano 2015, which will be a massive place to meet people, exchange and share ideas and views, and a place where moments of reflection and awareness-raising will mingle with times of mutual understanding and growth.

The communication plan was designed with a view to represent and embody all of the shared and fundamental values of all the Exposition and, more specifically, of the theme chosen by Milan.

7.1.1 Expo Mission and Values

International/general dimension linked to the Expo's universal values

In accordance with BIE tenets, as they were illustrated earlier on, the Expo's mission has a fundamental international dimension aimed at spreading and sharing the abovementioned values.

In addition to the content, the method and the whole concept of the communication plan are designed to be in line with the aforementioned values. Not only will this convey credibility, coherence and the ethical importance of Expo Milano, but it will also give it true added value.

Development through innovation: confidence in mankind and in its capacity, through work, to overcome problems.

Co-operation through participation: the value of a multidisciplinary approach, seen as the ability to merge different types of knowledge to achieve a common objective; the ability to generate a common sense as well as opportunities to exchange views and to co-operate through mutual understanding.

Education through experience: best practices are seen as a kit of tools, processes and shared experience that can be made available to all mankind.

National/local dimension linked to the uniqueness of Milano 2015

The universality of the theme chosen by Milan will open the door to add specific, local elements to the traditional Expo values, thus increasing the overall impact of the event. The Bidding Committee is convinced that each Expo represents an additional piece in the overall strategy to continually improve the Expo's image. Therefore, it is important to highlight all links and synergies with previous Expositions to reinforce the notion of a common path and constant enrichment.

In this light, **Expo Milano 2015 intends to build on the success of Expo Zaragoza 2008 and Shanghai 2010**, by taking up, developing and placing in a new context the themes and values of those Expositions, presenting them through a new theme that is now an integral part of the world agenda.

Water, the main theme for Zaragoza 2008, plays a crucial role in sustainable development, both in terms of food safety and food security, and will also be part of the themes of Expo 2015.

Shanghai's main theme - **Better city, Better life** - has clear links to Expo Milano 2015: sustainable development and the capacity to produce food for everyone demands an in-depth look at the relationship between cities and the rural world as well as the nature of urban quality of life and living conditions.



Sustainable development and environmental awareness, since Milan's focus on the right to safe, sufficient and healthy food lies at the basis of – and has many aspects in common with – sustainable development.

Promotion of food safety and food security extends and develops Zaragoza's choice to focus on another fundamental element for sustainable development, namely water.

The importance of the Expo as a place for debate and policy making on an international scale: Milan would like to be the equivalent of Kyoto for nutrition, by developing all the themes related to food security.

Endorsement by Expo 2015, throughout the campaign, of the UNs Millennium Campaign and – given the strong synergies between the themes chosen by Milan and the United Nations' goals – speak as one voice to raise awareness about the fight against hunger and poverty by disseminating common debates, themes and steps taken to confront this great humanitarian challenge.

Expo 2015 as World Media

BIE values – co-operation, trust in mankind, development and the importance of education – will be central to Expo 2015, turning Milan into a means to disseminate the message across the world. If Expo Milano really is to be the container mentioned earlier, then it needs to be filled with a series of events – some new, some already planned – that develop the theme. Moreover, these events need to be vibrant, enthralling and attractive events that really reach out to people, that speak to them about the values and that create the conditions for exchange and debate on scientific subjects.

7.1.2 The goals of the communication plan

In line with the mission and the values illustrated in the previous section, we can group the main goals of the communication plan into two broad categories:

- a) promote what the BIE does and the philosophy of the World Expo;**
- b) communicate the theme and promote the success of Expo 2015.**

By nature, objective a) is predominantly international.

Objective b) has both national and international dimensions.

a) Promote what the BIE does and the philosophy of the World Expo

- I. **Improve the visibility and importance of the BIE** BIE as the representative and promoter of the World Exposition.
- II. **Promote the Expo brand** by ensuring as many people as possible – from Italy and the rest of the world – understand what a World Exposition really is, including the size of the event and the underlying philosophy and goals.
- III. **Ensure the Expo brand is backed by solid content and has a clear, unique identity** by confirming the acknowledged potential of the Expo through the endorsement of its core values and by presenting the Expo to the general public as a reference point to celebrate what is state-of-the-art in world knowledge.

b) Communicate the theme and promote the success of Expo 2015

International Dimension

- I. **Nurture international interest for Expo 2015, Italy and Milan:** focus on participation and involvement in order to attract as many visitors as possible and arouse a continuous desire to participate, with a view to achieving the target of 8 million international visitors.
- II. **Highlight the theme chosen for Expo 2015, which has never been used before for a World Exposition.** This theme is shared – albeit in different ways – both by industrialised and developing countries. The idea is to put forward concrete projects to fight hunger and malnutrition and to guarantee safe and quality food and water for everyone.
- III. **Encourage the participation of foreign exhibitors,** especially those from developing countries and international organisations, to ensure substantial media exposure and generate great expectations.
- IV. **Encourage the presence of international organisations,** to turn Milan into a permanent forum for debate and decision-making, especially to continue the strategy begun with the Millennium Campaign that is due to end in 2015.
- V. **Build strategic partnerships with the business community** to obtain the required sponsorship and optimise the economic resources available for communication.
- VI. **Promote agreements with foreign tour operators** since they are fundamental in getting tourists to visit, especially by creating package holidays.



VII. *Strengthen media interest* and thus make Expo 2015 an event that generates increasing publicity and so becomes a key world event in 2015.

VIII. *Create synergies with Zaragoza 2008 and Shanghai 2010* to encourage visitor participation in all expositions. This can be achieved by promoting the exchange of information – and thus of learning experiences – between the organisers and within the so-called “Expo club”. In addition, we will ask the organisers of Zaragoza 2008 and Shanghai 2010 for authorisation to send volunteers that will not only offer their contribution to the expositions, but will learn the best practices employed for those expositions.

National Dimension

IX. *Transform theoretical support for World Expositions into active and enthusiastic involvement in Expo 2015* so that people can be active visitors, knowledgeable travellers and enjoy a unique experience. In this way, we will hopefully achieve our target of 21 million domestic visitors.

X. *Encourage participation by all Italian regions and the main institutions and organisations that are interested in the theme*, thus optimising the opportunity for participation in the event.

XI. *Stimulate the active involvement* of all the stakeholders.

XII. *Maintain a high level of interest in Italian medias* by ensuring the event has a major impact and the media has a positive, transparent relationship with the Organising Committee.

XIII. *Build strategic partnerships with the business community* to obtain the required sponsorship and optimise the economic resources available for communication.

XIV. *Maintain local interest* by keeping the public involved and informed and by focussing on specific programmes involving volunteers, schools etc.

7.1.3 Target Groups

The World Exposition is an event that speaks to and involves the entire world from, in this case, its stage in Milan and Italy. It is important for the world to understand the value of an Expo and to be filled with expectation and enthusiasm. But, it is also fundamental for Italy and Milan to be ready and proud to host such a far-reaching event.

Each target group has specific elements and makes its own, specific contribution that, when combined with all other target groups, helps to achieve overall success. The communication plan will help the Organising Committee reach each of the strategic targets that were set to ensure the Expo receives maximum visibility, involvement and participation.

The following target groups have been outlined:

1) BIE delegates

BIE delegates are a powerful force for promoting the Expo with their national governments. As such, they are both a target for promotion and a means of reaching national governments.

2) Institutions

- **International:** governments, diplomatic bodies, world-acknowledged institutions and major international organisations (UN, EU, Red Cross).
- **Italian:** the government, diplomatic corps, Italian representative offices abroad, Chambers of Commerce etc. all represent Italy abroad and can encourage direct contact with institutions and public or private bodies in order to present the Expo 2015 project and promote active involvement and participation.

3) General Public

- **From the world:** the world's population is the largest target group and is an important yardstick for measuring the popularity of Expo 2015 – or any other World Exposition.

In this regard, Italian communities living abroad will be a special target since they already have strong ties to Italy.



7.

- **From Italy:** public opinion about the event starts with Italians and they will make up a sizeable portion of the potential visitors.
- **From Milan:** people from the city and surrounds are fundamental for:
 - creating enthusiasm and consensus;
 - building further consensus (This relates both to recruiting volunteers and attracting visitors).

In addition, special attention will be devoted to the over 100 foreign communities living in Milan since they have privileged access to people in their birth country.

4) Opinion leaders

These are the people who can voice an opinion and take a stance on the themes addressed by Expo 2015. They represent a potential cultural and organisational resource in order to develop initiatives that will enrich the Expo 2015 programme and convince the general public about the need to visit Milan in 2015. These figures include: representatives from various associations, academia, scientific and cultural institutions, the business community etc.

5) Commercial sponsorships and partnerships

Both multinational corporations and national companies, depending on their affinity with Expo themes, can sponsor and support Expo 2015 or related events held during the Expo.

For instance, tour operators and major airlines will be vital in making Expo 2015 a key event in that year and thus attracting large numbers of visitors.

6) Stakeholder

- **International:** all those that have potential interests linked to Expo 2015 and can contribute to its organisation.
- **National:** these include institutions, associations and entrepreneurs that can contribute to the creation of the event by actually putting forward initiatives or by aiding relationships with other – potentially international – bodies or people.
- **Local:** anybody or organisation from Milan or Lombardy that might have a bearing on Expo 2015. These might be in areas like training, catering and hospitality, entertainment (culture, sports etc.) or voluntary groups. Such resources are a potential source of strength for the event.

7) Media

The media are a target group, but first and foremost they are a tool to reach other target groups. Media relations will focus on raising awareness among the press, radio, TV and the web about Expo 2015, the themes and the dates. This will require good dissemination of information and news and support for all communication activities.

These target groups, divided according to the role they might play within Expo 2015 (sponsors, visitors, stakeholders...), contain different types of audiences.



7.1.4 Positioning and key messages of the Expo 2015 communication plan

The communication plan will use all available content to ensure it reaches the identified target groups.

Key international messages

Message	Objectives	Target
<p>The 2015 World Exposition, its values, its origin and its commitment to mankind</p> <p>The World Expo promotes ethical values and is a moment for exchange and growth.</p> <p>It will take place in Milan, Italy, and will deal with food-related subjects.</p>	<p>a.I, a.II, a.III</p> <p>b.II, b.III, b.V, b. VII, b.VIII</p> <p>b.X, b.XII, b.XIII</p>	All
<p>Expo, a great opportunity</p> <p><i>Local Target</i></p> <p>Hosting the Expo is positive, something to be proud of. The project will impact on the territory, providing various advantages and opportunities.</p> <p><i>International Target</i></p> <p>Participating in the Expo is important and can bring visibility to problems in developing countries.</p>	<p>a.II</p> <p>b.I, b.III, b.IV, b.V, b.VII</p> <p>b.IX, b.X, b.XI, b.XII, b.XIII, b.XIV</p>	<p>People living in Milan and the surrounds</p> <p>Italians</p> <p>Foreigners</p> <p>International institutions</p> <p>Sponsors</p> <p>Media</p>
<p>Building the Expo together</p> <p>Present the themes and the event as a whole as well as the numerous ways of participating; highlight the synergy with the Millennium Campaign goals.</p>	<p>a.I, a.III</p> <p>b.I, b.III, b.IV, b.V, b.VI</p> <p>b.X, b.XII</p>	<p>BIE delegates</p> <p>Local, national and international stakeholders</p> <p>Sponsors</p> <p>Potential exhibitors</p>
<p>The Expo: a must-see event</p> <p>Promote the Expo as a destination and holiday opportunity to experience a great event, full of commitment, but also fun. An opportunity to visit Milan and Italy.</p>	<p>b.I, b.IV, b.VII</p> <p>b.IX, b.XII</p>	<p>Local residents, Italian and foreign peoples,</p> <p>Media</p>

7.1.5 The strategy and the tools needed to achieve the goals

Expo 2015: a 7 year journey

The communication strategy was conceived as a path that accompanies the entire life of the event – from its creation, namely Italy and Milan being awarded the event by the BIE, to its conclusion – including the closing ceremony and the subsequent views on how things went.

It is, therefore, a 7 year journey where target groups will be involved, with different interests and objectives, which will converge to make this event a success. To do that, the Expo 2015 Organising Committee will work jointly with important communication agencies and the BIE, which will be able to supply precious information given its long experience in organising such events.

In order to achieve the stated goals, a wide range of communication tools – both traditional and innovative – will be used to ensure an effective media mix both in terms of coverage and continual dissemination of the messages.

Strategy needed to achieve the objectives

a) promote what the BIE does and the philosophy of the World Expositions

I. *Improve the visibility and importance of the BIE:*

- promote the knowledge of the BIE's history and previous Expositions;
- include fundamental BIE values in the Expo Milano 2015 ones;
- encourage international partnerships with large multilateral institutions and promote opportunities for meetings in key international venues, closely involving the BIE;
- devote special attention to welcoming delegations, authorities, key figures and country representatives.

II. *Promote the Expo brand:*

- create a programme of preparatory events to enhance the importance of the Expo as a place where people from across the world can meet and discuss solutions for sustainable development;
- use the Internet to take the Expo to as many people as possible, including those in remote locations;



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- link the Expo to all interested stakeholders;
- use endorsements by famous and authoritative people.

III. *Ensure the Expo brand is backed by solid content and has a clear, unique identity:*

- use durable, reusable elements that can be included in, say, the opening and closing ceremonies;
- design preparatory events that build expectations about the international importance of Expo 2015;
- involve universities and multilateral agencies in order to celebrate the Expo as the most important world event for the exchange of human knowledge on a given subject (Expo = Celebrate knowledge).

b) *Communicate the theme and promote the success of Expo 2015*

International Dimension

I. *Nurture international interest for Expo 2015, Italy and Milan:*

- press (newspapers, magazines, tourist industry press, tour operator catalogues);
- web (tourism, information and culture related to the subject);
- advertising campaigns;
- launch of the marketing campaign for the ticketing office.

II. *Highlight the theme chosen for Expo 2015, which has never been used before for a World Exposition:*

- organise forums and international meetings on relevant subjects;
- promote partnerships with the key international institutions that are involved in the Expo;
- take part in international trade fairs;
- highlight projects involving best practices by promoting an international competition.

III. Encourage the participation of foreign exhibitors:

- make the most of official diplomatic channels;
- promote road shows and informative international events;
- ensure participation produces substantial visibility right from the outset (signing the official Participation Contract);
- create co-operation projects with developing countries, in order to implement the best practices presented at the Expo.

IV. Encourage the presence of international organisations:

- sign agreements with multilateral institutions;
- promote Milan as a place of debate on future scenarios and as a meeting venue to outline new policies (Milan: Kyoto for nutrition).

V. Build strategic partnerships with sponsors and the business community:

- organise annual workshops with sponsors;
- present – at an international level – the investment programme so as to encourage participation in the calls for proposals for project design;
- promote the licensees programme through specific international workshops.

VI. Promote agreements with foreign tour operators:

- organise familiarisation trips/events for international tour operators;
- cooperate in designing specific package holidays;
- create a dedicated website;
- promote agreements to purchase tickets at favourable rates.

VII. Strengthen media interest:

- organise familiarisation trips/events and meetings with the international press (visit to the Expo building site, participation in key communication activities, such as the presentation of the logo and mascot);



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- create and update the communication material twice a year;
- website with an international media section;
- co-operation agreements with major press agencies across the world;
- co-operation agreements with the main television networks, with a view to broadcasting events that are part of the Expo 2015 programme;
- crisis management programme.

National dimension

VIII. *Turn theoretical support for World Expositions into active and enthusiastic involvement in Expo 2015 and encourage general participation:*

- press (newspapers, magazines, tourist industry press, tour operator catalogues);
- media partnerships;
- web (tourism, information and culture related to the subject);
- advertising campaigns;
- launch of the marketing campaign for the ticketing office;
- visits to the Expo promotional pavilion that will be created in advance to give a taste of the Expo and that will be publicised by a national road show.

IX. *Encourage participation by all Italian regions and the main institutions and organisations that are interested in the theme:*

- seminars and meetings to present the exhibition potential of the Expo;
- create a specific package that will include the possibility of a regional Expo pavilion;
- organisation of at least one Expo promotional event in each Italian region.

X. Stimulate the active involvement of all stakeholders:

- create specific projects targeting stakeholders;
- PR initiatives and specific tools to disseminate information (newsletters);
- seminars and special meetings designed for carefully selected groups of participants;
- meetings with NGOs, environmental associations and non-profit organisations through the Area Consultative Assembly and the Environmental Advisory Body.

XI. Maintain a high level of media interest:

- organise familiarisation trips/events and meetings with the international press (visit to the Expo building site, participation in key communication activities, such as the presentation of the logo and mascot);
- create and update the communication material twice a year;
- website with a national media section;
- cooperation agreements with the main Italian press agencies (ANSA, ADKronos);
- co-operation agreements with the main television networks, with a view to broadcasting events that are part of the Expo 2015 programme (Rai, Mediaset, MTV etc.);
- crisis management programme.

XII. Build strategic partnerships with the business community:

- organise annual workshops with sponsors;
- present – at a national level – the investment programme so as to encourage participation in the calls for proposals for project design;
- promote the programme for licensees through specific workshops.



XIII. Maintain local interest:

- regular research to monitor opinions on Expo 2015, its themes and values;
- events organised at building sites to encourage local participation and to make the inconvenience of building more acceptable;
- meetings with the locals, divided per target group;
- promote campaigns to enrol volunteers, including options for volunteers to learn new skills.

7.1.6 The roll-out of the communication plan

Events/seminars/familiarisation trips

Organising world events that are both entertaining and draw substantial attention (especially to the Expo's universal nature) will be the main method used to encourage countries to participate in and co-operate with Expo 2015.

The build-up will be carefully paced by the timing of major events that highlight the theme. To ensure such events are sufficiently "major", they will be deemed official events and given adequate publicity.

Internet and the cross-media video-portal

The Expo 2015 website will provide useful, up-to-date information that is constantly available.

The website will seek to create dialogue and interaction with the different target audiences. For each of them, there will be a specific section where they will find information, chat, follow-up on the organisation and elements that encourage active involvement. The website will be very user-friendly and intuitive.

A virtual Expo will provide a taste of the real Expo and then become a "parallel" Expo during the event. This will be managed by a cross-media video-portal that will be the point of reference for Expo 2015. It will have two main special features:

- A. the content can be viewed simultaneously on different means: web, IPTV, ipod video and video telephones;
- B. communication will be user-friendly, based on customised relationships, with a prevalence of audiovisuals and multilingual video chats.

Press office/information

As soon as the BIE awards Italy and Milan the Expo, a press office will be set up that will support the Organising Committee right through to the end of the event. **The overall goal is to continuously involve the media** (press, radio, TV and Internet) **and to favour the continuous dissemination of news on Expo 2015.**

Advertising and communication campaign

Key moments in organising Expo 2015 will need to be accompanied by high-impact communication that is smoothly managed and filled with appealing content. As such, the communication strategy will include an advertising campaign – for these key moments – aimed at various forms of media (press, radio, TV, Internet, billboards and posters) that has specific messages for local, national and international target groups.

The main advertising campaigns will be launched at these times:

- awarding by the BIE of Expo 2015 to Italy and Milan (2008);
- presentation of the logo and mascot (2010);
- local annual campaign on the progress of the project and the values promoted by the BIE and Expo 2015 (2011-14);
- local campaign to enrol volunteers for Expo 2015 (2013);
- international campaign centred on tourist attractions (2014-15).

Public relations

The Organising Committee and the local and national institutions that promote the event will seek to directly involve certain strategic groups (e.g. sponsors, exhibitors, stakeholders) that can help to enrich the Expo. The communication effort will support the institutions by:

- preparing targeted materials (video presentations, pictures, abstracts);
- organising welcomes for delegations, authorities or key visiting figures;



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- co-operating with the Organising Committee to identify and encourage contact with the target groups;
- helping to create a network of institutions and stakeholders that will make the various public relations initiatives more effective.

7.2 The stages

The communication plan was organised – and will be explained during its implementation – according to a series of communication strategies and tools. It will be rolled-out in four stages linked to key events and the achievement of certain goals on the path to Expo 2015.

Stage 1 (2008-2010) - Expo 2015: Milan calls the world

Stage 2 (2010 – 2013) - Expo 2015: building a great event

Stage 3 (2013-March 2015) - Expo 2015: not to be missed

Stage 4 (March 2015 – November 2015) - Expo 2015: a showcase for the world

STAGE 1 (2008-2010)

EXPO 2015: MILAN CALLS THE WORLD

The first stage of the communication plan involves the start of the journey that will ultimately lead to Expo 2015. This stage will set the tone for all that is to come, emphasising the importance of visibility for the event.

The goals that characterise this stage are:

- a.i **Improve the visibility and importance of the BIE** as the representative and promoter of the World Exposition.
- a.ii **Promote the Expo brand** by ensuring as many people as possible – from Italy and the rest of the world – understand what a World Expo really is, including the size of the event and the underlying philosophy and goals.
- b.i **Nurture international interest for Expo 2015, Italy and Milan:** focus on participation and involvement in order to attract as many visitors as possible and arouse a continuous desire to participate, with a view to achieving the target of 8 million international visitors.

- b.II *Highlight the theme chosen for Expo 2015, which has never been used before for a World Exposition.*** This theme is shared – albeit in different ways – both by industrialised and developing countries. The idea is to put forward concrete projects to fight hunger and malnutrition and to guarantee safe and quality food and water for everyone.
- b.III *Encourage the participation of foreign exhibitors,*** especially those from developing countries and international organisations, to ensure substantial media exposure and generate great expectations.
- b.IV *Encourage the presence of international organisations,*** to turn Milan into a permanent forum for debate and decision-making, especially to continue the strategy begun with the Millennium Campaign that is due to end in 2015.
- b.VIII *Create synergies with Zaragoza 2008 and Shanghai 2010*** to encourage visitor participation in all expositions. This can be achieved by promoting the exchange of information – and thus of learning experiences - between the organisers and within the so-called “Expo club”.
- b.X *Encourage participation by all Italian regions and the main institutions and organisations that are interested in the theme,*** thus optimising the opportunity for participation in the event.
- b.XII *Maintain a high level of media interest*** by ensuring the event has a major impact and the media has a positive, transparent relationship with the Organising Committee.
- b.XIV *Maintain local interest*** by keeping the public involved and informed and by focussing on specific programmes involving volunteers, schools etc.

1) The events

Milan will celebrate the awarding of Expo 2015 by the BIE with a main event held in the city (at the castle). Fringe celebrations events will also be held to raise awareness about World Expo values and the specific focus of 2015 (food).

More specifically, the basic plan is as follows:



International initiatives

From Zaragoza to Milan – October 2008

From Shanghai to Milan – October 2010

Milan will take part in the closing ceremonies at Zaragoza, Shanghai and in 2012 to collect the baton that will take the Expo into the future and thus **build expectations about Expo 2015, Italy and Milan.**

More specifically, Milan will ask to be involved in the Urban Best Practice Area, organised by the Shanghai Expo. This will allow Milan to promote its urban regeneration policies and help publicise the 2015 event.

Target: Institutions

Presentation of the logo, mascot and anthem – 2010

The mascot, logo and anthem of Expo 2015 – to be selected in a national competition – will be unveiled at a colourful, joyous party, filled with music and shows. It will take place in Italy at the same time as the Shanghai 2010 closing ceremony.

Target: Institutions, general public and the media.

All night Expo festival – once a year

An all night festival that tours the world: from Sidney to New York, from Moscow to Johannesburg, a 24 hour festival that embraces all the countries of the world to celebrate the great Expo 2015. This will also be an opportunity to meet new people and develop future alliances.

Target: General public, tour operators, exhibitor countries and companies.

Feed the world – once a year

A large concert – jointly organised by the BIE, international organisations and NGOs – in the mould of Live Aid and Live Eight: the most popular music stars will be united around the theme of Expo 2015, food safety, food security, and healthy, quality food for everyone. Rock, classical and jazz artists will perform across the world to spread the message: “feeding the planet, energy for life”.

This event will also bring out the uniqueness of Milan’s chosen theme, after all, the World Expo has never seen such a theme before.

Target: General public, international organisations, NGOs and the media.

Road Show

The unveiling of the Expo 2015 logo and mascot will be followed by a series of road shows aimed at foreign tour operators.

The road shows will focus on the opportunities of Expo 2015, thus helping to create a range of interesting products for tourists, whether as individuals or in groups.

Emphasis will also be placed on the benefits of participating in Expo 2015. The key aspect here will be visibility for the participating country, an aspect that will be highlighted by using a specific opportunity analysis.

Target: tour operators, the international public and participating countries.

Diplomacy forum

On being awarded the bid, the Organising Committee will start promoting 8 “diplomacy forums” to encourage countries to participate in Expo 2015.

The various representative diplomatic bodies in Milan will be the starting point for this effort by presenting participation in Expo 2015 as a chance to gain visibility, exchange know-how and promote development.

Target: Participating countries

National initiatives

Regional in-depth study of the Expo 2015 theme - Autumn 2008

Since the subject chosen involves the whole of Italy – food and wine traditions, the rich landscape and biodiversity, Italy as an example for the world - each Italian region will work concretely on the Expo theme. Along with the Scientific and Organising committees, all of the regions will be involved in a forum to discuss how best to organise the “Italian space” at the Expo.

During Expo 2015, the regional administrations will be looked up to take the lead in the field of international co-operation. This effort will be linked to the Expo themes and, working jointly with NGOs, it will help disseminate the best practices adopted at a local level in Italy.



7.

This will be a unique opportunity, especially for developing countries, to encourage participation in Expo 2015, which will become a sort of world stage to present the co-operation projects implemented by the individual Italian regions.

Target: Stakeholders, the general Italian public and participating countries.

Road Show

The unveiling of the Expo 2015 logo and mascot will be followed by a series of road shows aimed at Italian tour operators.

The road shows will focus on the opportunities of Expo 2015, thus helping to create a range of interesting products for tourists. This will help make Italians realise just how varied the Expo will be and help cater for all market segments.

Target: Tour operators and Italian visitors

Countdown to Expo 2015 – once a year

The end of the Shanghai 2010 Expo will mark the launch of a travelling exhibition on sustainable development that will be a precursor to the main themes of Expo 2015. It will explore the key innovative solutions of Expo 2015 using simulations and miniature reproductions.

This travelling exhibition will journey across Italy and the world, picking up and incorporating interesting best practices as it goes. Eventually, it will arrive in Milan and become part of the official Expo.

Target: General public, stakeholders and the media.

Local initiatives

Expo arrives in Italy – March 2008

A major event will be organised to celebrate the BIE awarding the Expo to Italy and Milan and to tell the world about what to expect (2008).

To involve as many Italians as possible, simultaneous celebrations will be in all of Italy's regional capitals. Giant screens will be erected in the main squares to link all these events. From Palermo to Aosta and from Ancona to Genoa via Trieste, Italy will celebrate the arrival of the Expo in Milan, with TV and music stars, with concerts, dance and shows.

Target: General public and stakeholders.

Expo Party – once a year

Each year, Milan will celebrate - with a massive street parade and a show – the date when Expo 2015 was awarded to Italy, thus creating a cheerful, colourful countdown to 2015. This will be a chance to party, but also to provide updates on the progress of the project.

Target: General public.

2) Internet

The website will have a communication section that will be updated regularly. Specific websites – linked to the main one – will also be created in order to manage specific programmes, such as those for schools, volunteers etc.

The website and the various sites linked to it will become virtual forums where one can learn more about Expo 2015, exchange ideas, read news, check and book events, browse programmes and visit the pavilions. Some restricted areas (e.g. for schools or the press) will have specific content and downloadable material.

More specifically, the website will include:

- the Expo 2015 institutional profile;
- presentation of themes and in-depth analyses (including blogs, chat rooms and links);
- information for specific target groups (exhibitors, sponsors, stakeholders and visitors);
- regular updates on the organisation and implementation of Expo 2015 (including fixed webcams);
- online Expo 2015 newsletter;
- national and international press rooms, with restricted access for press releases, photo archives, videos, press-specific information and information requests;
- interactive activities exploring the themes, including educational activities for schools and games for younger children;
- virtual areas for exhibitors and sponsors to increase their visibility and favour Business-to-Business contacts;
- further into the project, a section will be added for a thematic channel – Expo 2015 Urban TV – that will focus entirely on the event, with images, interviews, news and events;



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- YouTube could also be used for the most interesting videos, potentially on a specific YouTube area;
- a dedicated virtual forum specifically designed to involve young people in the Expo 2015 themes;
- a special section for families, where it will be possible to retrieve information about content and details about special rates and logistics;
- E-learning activities aimed for schools throughout the world concerning the Expo 2015 theme and the related daily best practices.

From 2014, entrance tickets can be purchased via the website and, during the Expo, the website will become a guide to the event, with details about what's on.

In addition, satellite websites are planned to aid communication with certain target groups (volunteers, city planning, recruitment, Expo for young people, a website for each event and a competition website).

3) Press office/information

A national and international press office will be set up to disseminate, as widely as possible, news about Italy and Milan being awarded Expo 2015.

A mailing list will be created for local, national and international journalists. This list will also include information about the area of specialisation (local and national news, economy, non-profit, food and tourism and so on). The aim is to build solid relationships with these journalists, whether at local, national or international level.

Press kits will be created for specific areas of journalism, making sure the documentation supplied is up-to-date and relevant so press coverage is as accurate as possible.

More specifically, the following will be made available:

- press kit with economic information;
- press kit with specific information on the arts;
- press kit with urban-planning information;
- press kit with scientific information;
- press kit for every event.

Each kit will contain:

- international brochure on Milan;
- expo institutional brochure;
- audiovisuals;
- CD with photos.

Target: the media.

4) Advertising campaign

This will involve creating an image for the event that is in line with BIE values and that will be used for all institutional communication. This will include an official logo expressing World Expo values and the 2015 theme. Similarly, a mascot will be designed and then used continuously throughout the campaign. The plan is that the mascot design will be chosen as part of a national competition that will be open to everyone from students to professional graphic designers. The competition will also help spread Expo ideas among target groups. Both the logo and the mascot will be presented at an official event.

A billboard and poster campaign will also be launched for Milan and the environs to advertise the logo and mascot during the closing of World Expo Shanghai 2010.

Strategic media partners will be identified to ensure communication reaches all target groups.

A well-known Italian composer will be asked to compose the anthem for Expo 2015, which will be officially presented in Milan at a prestigious concert hall.

Target: everyone.

STAGE 2 (2011 – 2013)

EXPO 2015: BUILDING A GREAT EVENT

Stage two of the communication plan is effectively about supporting the organisation of Expo 2015 to help encourage the involvement and participation of strategic target groups.



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The main goals are:

- a.III **Ensure the Expo brand is backed by solid content and has a clear, unique identity** by confirming the acknowledged potential of the Expo through the endorsement of its core values and by presenting the Expo to the general public as a reference point to celebrate what is state of the art in world knowledge.
- b.I **Nurture international interest for Expo 2015, Italy and Milan:** focus on participation and involvement in order to attract as many visitors as possible and arouse a continuous desire to participate, with a view to achieving the target of 8 million international visitors. Build and sustain local goodwill for the Expo.
- b.III **Encourage the participation of foreign exhibitors,** especially those from developing countries and international organisations, to ensure substantial media exposure and generate great expectations.
- b.IV **Encourage the presence of international organisations to turn Milan into a permanent forum for debate and decision-making,** especially to continue the strategy begun with the Millennium Campaign that is due to end in 2015.
- b.V **Build strategic partnerships with the business community** to obtain the required sponsorship and optimise the economic resources available for communication.
- b.VI **Promote agreements with foreign tour operators** since they are fundamental in getting tourists to visit, especially by creating package holidays.
- b.IX **Transform theoretical support for World Expositions into active and enthusiastic involvement in Expo 2015** so that people can be active visitors, knowledgeable travellers and enjoy a unique experience. In this way, we will hopefully achieve our target of 21 million domestic visitors.
- b.X **Encourage participation by all Italian regions and the main institutions and organisations that are interested in the theme,** thus optimising the opportunity for participation in the event.
- b.XI **Stimulate the active involvement** of all the stakeholders.
- b.XIII **Build strategic partnerships with the business community** to obtain the required sponsorship and optimise the economic resources available for communication.

b.XIV Maintain local interest by keeping the public involved and informed and by focussing on specific programmes involving volunteers, schools etc.

1) The events

The various initiatives in stage 1 will all be repeated periodically. In addition, the following international events will be organised:

International initiatives

A promotional week for participating countries

After a country signs a participation contract, the Organising Committee – in conjunction with local institutions and the Chamber of Commerce and Industry of Milan – will organise a week of promotional events in Milan for the signatory country.

This has a two-fold objective:

- introduce the people to the participating countries and thus highlight how universal the Expo will be;
- give the participating country a platform from which to display their commercial, cultural and tourist potential so as to make the most of their participation in the Expo.

The specific initiatives include:

- organising exhibitions on a given country;
- conferences and meetings targeting businesses and the scientific community;
- giving adequate emphasis to national products, starting with food;
- presenting new tourist destinations and holiday options, together with ASTOI (Italian Association of Tour Operators);
- organising partnerships for training and educational purposes.

Participation in international exhibitions

Promotion of the Expo at international trade fairs that relate in some way to the content of Expo 2015. In essence, trade fairs are a chance to meet potential stakeholders, sponsors and opinion leaders in specific sectors. The following events have already been tagged: Summer Fancy Food Show (New York), Anuga (Cologne), Sial (Paris),



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Alimentaria (Barcelona), Cibus (Parma/Rome), Vinitaly (Verona), Tuttofood (Milan), Food Expo (Hong Kong) and Terra Madre (Turin). To ensure the success of this, it will be important that:

- the Expo is represented at each event (Expo Piazza) in its own space;
- members of the Organising Committee attend these events;
- specific, thematic workshops are offered;

The annual events shall continue and will also be accompanied by the following:

Sponsor workshop

In order to stir potential interest among business partners, we will organise special workshops aimed at potential sponsor companies. These will explain the various benefits to be gained from establishing a partnership with the Expo.

At this stage, workshops will have the following goals:

- provide information and initial contact with new potential partner companies;
- develop joint communication projects and initiatives with the companies that will have already signed agreements with the Organising Committee.

Similar initiatives will also be made with potential companies regarding licensing.

Familiarisation trips for tour operators

An annual meeting with tour operators from around the world will be held. These meetings will focus on illustrating the opportunities implicit in Expo 2015 and will closely involve the Italian hotel owners' association and the National Tourist Board. The goal is both to help operators create package tours and to sustain the support that has already been offered in numerous letters.

National initiatives

Various preparatory events will be held to encourage all Italian regions to participate in the “Italian side” of the event. By this stage, each region will have outlined their potential role in the Expo. As such, these event will be a chance for each region to present content, educational initiatives and ways to disseminate knowledge, in line with their potential role. Such events will also involve regional institutions, students and stakeholders.

Inauguration of a virtual pavilion

The virtual pavilion will be the symbol of Expo 2015 and offer a chance for a sneak preview of the event. As such, its inauguration will be marked by a major event organised by the institutions.

Target: Institutions.

Local initiatives

- meetings with the people of Milan (in co-operation with neighbourhood associations) to provide updates on the progress of the project;
- tours to the Expo building sites to show people the architectural and infrastructural value of the work.

Promotion on the occasion of major events

Major city events can attract tens of thousands of people and, as such, will be used to promote and inform about the Expo and the themes. These efforts will focus on creating synergies and presenting a coherent and informed message about Expo 2015. Events in this category include:

- Stramilano;
- Notte Bianca (an all night festival);
- F1 Grand Prix, Monza;
- Milan City Marathon;
- Opening of the La Scala season;
- Lombard theatrical season;



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- Lombard museums, starting with the Leonardo da Vinci Museum of Science and Technology;
- Large amusement parks (Gardaland, Le Cornelle zoo, Parco della Preistoria, Acquatica and Idroscalo);
- Concerts held in Milan.

The main trade fairs in Milan will be an ideal chance to promote Expo 2015 to an international audience. This will require the building of synergies and developing opportunities to explore the themes and present ideas. This will be done jointly with the following trade fairs:

- Salone del Mobile (design);
- Tuttofood (nutrition and food);
- Bit (tourism);
- Macef (design linked to food);
- Host (hospitality);
- L'artigiano in Fiera (arts and crafts from all over the world).

Specific activities will also be organised to raise awareness about the theme of nutrition:

- in-depth learning paths, to study the themes of Expo 2015, specifically designed for students aged 6 to 18 in Milan;
- courses on food and cooking (traditions and new trends), taught by industry professionals and targeting all segments of the population.

There will also be meetings and debates with local *policy makers* to present the advantages of being involved in organising the event. The relevant documentation for this will be made available by the Organising Committee.

2) Internet

Webcams will be placed around the Expo building site, allowing people to actually watch the progress. This will also aid the creation of a virtual archive.

Specific thematic sections on the Expo 2015 website will supply detailed information and updates. The website might also contain games, competitions and quizzes on nutrition-related subjects.

Special emphasis will be placed on volunteers, including the creation of a targeted website with online courses.

3) Press office

The press office will focus on all levels of journalist – local, national and international –, ensuring up-to-date information is continually available. It will also organise press tours, press conferences and visits to the Expo building site.

The press office will be responsible for ensuring that all events in the lead up to Expo 2015 get sufficient coverage.

The press office will also provide strategic support for the media for all the institutional, promotional and organisational initiatives undertaken by the Organising Committee. This will involve journalists and newspapers that deal with or have an interest in:

- Expo 2015 themes (nutrition, innovation, sustainable development);
- tourism;
- the non-profit sector;
- current affairs (especially local and national);
- the economy.

Special attention will be devoted to national and international publishing houses that create tourist guides and the trade press, so that they can promote the image of Milan and Expo 2015.

The BIE's experience will be essential for the international activities aimed at potential exhibitor countries. In particular, the BIE's insight will be useful in creating targeted PR and activities to build contacts.

4) The advertising campaign

The Organising Committee will develop promotional advertising campaigns aimed to promote Expo in target countries preparing up-to-date and targeted documentation.

Special attention will be paid to developing countries to ensure their participation at Expo.

The communication strategy will include creating and making available specific documentation designed to help the Organising Committee present Expo 2015 to national organisations and stakeholders.



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In addition, a campaign will be undertaken locally to ensure that information on the status of the project – especially in terms of how the actual city is being affected – is disseminated. To do this, the following will be undertaken:

- information poles (called totems) will be placed in the busiest spots in the city;
- an annual billboard and poster campaign will be organised;
- the “Expo 2015” newsletter will be published twice a year, both electronically and in hard copy. It will update the Milanese on progress as well as reinforcing ideas about the content and meaning of such an event;
- a specific call-centre will provide information about the Expo.

The information campaign will also ensure that specific means are used to reach volunteers. The aim is to make a sort of “volunteer community” that not only helps volunteers learn BIE and Expo 2015 values, but also provides actual services that can benefit volunteers. A detailed description of the volunteers programme is shown at paragraph 19.2.

STAGE 3 (2014-MARCH 2015)

EXPO 2015: NOT TO BE MISSED

The goal of stage three is to make sure that Expo 2015 is as big as hoped and that the predicted number of visitors actual arrive. As such, most communication will be advertising and aimed at attracting large numbers of people.

Consequently, the goals of the communication strategy are:

- a.II *Promote the Expo brand*** by ensuring as many people as possible – from Italy and the rest of the world – understand what a World Expo really is, including the size of the event and the underlying philosophy and goals. Promote the Expo among the general public.
- a.III *Ensure the Expo brand is backed by solid content and has a clear, unique identity*** by confirming the acknowledged potential of the Expo through the endorsement of its core values and by presenting the Expo to the general public as a reference point to celebrate what is state of the art in world knowledge.

b.II Highlight the theme chosen for Expo 2015, which has never been used before for a World Exposition. This theme is shared – albeit in different ways – both by industrialised and developing countries.

The idea is to put forward concrete projects to fight hunger and malnutrition and to guarantee safe and quality food and water for everyone.

b.VI Encourage the presence of international organisations to turn Milan into a permanent forum for debate and decision-making, especially to continue the strategy begun with the Millennium Campaign that is due to end in 2015.

b.VII Strengthen media interest and thus make Expo 2015 an event that generates increasing publicity and so becomes a key world event in 2015.

b.X Encourage participation by all Italian regions and the main institutions and organisations that are interested in the theme, thus optimising the opportunity for participation in the event.

1) The events

Scheduled initiatives, planned in previous phases, will continue during this phase.

International initiatives

The Expo will be promoted at tourism-related international trade fairs, especially since such events are key moments for all tour operators and travel companies. The focus will be on highlighting what Italy has to offer and how Expo 2015 can be built into package holidays. The major tourism trade fairs highlighted are BIT (Milan), ITB (Berlin), World Travel Market (London) and MIT (Paris).

To succeed in this area, the communication strategy has envisaged the following:

- an institutional exhibition space;
- an opportunity to officially present Expo 2015;
- the organisation of specific workshops to help outline package holidays;
- organising small, specific events to which key industry players and the trade press will be invited.



7.

National initiatives

The Expo caravan – 2014

A year before the Expo, a symbolic journey will be organised around Italy to collect items and experiences related to organising for the Expo. This will be very much in the BIE's mould of team spirit and, furthermore, a symbol will be left in every participating city to remind of the inspiration and universality of World Expo themes.

Target: General public and stakeholders.

Local initiatives

Guided tours to the building sites and areas that will host Expo 2015.

Expo building sites will be opened to the Milanese citizens interested in visiting them.

2) Internet

An Internet advertising campaign – both national and international – will be organised to spread the theme and promote tourism to the event.

A similar campaign will focus on recruiting volunteers.

A number of support websites will also be created for:

- tour operators;
- volunteers;
- ticketing services;
- educational and school programmes;
- each event.

In addition, the cross-media video-portal will be launched and become a point of reference for the Expo. It will have two special features:

- A. the content can be viewed simultaneously on different means: web, IPTV, ipod video and video telephones;
- B. communication will be user-friendly, based on customised relationships, with a prevalence of audiovisuals and multilingual video chats.

3) Press office

The press office will be responsible for the press room, which will oversee the organisation of the journalists from across the world as well as providing daily, up-to-date information. At the end of the expo, it will organise a major event (press conference, video services, dissemination of data).

A crisis management system will be set up and constantly updated in order to prevent and respond to any potentially misleading information that might be disseminated about the organisation of Expo 2015.

4) Advertising campaign

A worldwide advertising campaign will be organised to promote the Expo as the key tourist destination for 2015. Special attention will be given to those people who, for geographical or cultural reasons, are the most likely to visit Expo 2015. The advertising will consist of:

- press (newspapers, magazines, tourist industry press, tour operator catalogues);
- billboards and posters at main European airports with flight connections to Malpensa, Linate and Orio al Serio.

A further advertising campaign will be organised to promote Expo 2015 and attract potential visitors. This advertising campaign will entail:

- press (daily papers and magazines);
- radio (throughout Italy);
- billboards and posters in cities, major railway stations and at airports.

A specific communication strategy will be designed specifically to attract volunteers for the actual Expo. This will probably be accompanied by a recruitment campaign focusing on universities and areas where potential volunteers congregate (sports clubs, cultural centres etc.). A local billboard and poster campaign and a series of meetings with representatives of non-profit and voluntary work organisations will also be organised to show them how co-operation can take place.



7.

The various initiatives of stage 2 aimed at keeping people – especially local people – in the loop about progress will continue in the run-up to the event. This will entail:

- circulation of the “Expo 2015” newsletter;
- updating the information poles (totems) in the busiest spots in the city;
- an annual billboard and poster campaign explaining what stage the project is at.

STAGE 4 (MARCH 2015 – NOVEMBER 2015)

EXPO 2015: A SHOWCASE FOR THE WORLD

The fourth stage of the project aims to achieve the following objectives:

- a.I **Improve the visibility and importance of the BIE** as the representative and promoter of the World Exposition.
- a.II **Promote the Expo brand** by ensuring as many people as possible – from Italy and the rest of the world – understand what a World Expositions really is, including the size of the event and the underlying philosophy and goals.
- a.III **Ensure the Expo brand is backed by solid content and has a clear, unique identity** by confirming the acknowledged potential of the Expo through the endorsement of its core values and by presenting the Expo to the general public as a reference point to celebrate what is state of the art in world knowledge.
- b.I **Nurture international interest for Expo 2015, Italy and Milan: focus on participation and involvement in order to attract as many visitors** as possible and arouse a continuous desire to participate, with a view to achieving the target of 8 million international visitors.
- b.II **Highlight the theme chosen for Expo 2015, which has never been used before for a World Exposition.** This theme is shared – albeit in different ways – both by industrialised and developing countries. The idea is to put forward concrete projects to fight hunger and malnutrition and to guarantee safe and quality food and water for everyone.
- b.VII. **Strengthen media interest** and thus make Expo 2015 an event that generates increasing publicity and so becomes a key world event in 2015.

b.IX Transform theoretical support for World Expositions into active and enthusiastic involvement in Expo 2015 so that people can be active visitors, knowledgeable travellers and enjoy a unique experience. In this way, we will hopefully achieve our target of 21 million domestic visitors.

b.XII Maintain a high level of media interest by ensuring the event has a major impact and the media has a positive, transparent relationship with the Organising Committee.

b.XIV Maintain local interest by keeping the public involved and informed and by focussing on specific programmes involving volunteers, schools etc.

The fourth stage will involve intense, focused communication throughout the duration of the Expo.

At a local level, visitors will be kept informed about all planned initiatives. Nationally and internationally, the focus will shift to the key moments of the event. Special attention will be placed on the drafting and presentation of the Expo 2015 Social Balance, which will be drawn up using the most widely accepted international practices in combination with the values of the BIE and World Expositions.

During Expo 2015, innovative devices will be placed in key locations (such as railway stations, airports, metro stations and piazzas) to give visitors a real feel of just how big the event is and how deeply involved the city is. Such devices might include, for example, video projections on large city surfaces (e.g. sides of buildings), laser beams, and special lighting for monuments and selected areas.

1) The events

Opening ceremony

The opening ceremony is a vital part of giving the BIE visibility and bringing substance to traditional and innovative elements of the Expo. For a detailed description of the opening ceremony. (see chapters 1 and 11).

Closing ceremony

The closing ceremony will focus on the lasting importance the Expo brings to water and will include a symbolic gesture as the baton is handed over to the next host country.

Such an approach will both emphasise the next theme and create continuity between the present Expo and the next one.



2) Internet and the cross-media video-portal

Throughout the event, TeleExpo 2015 will be operational: this is a multimedia editing office that will shoot videos, interview people and write reports about the major events of each day. It will be possible to access its videos and audio files through:

- the Internet (the Expo 2015 website, linked media, YouTube or Second Life);
- local, national and international broadcasts;
- IT networks (e.g. plasma screens) located in strategic city spots.

3) Press office

A team of communication experts will be selected to look after the journalists and media representatives that will be at the Expo during the six months it is up and running. On the eve of the official opening, an international press conference will be held by the Organising Committee and the BIE to present the event. Aside from providing logistical and practical information, the team will prepare specific material, with daily updates, in order to:

- encourage maximum dissemination of news;
- consolidate the image of an event that cannot be missed;
- attract more visitors.

The press office shall remain operational after the official end of the Expo (November-December) in order to provide all of the information that the national and international media might require.

In addition, "ExpoNews 2015" will be created. It is a newsletter featuring the programme of the Expo and all the related events. It will act as the official guide to Expo 2015 and will be given out to all visitors and throughout the city.

Innovative tools

The various communication means used prior to and during the Expo will include a series of innovative, high-impact tools that are aimed to dazzle citizens and visitors alike, while creating a sense of the wonder of the event. The majority of these tools will be used in Milan and, especially, at the Expo 2015 premises. The following is a brief list of some of these tools:

- **laser projections** of the logo and other Expo 2015 elements in the skies above Milan;
- **artistic videos** dedicated to the Expo and the themes;
- **special lighting** to enhance monuments and other key areas in the city;
- innovative **urban furniture** (e.g. benches, lampposts) and lighting engineering for signs, especially on Expo routes (metro, roads, shuttle buses, airports and railway stations, areas for fringe events);
- **Milano In Touch:** interactive, user-friendly and multilingual touch screen info points located in busy spots. They will replace information kiosks/stands and will be equipped with devices that will make them accessible to differently-abled people;
- **Metropolitan Urban Graffiti:** messages in the air (in the busiest spots) that can be viewed using mobile devices, but only by the designated recipients;
- **Virtual Playhouse:** this entertainment area for youths and children is based on advanced natural interaction techniques and provides an interesting way to learn more about the Expo theme and technological innovation. Children, working together, will have to design a perfectly fed planet, using existing natural resources and renewable energy;
- **Urban Expo TV:** a multi-platform urban television that provides Expo news to visitors and the whole world;
- **Hyper Events:** the greatest Italian events live on the world's largest screen mounted at Castello Sforzesco;
- **Holographic Pantheon:** the first world holographic park where the great characters of the city's history tell visitors about Milan's history from the sky;
- **Holographic World:** when the national days of each participating country are celebrated, the Milanese historical characters will leave space in the skies for a virtual extravaganza of holographic images dedicated to the country in question.

Trailers of these projections can be previewed in the years leading up to the event.

Chapters 20 describes in details the above mentioned projects.



7.3 The theme chosen for Expo Milano 2015 is ideal for involving many organisations and interest groups

The theme chosen for Expo 2015 has a cross-cutting value that will make it possible to involve national and international organisations and interest groups in two ways (see also chapter 11).

The programme of events will produce a massive communication effect that will attract organisations and interest groups both as visitors and observers, thus helping develop the impression that this is truly an event that must not be missed.

In addition, common elements of Expo projects and initiatives by various organisations and interest groups will be shared, allowing for co-marketing and the optimal use of mutual exchange, both as regards communication and the opportunities created.

7.4 The involvement of governmental organisations and specialised communication agencies will ensure the effectiveness of the plan

The Organising Committee intends to involve governmental organisations in the development of the Expo 2015 theme, thus multiply the effect of any communication and improving access to institutional channels. For example, special emphasis will be placed on getting the National Tourist Board (ENIT) involved, partly so the Expo can be part of their international marketing strategy.

The **National Institute for International Trade** will be another key figure as its worldwide networks reaches over 80 countries. In working with this institute, the Organising Committee can help promote economic and trade relations between Italy and foreign countries, especially in areas linked to the Expo 2015 theme.

The **Ministry of Foreign Affairs**, in conjunction with the Organising Committee, will coordinate the international relations side that is inherent in the promoting of the Expo 2015 theme that will be done by various governmental organisations.

The Committee will draw up stringent selection criteria that will be used to select specialised communication agencies that will have the necessary skills to correctly develop the Expo 2015 theme and the related opportunities. As always, special attention will be given to communication in and with developing countries, particularly in an attempt to ensure participation.

7.5 The logo and the mascot: two pillars of the communication strategy

The Expo 2015 logo will be at the heart of all other design elements for Expo 2015. As such, it will be a graphic element that conveys the uniqueness and importance of this truly international event.

The graphic identity of this event will emerge from a combination of three key elements:

1. the **Expo brand** – including its cultural, educational and social values - alongside the symbolic meaning of an event that continues over time and picks up themes developed at previous expositions, thereby setting new frontiers and new goals on the road to sustainable development;
2. the theme chosen by Italy and Milan, the **basic right of people throughout the world to a healthy, safe supply of quality food;**
3. the **centrality of man** in the production of food and the link with the city of **Milan**.

Therefore, the World Expo 2015 logo will be an easily identifiable reinterpretation of the icon that inspired the bid logo, namely Leonardo da Vinci's Vitruvian man.

Even if the existing logo is temporary, it has already been copyrighted.

7.5.1 The Vitruvian man: the symbol of the new Milanese humanism

The Vitruvian man is the universal symbol of man perfectly located at the centre of the dynamics of our planet. Today, it is found in the pockets of all Italians and many Europeans, since it is on the ? 1 coin.

The Vitruvian man is a drawing by Leonardo, a humanist scientist who lived and worked in Milan for many years. Faith in the value of the individual, a strong desire to progress and cultural renaissance: these are the social roots of Lombard and Italian humanism, the cradle of the European Renaissance that Leonardo was such an important part of.

Today Milan is experiencing a sort of rebirth, by bidding for World Exposition 2015, which is planned to be a type of stage where Italy and the world will have room for expression. It will also be a sort of container for ideas, projects and visions of a sustainable future in which man is the author and the protagonist.

This world-famous image is kept at the Gabinetto dei Disegni e delle Stampe of the Gallerie dell'Accademia in Venice.



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7.5.2 The new logo and the mascot

- The new campaign for the creation and the launch of a logo and a mascot has always represented, for large events, a high-impact moment in terms of communication and a great opportunity to provide the general public with information on the progress of building the Expo.
- This is why the launch is expected to take place in 2010, a time that has been carefully chosen because of its distance from 2015, thus ensuring no fundamental elements are released too soon or too late. It is important not to release a brand too much in advance, lest one run the risk of it becoming commonplace by the time the actual event comes around. Various large events have fallen into this trap.
- An international competition will be organised to appoint a commission that will set out the guidelines for the creation of the logo and mascot. The BIE will be asked to participate as well as the communication directors of the Zaragoza and Shanghai expositions.
- **The party to officially present the logo will be an important occasion which could take place on a symbolic day: it could be presented at an event held simultaneously in Milan and Shanghai on the day before the official closing of the latter on 31/10/2010.** It would be a sort of symbolic passing of the baton and might be something that future Expositions could adopt as a tradition.

CHAPTER 8

**THE HOST CITY AND THE REGION,
THE GENERAL LOCATION
AND ITS MERITS, THE RELATIONSHIP
OF THE SITE TO LOCAL
AND INTERNATIONAL TRANSPORTATION
AND THE MOVEMENT AND PHYSICAL
WELFARE OF VISITORS**



ABSTRACT CHAPTER 8

THE CURRENT CAPACITY OF THE TRANSPORTATION SYSTEM	ESTIMATED FLOWS	SPECIFIC INFRASTRUCTURE PLANS
<p>GETTING TO MILAN</p> <ul style="list-style-type: none"> • In Lombardy there are 3 airports, which manage over 36 million passengers per year; • Milan is located at the intersection of two major European rail corridors: Corridor V Lisbon-Kiev and the Rotterdam-Genoa corridor; • the road network in Lombardy and the Milan area consists of 560 km of motorways, 900 km of national roads, 10,900 km of provincial roads and 58,300 km of municipal roads. 	<p>GETTING TO MILAN</p> <p>Following a detailed assessment of the distances in km and the actual availability of connections, a specific percentage of usage for the different means of transportation (planes, coaches, trains and cars) has been identified for each area that visitors are likely to come from.</p>	<ul style="list-style-type: none"> • Although the current infrastructure meets the requirements of the Expo, it is a good opportunity to improve overall access to the area; • sizable investments are planned with a view to globally improving the road, railway and air networks as well as local public transport. Over ? 10 billion is likely to be invested in Milan and Lombardy in the build up to Expo 2015.
<p>GETTING TO THE EXPO 2015 AREA</p> <ul style="list-style-type: none"> • Expo 2015 will be catered for by the new Rho-Pero railway station at the new fairgrounds (it is due to open in 2008); • Milan has 3 metro lines, 3 metro-tram lines, 20 normal tramways and 93 bus routes (Nuovo Polo of Fiera Milano, next to the Expo 2015 area, is the final station of the Metropolitan 1 line). 	<p>GETTING TO THE EXPO 2015 AREA</p> <p>Once visitors have reached Lombardy from different areas, they, as well as the locals, will be able to use one of the following options: the regional and suburban railway network, the urban metropolitan line, buses, their own cars, private coaches organised by tour operators and taxis.</p> <p>The Committee will encourage the use of public transport, although sufficient parking will be made available for private cars.</p>	

SUSTAINABILITY OF FLOWS

- An average of 160,000 visitors are expected at the Expo each day, meaning an average of 320,000 trips per day. This is just over 7% of the total number of trips that take place in Milan (or pass through Milan) each day. While this is by no means a negligible amount, it does not exceed normal fluctuations in traffic flow, such as those due to the school calendar or the pre-Christmas traffic peak;
- peak moments of the Expo, when as many as 250,000 visitors/day are expected, should be on weekends, when the Expo peak is counteracted by a sharp decline in ordinary mobility.

8.1 Milan: population, economy, culture, trade fairs, conventions, events and tourism

Milan, capital of the Province of Milan and the Region of Lombardy, is the second most populous city in Italy: the **central urban nucleus** (within the Milan city limits) has 1,309,000 inhabitants; **the "inner" metropolitan area**, coinciding with the boundaries of the Province of Milan, has some 3,900,000 inhabitants, equal to 40% of the entire **Region of Lombardy**, which has 9,500,000 inhabitants¹.

Milan was founded by the Celtic population of the Insubri around 600 BC. Known in ancient times as **Mediolanum**, derived from a combination of medio (from the Latin medius, in the middle) and lanum (from the Latin planum plain) - meaning literally **"in the middle of the plain"**- Milan has enjoyed a wholly strategic position since its origins: the Roman historian Titus Livius testified that **from the 2nd century BC** Milan distinguished itself from the other cities with the same name because it was a commercial hub. When the Roman Empire was divided in **286 BC**, it became **the capital of the Western Roman Empire** until 402.

Nationally, Milan was one of the driving forces industrial and cultural reconstruction, demonstrating the importance of its role for the country.

Today Milan is unquestionably the economic heart of Italy, the city of industry and finance, of the medias and fashion houses, but it is also the depository of an incommensurable artistic and cultural heritage.

Expansion of the metropolis has had a marked effect on its demographic characteristics and habitation patterns. In recent decades, in fact, population numbers in the city centre have fallen as people have moved out to towns in the hinterland, leading to the gradual emergence of a **polycentric model of habitation**.

While the natural balance is negative (as in many contemporary Western cities), the overall urban population remains stable, thanks to the powerful attraction of Milan for foreigners. Many different foreign communities live in Milan, making it **Italy's most multicultural city**.

¹ ISTAT data at 1 January 2006



8.1.1 The Economy

Businesses

With 342,766 businesses operating in 2006, more than 40% of all the firms in Lombardy and 6% of Italian companies, GDP of over ? 137 billion (around 10% of the national total), per capita GDP of ? 35,776 and household purchasing power 23% greater than the national average, the Milan metropolitan area is the wealthiest, most economically developed region in **Italy**.

Human capital, higher education and investment in R&D are the keys to the city's economic success.

The **vibrant labour market** is supported by a widely diffused **entrepreneurial spirit** (1 in 10 of its citizens is a business owner) and the attractiveness of the Milanese business environment for specialised workers and the so-called creative class. Around 50% of **Milan's high-skills workforce is employed primarily in research, design and control of innovative manufacturing processes**.

Universities and Research

Milan and Lombardy also constitute one of **Italy's centres of science**. **The university system** is in continual expansion, and the possibility offered are more and more varied both in Milan's four "historic" universities (the Statale, Politecnico, Bocconi and Cattolica) and with the more recent creation of new schools: IULM, Statale-Milano Bicocca, Università Vita-Salute dell'Ospedale San Raffaele, Accademia di Belle Arti di Brera, the Giuseppe Verdi Conservatory, the Faculty of Theology and Naba (Nuova Accademia di Belle Arti), Istituto Europeo di Design, Istituto Marangoni and Domus Academy.

Together with the **private research centres**, the universities help reinforce an orientation towards innovative and knowledge-based ventures by Milanese business. In recent years Milan has further consolidated its national leadership in innovation and technology with a marked shift away from manufacturing towards the service sector.

Creativity

Among the drivers of the Milanese economy, the creative industries continue to dominate, in particular **fashion** and **design**, while the 1990's saw the emergence of new sectors of excellence such as **biotech** and **IT**. Nationally, Milan retains its historic leadership in areas like **publishing** and **multimedia**, while other sectors such as telecommunications and energy are beginning to play a key role.

Finance

The services sector is enjoying sustained growth in **business services** with a more modest expansion in retailing and personal services: activity is especially vigorous in **financial intermediation** (leasing, factoring, asset management, stock brokerage, and consumer credit). There is also a dense network of consulting firms, one of the agents for modernisation of the city's financial sector. Milan also occupies a singular position in the nation's financial life with **one of the five European stock exchanges** and Italy's only door to the global capital markets.

Milan has a history of openness to competition and innovation, and its economy is Italy's most international. In 2005, Milan accounted for 45% of Lombardy's and 13% of Italy's exports, absorbing 67% of the region's imports and 24% of those for the whole country. Milan and its province also attract the lion's share of Italy's foreign direct investment (FDI), with 41.7% of all firms in Italy with foreign shareholders.

8.1.2 Culture

Besides being the beating heart of the Italian economy, Milan also boasts an **enviable wealth of artistic and cultural assets**; like Italy's other centres of art, the city's urban shape and architecture bear the signs of a long heritage dating back to Roman times. From Romanesque and Gothic, through Renaissance and Neo-classical to 20th century modernism, Milan offers visitors **stunning examples of a wide spectrum of artistic styles**.

Milan is a city with a **decidedly cosmopolitan** character. Here culture has always meant dialogue and an exchange of ideas between different worlds. It has embraced and absorbed the many ethnic groups that live and work in the city, integrating their values and experiences to generate ever changing expressions of **cultural output**.

Music, theatre, museums and contemporary art form a hugely rich and varied tapestry of cultural offerings for the benefit of locals and visitors alike. With 8 million tickets sold annually, the region of Milan stands well above the national average, especially for cinema, museums, exhibitions, theatre and concerts.

The myriad faces of the metropolis are reflected in its visitors, **attracted by tourism**, business and conferences, as well as a steadily rising number of visitors who come for motives of leisure, culture and religion.

Such cultural riches represent an indispensable complement for the success of the Expo, providing a full and varied range of opportunities to combine activities within the site with those in the city at large.



Theatres

With its 38 theatres and a total of 14,384 seats, Milan is the diamond tip of a theatrical tradition that has few equals in Italy. Names like the **Piccolo Teatro** (founded in 1947 by Paolo Grassi and Giorgio Strehler), the **Teatro Filodrammatici, Dal Verme, Franco Parenti** and the **Litta** have long become icons of stage and drama known and loved the world over.

When it comes to music, suffice it to mention the **Teatro alla Scala** to understand why Milan is considered a landmark for lovers of music and opera everywhere. Recent refurbishment has restored the celebrated acoustic qualities and stylish elegance of the opera house, which draws total annual audiences of 304,000. December 7th, opening night and high point of the season, represents a unique artistic and social occasion for both Italian and foreign opera fans.

Nor must we forget two genuine Milanese institutions: the **“Giuseppe Verdi” Conservatory of Milan**, which besides teaching and training young musicians also offers the city its own Philharmonic Orchestra and two important concert halls; and the **Symphonic Orchestra** and **“Giuseppe Verdi” Symphonic Chorus**, both of which perform at the Milan Auditorium.

Museums

Milan boasts **more than 30 museums** holding priceless works of art (paintings, sculpture and exquisite frescoes), books and manuscripts, science and technology exhibits as well as archaeological relics testifying to Milan's long past as a major centre of Italian culture. Some of the most celebrated museums are located in the city centre, where the liberal aristocracy had their salons and circles, and where men of letters, intellectuals, architects and artists of the calibre of Leonardo lived and worked. Best known among these are **Da Vinci's Last Supper, the Brera Gallery, the Sforza Castle museum, and the Leonardo da Vinci National Museum of Science and Technology.**

Turning to the contemporary era, the best known space is certainly the **Milan Triennale** - the only cultural expo in the world to enjoy permanent BIE recognition—which stages exhibitions and events in architecture, urban planning, decorative arts, design, crafts, manufacturing, fashion and audio visual communications. But we should also mention the **Contemporary Art Pavilion (PAC)** and more than 100 art galleries scattered throughout the greater urban area, as well as the **Prada Foundation**, which all make an essential contribution to Milan's vibrant cultural and artistic life.

Across the **Province of Milan**, besides a dozen or so excellent museums, the **“Milan City of Design”** scheme is especially worthy of note.

This network of 5 private museums and collections was created and is maintained by local companies to raise public awareness of industrial design and provide a show-case for "project culture" and industrial design. The museums are: the **Kartellmuseo**, Noviglio; the **Zucchi Collection Museum**, Milan; the **Scooter and Lambretta Museum**, Rodano; the **Alfa Romeo Museum** at Arese and the **Spazio Iso Rivolta** in Bresso.

Tours

Finally, art, culture and the urban landscape can be combined in a number of **delightful tours of the City and the Province of Milan**: Medieval Milan and the flowering Gothic of the Duomo cathedral; Renaissance Milan with Bramante's churches and the works of Leonardo da Vinci, the Romantic era of Manzoni, Milan of the Navigli (the canals designed by Leonardo da Vinci) with places for leisure and fine dining in beautiful surroundings.

Further afield are other historical districts of interest to visitors, such as north-west Milan **not too far from the Expo site**. Here are also areas of urban renewal, sites of exiting and future new architectural projects. Among the most important examples are the **new Milan Fairgrounds complex by Fuksas**, the greenery and woodlands of the **Parco delle Groane** and a series of **stunning country houses** (Villa Visconti Borromeo Litta at Lainate with its famous fountains, Villa Arese Borromeo at Cesano Maderno, home to the San Raffaele University, Villa Arconti at Castellazzo di Bollate, which stages shows and concerts in the summer months).

8.1.3 Conferences, trade fairs and events

The economic and social fabric of greater Milan depends on its position as a gateway to enterprise, a place where business relationships are forged with distant partners, where people from different regions and countries meet to talk and exchange ideas. The economic and cultural dynamism that makes Milan the engine of Italian industry and a cosmopolitan metropolis can be clearly seen in the busy calendar of conventions, trade fairs and international exhibitions that bring the city to life throughout the year.

Milan is a city that knows how to welcome people, companies and professional communities. It offers opportunities and venues for sharing knowledge and bolstering networks of social and professional relations. It is therefore **the ideal choice for conferences and congresses** of all types.

The total number of **conference and congress spaces** stands at around **100,000**, a figure that is set to rise further with the construction of new facilities such as the Milano Santa Giulia Conference Center.



The total offering of nearly fifty dedicated facilities comprises private structures (primarily hotels and industry associations and foundations) and conference centres belonging to major city institutions (the Chamber of Commerce, Ente Fiera). Among these the **MIC - Milan International Congress Center** in the FieraMilanoCity district is currently Italy's biggest conference venue (over 5,000). The wider region also offers a wide choice of **unique venues**, historic homes, museums, nightspots, multifunctional spaces, boats and river vessels, and converted industrial premises.

The trade fair system is a point of excellence of the entire Region of Lombardy. No less than **14 fairground districts** are available, located **across the area**. Milan boasts some of the very finest exhibition facilities in the world: the new **Rho-Pero complex**, together with the city fairgrounds, offer a total 460,000 sq. ms. of gross indoor exhibition space and 60,000 sq. ms. outdoors, giving Milan the **European record for exhibition space sold**. Fiera Milano provides exhibition organisers, exhibitors and visitors a comprehensive range of top level **services covering space management, technical support, fittings and furnishings, catering, advertising, assistance with travel and accommodation, conferences and event organisation**.

The city's flagship organisation is Fiera Milano Congressi, belonging to the Fiera Milano group, Italy's leading trade fair operator since 1994. A specialist in event management and organisation, the group today operates three complete conference centres with a total capacity in excess of 20,000 seats:

- **Milano Convention Centre**, Italy's largest conference facility, located in the heart of Milan, with a variable-structure auditorium: 2,000 theatre seats or 1,500 banquet places; 35 modular meeting rooms accommodating 10 to 760 persons;
- **Stella Polare**, the new Fiera Milano conference centre at the Rho-Pero complex;
- **Spazio Villa Erba**, the conference centre on Lake Como.

Milan's fairgrounds **host around 80 shows a year**, nearly half of them organised directly. They attract more than **30,000 exhibiting companies**. The **largest number come from the tech sector, followed by consumer goods, fashion and furnishings**. Among the most successful events with the general public and exhibitors are the **Salone del Mobile (and its spin-off FuoriSalone**, a series of events collateral to the main furniture show) and **MiArt, the international exhibition of modern and contemporary art**, a unique event that makes Milan a driving force in the visual arts.

In addition to the many congress centres and conference rooms in hotels scattered around the city, a major role is also played by **Milan Chamber of Commerce** whose palaces in the historic city centre host events and business meetings throughout the year.

Palazzo Turati, head office of the Chamber, and **Palazzo Affari ai Giureconsulti**, a few steps away from the Duomo, are the two congress centres owned by the Chamber of Commerce. Fully restored, these magnificent buildings of great historical and architectural value are now available to business and local government for conventions, workshops, business meetings, conferences and seminars.

The Expo 2015 Organising Committee, to be set up following the award, will hold inclusive talks with all the institutions to **set up a co-ordinating body to meet the needs of the Milan 2015 Expo**.

Alongside facilities for trade fairs and congresses, Milan also has several **large public and private spaces** (some containing their own conference rooms), prestigious venues that add to the rich cultural landscape of the Milan metro area. Among the most noteworthy are **Palazzo Reale, Spazio Oberdan, Spazio Guicciardini, Fondazione Mazzotta, the Padiglione d'Arte Contemporanea, the Triennale and the Triennale Bovisa, the Permanente, Fondazione Prada, the Rotonda in via Besana, Palazzo della Ragione, the Arengario and Palazzo Isimbardi**.

These venues are at the service of **the rich, varied cultural offering of the Milan metro area**. Innumerable activities linked to art in all its expressions (painting, sculpture, photography, design, etc.) are organised, plus concerts and musical films/videos, cinema-related initiatives, theatre and dance performances, musical events, and readings. Many of the festivals of **art, music, theatre and cinema** have become key appointments in the calendar of Milan and the Province, events like the **Milan Film Festival, Suoni and Visioni, the Festa dell'architettura, the Milanesiana, Adda Dance and the Villa Arconati Festival**. Other extremely popular events in theatre, music, dance and cinema are held each year across Lombardy including the International Festival of Art Cinema in Bergamo, the Mantua Literature Festival, the Festival Autunno Musicale in Como, Il Centro e la Circonferenza - International Festival of Theatre, Music and Dance in Bergamo. Meanwhile many organisers focus on shows and entertainments involving young people both as performers (Uovo - Performing Art Festival) and spectators (**MTV pop music concerts, Gemine Muse, Milano in Digitale**).



8.2 Services for tourists

Living, moving, knowing and loving Milan: such a multi-faceted city is hard to understand without the aid of brochures and publications that provide as much information as possible on its historical, social, economic, and cultural fabric.

All the various institutions operating in the greater metropolitan area produce tourist booklets and information sheets. In addition, in compliance with European guidelines on digitalisation to promote easier communication and savings on paper (and protect the environment), the local authorities run Web portals providing plenty of detailed and up-to-date information.

Below is a selection of the materials available to the public either in printed form or online for browsing or downloading.

The **City of Milan** offers the following sources of information:

- the **Welcome to Milan** (<http://welmilano.itcons.com/index2.htm>), accesses the City portal containing full details on transport, entertainment and tourism in Milan;
- the Tourism department's **Milan per Me** web page (<http://www.turismo.comune.milano.it/pls/milano/!turismo>), a database co-ordinated with all the city's various tourism institutions, provides full information on everything the city can offer in terms of shows and events of every kind, services and tours;
- the **infomobility service** (<http://www.comune.milano.it/infomobilita/index.html>) provides traffic and transport news for the metropolis;
- the **ConoscereMilano** web site sponsored by the Milan Urban Center and AIM (Associazione Interessi Metropolitani) illustrates the major projects and initiatives that are the changing face of the city (http://www.conosceremilano.it/aim/conoscere_milano/index.htm).

The **Provincia di Milano** produces a range of publications introducing the Milan metropolitan area to potential investors and tourists, companies and the general public:

- **Sistema Milano** (in printed form or downloadable online) offers a panorama of the metro areas industrial dynamics and points of excellence;
- **Milano in cifre**, also online;
- **La Grande Milano**, also online.

The **Provincial Tourism Department** offers the **Visita Milano portal** (<http://www.provincia.mi.it/turismo/index.html>) which provides information on cultural events, activities and tourist attractions across the Province, as well as interactive maps and brochures for downloading. It also produces and distributes free of charge a variety of publications on the Province of Milan through its Infopoints and tourist information offices:

- *useful Information on Milan* brochure;
- *museums of Milan and the Province* brochure;
- *useful info* folded map;
- tear out theme map on “museums”;
- tear out theme map on “theatres”;
- the *Milano Mese* illustrated magazine, in Italian and English, that meets the information needs of tourists and residents thanks to a careful selection of events and offering in Milan and province (monthly circulation 45,000 copies);
- the *Luoghi da vivere* series is a collection of tourist guides to the metropolitan area;
- a guide to hotel accommodation in the area.

The **Province's Culture Office** publishes an online calendar of shows and exhibitions with details on the events' sites (<http://www.provincia.milano.it/cultura>).

The provincial IAT – **Tourist Information and Accommodation** office offers a wealth of information (<http://www.milanoinfo.tourist.com/.htm>):

- *Milano è Milano* is a presentation of Milano Città d'Arte e di Cultura;
- City map, scale 1:15 (circulation 500,000 copies);
- Basic street map, showing the city's main thoroughfares, monuments and Metro lines (circulation 300,000 copies).

The **Region** of Lombardy also provides information on transport and tourism:

- the **website of the DG (Director General) Infrastructure and Mobility** offers information on transport (roads, motorways, rail service, airports, TPL, logistics and freight, etc.) and on transport services, such as timetables and connections;



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- the **DG Tourism Promotion** runs a regional tourism portal, a complete overview of regional offerings for tourists (<http://www.turismo.regione.lombardia.it/home.html;jsessionid=1eibunma1nja8?locale=it>).

The city of Milan, its activities and its potential, are promoted not only by the city, provincial, and regional entities but also by other institutions:

- the **theatres, museums and exhibition structures** produce their own materials presenting their shows and events and the cultural context in which they take place.
- the **Chamber of Commerce** and its special firm Promos, with the **Invest in Milan** portal (<http://www.investinmilan.com>) showcases attractions for foreign investors and promotes the city, offering through the portal www.investinmilan.com a totally personalisable online tourist guide in English. The guide is intended for those visiting Milan for the first time and for those wishing to spend a day getting to know the city a little. By answering a few brief questions about their interests, users can quickly download a guide to the city tailored just for them, which they can print or call up at any time through a convenient link. After an initial portion containing useful information on first accommodation, infrastructure and main cultural sights, the subsequent pages of the guide focus on the personal preferences indicated and contain a series of constantly updated points of reference. The "Your Own Milan" guide is a practical, flexible instrument for finding one's way through the wide variety of proposals and opportunities a city like Milan can offer, focusing only on your main interests.
- the **Milano Metropoli Development Agency** gives access from its web portal to a page devoted to the wider metropolitan area (<http://www.milanomet.it>).

There are roughly **150 guides** to the city of Milan and **some 20** covering the entire **Region of Lombardy**.

Various newspapers also provide weekly round-ups of the major cultural and entertainment events in Milan and province (ViviMilano, with **Il Corriere della Sera**, **TuttoMilano** with **La Repubblica**, and **the free press 02**).

In view of Expo 2015 the above mentioned guides and agencies will work synergically with newer and richer offer, with on-line information service solutions.

8.3 The transport network

Milan is a highly interconnected and easily accessible urban area, strategically positioned along the main European infrastructural axes. It is also destined to become the **crossroads of 3 of the 10 multi-modal pan-European** corridors planned to provide fast road and rail links between North and South - East and West Europe:

- **corridor I**: Berlin-Palermo (North-South axis);
- **corridor V**: Lisbon-Kiev (East-West axis);
- the **"two seas" corridor**: Rotterdam-Genoa (North-South axis).

The transport network of Milan and Lombardy, one of the most advanced in Europe in terms of traffic volume, is already adequate today to withstand the impact of the visitors who will be travelling to Milan in 2015 from all parts of Europe and the world. The number of visitors has been estimated by geographical origin, considering a number of attraction factors such as the distances of potential users, Italian and foreign tourism propensity, and the availability of accommodations.

In particular, the European railway network that includes Milan and Lombardy, and the system of three Lombard airports (an intercontinental hub, a city airport and an international airport specialised in low-cost flights), are ready to sustain the arrival of visitors converging on the Expo.

The location of the Expo site, close to the Rho-Però Fairgrounds, is particularly favoured by its new connection to the Metro underground network, a new railway station, and connections with the motorways currently under completion for the opening of the new Milan Fairgrounds.

The projects that will be undertaken for the Expo relate to works that also concern the development of the fairgrounds area and to ensure a ever-higher standard of efficiency for the recognised international role of the Rho-Però facility.



8.3.1 The distribution of demand by geographical area and transport mode

Consistent with the classification of the visitors' areas of origin provided in Chapter 11, the analysis of transport capacity was performed by the Architecture and Planning Department of Milan Polytechnic and refer to three main areas:

- **area 1:** northern Italy, including Lombardy, Piedmont and Val d'Aosta, Triveneto, Liguria and Emilia Romagna;
- **area 2:** including central/southern Italy and Europe;
- **area 3:** the rest of the world.

The reference is to 29 million visitors, considering an average visit frequency of 1.4 entries per person (see Chapter 11 for details).

Given the number of expected visitors, an analysis was performed to determine the actual ability of the transport network to sustain the additional Expo-related traffic. Milan Polytechnic based this analysis on two principle steps:

- **step 1:** convergence on Lombardy via the principal routes of national and international traffic²;
- **step 2:** access to the Expo site by way of local transport.

8.3.2 Analysis of transport modes in domestic/international convergence on Lombardy (step 1)

Based on a careful evaluation of the distances and availability of connections, specific percentages of use were determined for the various means of transport for each of the three areas of visitor origin. It is estimated that 29% of the visitors will arrive in Lombardy on scheduled airline flights, low-cost flights or charter flights, through the airports of Malpensa, Linate and Bergamo-Orio al Serio; another 30% will travel by rail (high-speed and long-distance services); 25% will use motor-coaches organised by tour operators, while the remaining 16% will arrive in their own cars.

TOTAL Daily visitors	Air	Train	Coach TO	Car	TOTAL
TOTAL AREA 1	-	3,568,830	2,141,298	1,427,532	7,137,660
TOTAL AREA 2	4,398,941	2,610,261	3,030,281	1,984,866	12,024,349
TOTAL AREA 3	1,697,345	-	-	-	1,697,345
TOT.GENERAL	6,096,286	6,179,091	5,171,579	3,412,398	20,859,354
%	29%	30%	25%	16%	100%

Table 8.1 - Means of transport used by visitors to reach Expo Milano 2015

² This step excludes the Lombard visitors, as they already reside in the area

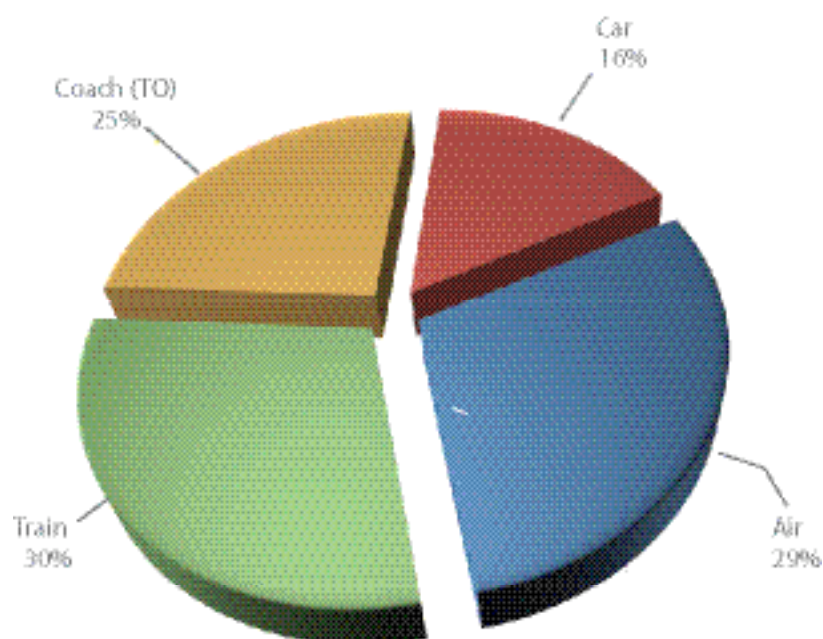


Figure 8.2 - Breakdown of transport modes used by visitors to converge on Lombardy

The total number of visitors considered in the Lombardy convergence phase (step 1) obviously does not include the visitors resident in Lombardy, as their entrance to the Expo was only considered in the analysis of local transport to the event (step 2).

8.3.3 Capacity of the Lombard airport system

The **Lombard airport system** is structured to accommodate the demand of six million visitors arriving in Lombardy for the Expo by air. It is estimated that 4,400,000 will be coming from central-southern Italy and from elsewhere in Europe and the remaining 1.6 million from the rest of the world.

The Lombard airport system includes:

- Milan Malpensa, an intercontinental airport with hub functions;
- Milan Linate, the city airport for domestic and European connections;
- Bergamo Orio al Serio, used primarily for low-cost and charter flights.

In 2006 the three airports received over 36 million passengers (Malpensa with 21,5 million passengers and 255,000 flights, Milan Linate with 9,5 million passengers and 137,000 flights, Bergamo Orio al Serio with 5,2 million passengers and 66,000 flights), with a significant growth trend in recent years.



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Considering the current passenger traffic and growth potential of the three airports, the Milan airport system in 2015 should be able to handle not only the physiological growth in air traffic but also the demand generated by six million Expo visitors arriving in Lombardy by air.

Milan Malpensa airport is the fifth-largest hub in Europe by number of flights, after London, Frankfurt, Paris and Amsterdam, ahead of Rome, Zurich, Munich, Vienna and Madrid.

The airport currently handles all the principal international routes, such as: New York, Cairo, São Paulo, Beirut, Casablanca, Dubai, Tel Aviv, Tokyo, Shanghai, Dakar, Algiers, Rio de Janeiro, Delhi, Atlanta, Boston, Chicago, Miami, Philadelphia, Toronto, Accra, Mumbai, Teheran, Tripoli, Lagos, Damascus, Washington, Mauritius, Caracas, Buenos Aires, Osaka, Doha, Singapore, Bangkok, Riyadh, Havana, Amman, Asmara, and Islamabad.

With some 420 thousand tons of freight handled in 2006 (44% of the Italian total), Malpensa is also the no. 1 Italian airport for air cargo traffic. There are 138 airlines present at Malpensa connecting to 292 different destinations, 258 of them abroad and 34 domestic.

The airport has daily traffic of over 800 aircraft and can handle a maximum of 1,000 flights daily with the current two runways.

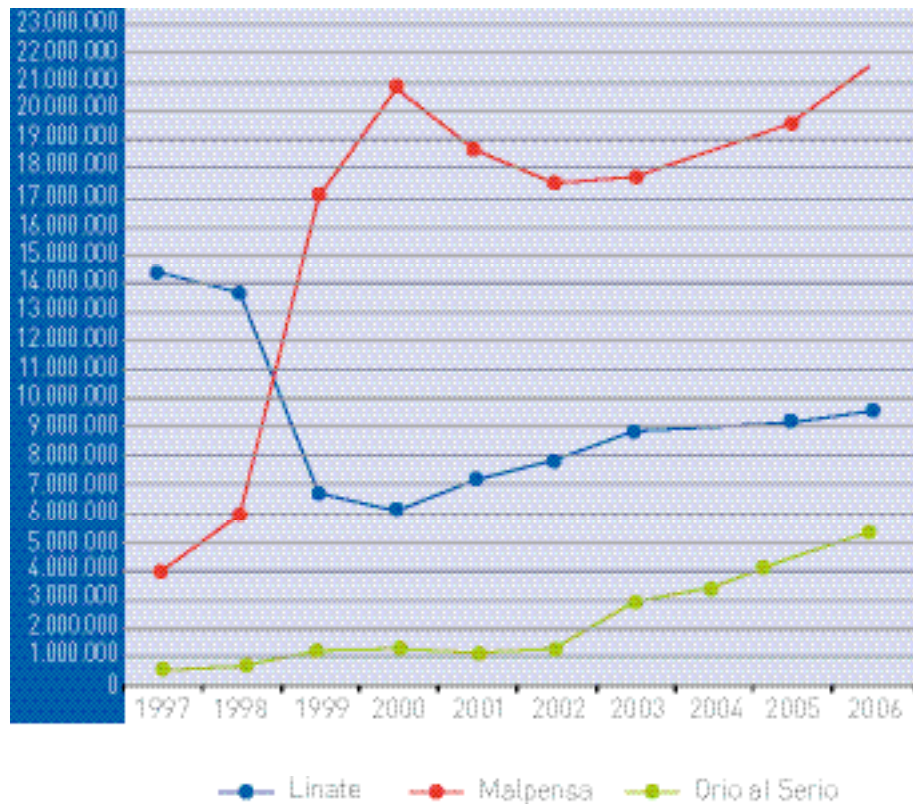


Figure 8.3 - Passenger traffic in the airport system 2005

With completion of the third satellite of Terminal 1, with 12 new fingers, plus the capacity of Terminal 2, Malpensa will reach a total capacity of 30 million passengers/year in 2015, compared to the current 21.5 million (+ 40%).

In 2006, Linate airport ranked as the no. 3 Italian airport, after Rome Fiumicino and Malpensa, with passenger traffic of 9,5 million. There are 27 airlines that land at Milan Linate, connecting to 36 different destinations, 16 of them Italian and 20 abroad.

The principal international connections are London (Heathrow and City Airport), Paris (Charles De Gaulle and Orly), Frankfurt, Madrid, Barcelona, Athens and Amsterdam.

The domestic connections reach all the principal cities of Italy.

Bergamo Orio al Serio airport is 5 km from Bergamo and 45 km from Milan.

The airport has grown rapidly since 2001, handling over 5,2 million passengers in 2006 and becoming, with Rome Ciampino, the leading Italian base for low-cost flights (13 airlines connecting to 96 different destinations).

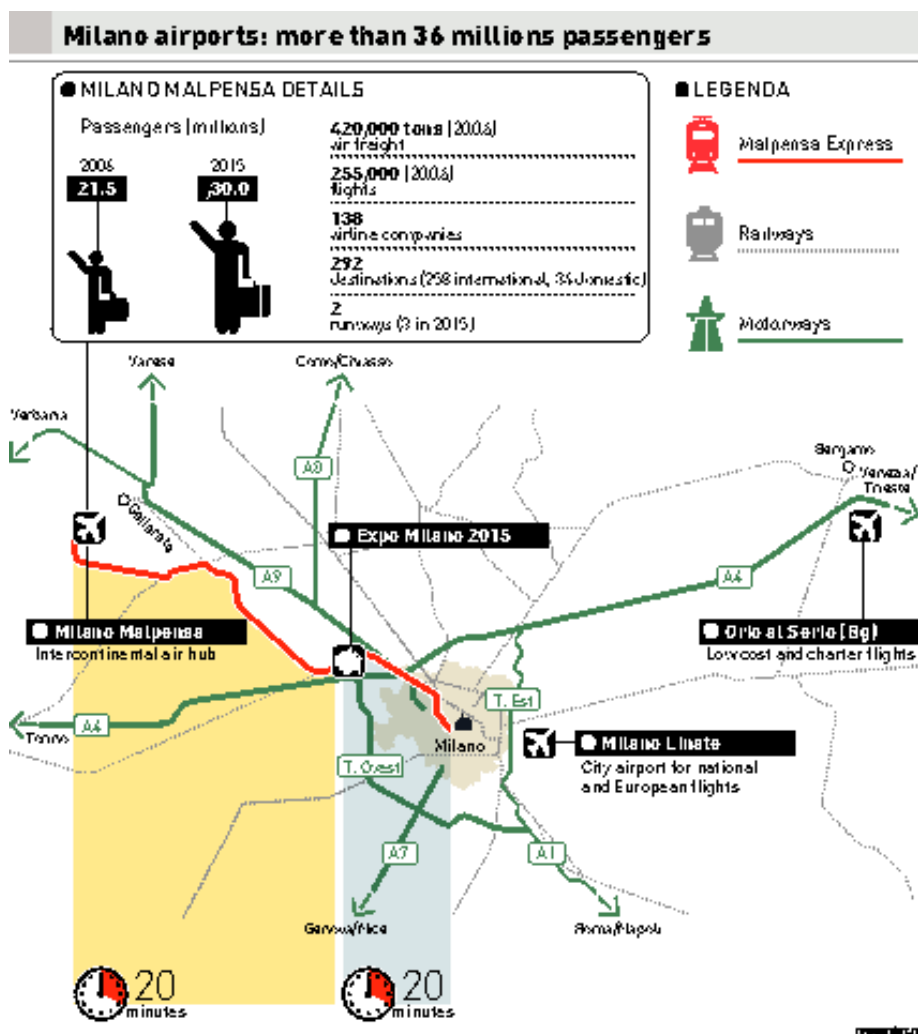


Figure 8.4 - Milano airport: more than 3 millions passenger



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Departure airport	State	Destination		
MALPENSA	Czech Republic	Prague		
	France	Paris		
	Germany	Berlin-Schönefeld Cologne		
	Greece	Athens Santorini		
	Italy	Bari Brindisi Cagliari Catania Naples Olbia Palermo Reggiocalabria Rome Fiumicino		
	Morocco	Marrakech		
	Netherlands	Amsterdam		
	Portugal	Lisbon		
	Romania	Bucharest		
	Spain	Barcelona Ibiza Madrid Malaga Palm of Majorca Seville Valencia		
	Uk (England and Scotland)	Bristol Edimburgh London Gatwick		
	LINATE	Italy	Bari Brindisi Catania Lamezia terme Naples Palermo Pescara	
		France	Paris Orly	
		Uk (England)	London Gatwick	
		ORIO AL SERIO	Albany	Tirana
			Austria	Vienna
	Belgiun		Brussell Brussel Charleroi	
	Bulgaria		Sofia	
	Czech Republic		Prague	
	Danmark		Billund	
	Finland		Tampere	
	France		Bastia Bordeaux Lille Nacy - Metz Paris (Beauvais)	

Departure airport	State	Destination
	Germany	Hamburg Lubeck
		Berlin (Tegel)
		Brema
		Dusseldorf
		Franfurt (Hahn)
		Hannover
		Leipzig
		Stuttgart
		Weeze
	Greece	Santorini
	Netherland	Amsterdam
		Eindhoven
	Hungary	Budapest
	Irland	Dublin
		Shannon
	Italy	Alghero
		Bari
		Brindisi
		Cagliari
		Catania
		Island of Elba
		Lamezia Terme
		Lampedusa
		Naples
		Palermo
		Reggio Calabria
		Rome (Ciampino)
		Rome (Fiumicino)
	Latvia	Riga
	Morocco	Casablanca
		Marrakech
	Norway	Oslo (Torp)
	Polland	Krakow
		Katowice
	Portugal	Porto
	Romania	Bucharest
		Timisoara
	Slovakia	Bratislava (Vienna)
	Spain	Alicante
		Barcelona (Girona)
		Granada
		Madrid
		Santander
		Saragozza
		Seville
		Valencia
		Valladolid
	Ibiza	
	Palm of Majorc	
Sweden	Goteborg	
	Stockholm (Skavsta)	



8.

Departure airport	State	Destination	
	Turkey	Istanbul	
	Uk		Belfast
			Bristol
			East Midlands
			Edimburgh
			Glasgow (Prestwick)
			Liverpool
			Leeds
			London (Luton)
			London (Stansted)
			Manchester
			Newcastle

Bergamo Orio al Serio airport could double its current capacity and reach 10 million passengers/year by 2015.

The above table shows some examples of low-cost destinations, indicating the steady growth in traffic in this market segment.

8.3.4 Milan and Expo connections to the Lombard airports

Both terminals of **Milan Malpensa airport** will be connected by rail to the Expo site via the Malpensa Express, with average travel time under 40 minutes. This service, which will be completed in 2012, will offer a frequency of one train every 30 minutes. This connection will be made possible by a few major modifications to the current railway network, in particular:

- laying of a third track on the Rho-Gallarate line;
- a junction between the FNM (Ferrovie Nord Milano) and RFI (Rete Ferroviaria Italiana) rail networks at Busto Arsizio;
- extension of the FNM rail line from Terminal 1 to Terminal 2 of Malpensa airport;
- construction of a new station at Terminal 2.

Linate airport will be connected to the Expo through:

- a special bus line;
- Metro line M4 from Linate and then through line 6 to the Rho-Pero station;
- the urban Metro network (M1 to Cadorna, M3 to S. Sofia and the M4 to Linate).

The Expo and **Bergamo Orio al Serio airport** will be connected by special bus line. As an alternative, the Expo can be reached from the Bergamo railway station, with connections by shuttle bus between airport and station every 30 minutes. From Bergamo, trains of the regional rail service, particularly the Milan-Bergamo CityExpress, will carry passengers to Milan's Central Station, with a train every 30 minutes, and from there to the new Rho-Pero station via the Malpensa Express.

In addition, there will be the bus lines that now connect the airport directly to Milan's Central Station, with a frequency of 30 minutes and an average travel time of 60 minutes.



8.3.5 The capacity of the rail system

Milan and the European railway network

Milan stands at the intersection of two major European rail corridors: the Lisbon-Kiev Corridor V and the Rotterdam-Genoa Corridor.

A rail network comprising 1,887 km of track, 315 km of which in the Province of Milan links the underground Metro system to the rest of Italy and Europe along five main axes:

- North to the St Gothard Pass, Switzerland and Germany;
- West to Turin and France;
- East To Venice and Eastern Europe;
- Southwest to Genoa, France and Spain;
- Southeast to Bologna, Rome and Southern Italy.

Corridor V, extending from Portugal to the Ukraine, is expected to be one of the future trunk lines of European rail traffic, with evident development potential from long-distance relations that will affect the major cities of Southern Europe: Madrid and Barcelona in Spain, Lyon and Marseilles in France, Turin, Milan and Venice in Italy, Ljubljana in Slovenia and Budapest in Hungary.

The Rotterdam-Genoa Corridor is linked to the construction of two major new Swiss rail tunnels, the Simplon-Lötschberg scheduled for 2009, and the St Gothard which will open in 2015 coinciding with the Expo.

These new Alpine passes not only provide a connection between the Rhine Valley and Italy but also channel the large flows of maritime transport that crosses the Atlantic from the North Sea ports toward the Italian ports (Genoa, Gioia Tauro) and transshipments toward the Far East.

Corridor V, transited by the Milan-Turin-Lyon line, will be reinforced by the new high-speed/high-capacity (AV/AC) lines for France and Spain, for which construction of the Italian portion is moving ahead.

Long distance trains (EUROSTAR, EURO CITY, EURONOTTE, INTERCITY, ESPRESSO) **run through Milan on the following lines:**

- **Milan-Novara-Turin - (France-Spain):** 27 domestic and international trains travel this line to France and Spain, with a capacity of 27,000 passengers/day. The first section of the new high-speed line from Novara to the entrance of the Turin hub became operational in January 2006. This route is currently covered by five pairs of Milan-Turin trains a day;

- **Milan-Gallarate-Domodossola - (Switzerland)**: 24 international trains travel this line to Switzerland and France, through the Simplon tunnel, with a capacity of 24,000 passengers/day;
- **Milan-Chiasso-(Switzerland)**: 35 international trains travel this line directed to Switzerland and Germany, through the St. Gothard tunnel, with a capacity of 35,000 passengers/day;
- **Milan-Brescia-Verona-Brenner**: this line sees 50 national and international trains with a capacity of 50,000 passengers/day. This line also connects Milan, through Verona, to the Brenner line for Austria and Germany and through Venice to Trieste;
- **Milan-Bologna**: 98 national and international trains travel this line to Switzerland and France, with a capacity of 98,000 passengers/day. All the long-distance trains travel the line to Bologna, where they are dispatched along the Bologna-Florence-Rome and Adriatic lines;
- **Milan-Genoa**: 32 domestic trains travel this line and at Genoa branch onto the eastern and western Ligurian riviera routes and a few international trains to France, with a capacity of 32,000 passengers/day.

In summary, Trenitalia³ connects Milan to the rest of Europe with more than 100 trains/day.

³ Trenitalia S.p.A. is the Italian State Railways company that manages passenger and freight transport



Figure 8.5 - Lombardia and European railway network

Milan in the Lombard railway network

Milan's Central Station (which will have been significantly renovated by 2015) and the new Rho-Pero station (which will be opened in 2008 and will provide direct access to the Expo) will receive 6 million visitors from all over Italy and from the European countries, who will arrive on long-distance and high-speed/high-capacity trains.

Traffic at Milan's Central Station averages 120,000 passengers a day on 600 trains.

The **New Rho-Pero Station** will open when the Lombard section of the high-speed line is completed and will represent a real "gateway station" for Milan's rail system. It will be connected with Milan's Central Station, where the new long-distance lines converge: the Milan-Turin, the Milan-Bologna (of which the first Milan-Piacenza section was opened in 2007) and the Milan-Verona, of which the first section to Treviglio is currently being quadrupled.

The new Rho-Pero station will be transited by both the historical rail line and the new Turin-Lyon high-speed line, which proceeds to Venice and forms part of European Corridor V from Lisbon to Kiev.

8.3.6 Road access

The road network of Milan and Lombardy consists of **900 km of state highways, 10,900 km of provincial highways, 58,300 km of municipal roads and streets, and 560 km of motorways.**

The regional road network is diversified and reflects the road system on which the main relations between Milan and the other Lombard cities have developed, from the provincial capitals to the smaller towns.

The Lombard motorway network includes all the principal north-south connections with the rest of Italy and Europe.

The "Autostrada del Sole" (**A1**) from Milan to Naples connects the city with Central and Southern Italy via Bologna, Florence and Rome. The A1 splits at Bologna (**A14**) linking Milan with Rimini and all towns along the Adriatic Coast.

Milan and Genoa are linked by the "Autostrada dei Fiori" (**A7**); from the Ligurian capital the systems stretches east along the Tyrrhenian coast through the Levant ports and towns and west along the Riviera del Ponente to the French border at Ventimiglia.

The east-west connections with the cities of the Po river valley to Trieste are provided to the east by the "Serenissima" motorway (**A4**), four lanes in each direction in the Milan-Bergamo section, which links Lombardy to the Veneto urban system, and to the west by the Milan-Turin motorway, three lanes in each direction, which links Milan to the Piedmont capital and proceeds through the motorway tunnels of Fréjus and Mont Blanc to the French motorways south to Lyon and Geneva.

Milan is connected to Como and Varese by the "Autostrada dei Laghi", four lanes in each direction, that branches at Lainate and proceeds to Varese (**A8**) or to Como (**A9**). The A9 continues to the Ticino Canton of Switzerland and from there, through the St. Gotthard tunnel, to Basle and France and through the St. Bernardino tunnel to Austria and Germany.

Austria and Germany are also linked to Lombardy and Milan via the "Autostrada del Brennero" (**A22**), which extends from Modena to the Brenner Pass, transiting Lombardy near Mantua and linking up with the Milan-Venice motorway at Verona. A second major transverse motorway is the well-known "Autostrada dei Vini" (**A21**) which starts in Turin passing Piacenza and Cremona to reach Brescia, crossing the A7 Milan-Genoa and the Autostrada del Sole A1.

Milan has a motorway ring road complex made up of the **Tangenziale Ovest (A50)**, the **Tangenziale Est (A51)** and the **Tangenziale Nord (A52)**; together the ring roads interconnect all the motorways leading to Milan.

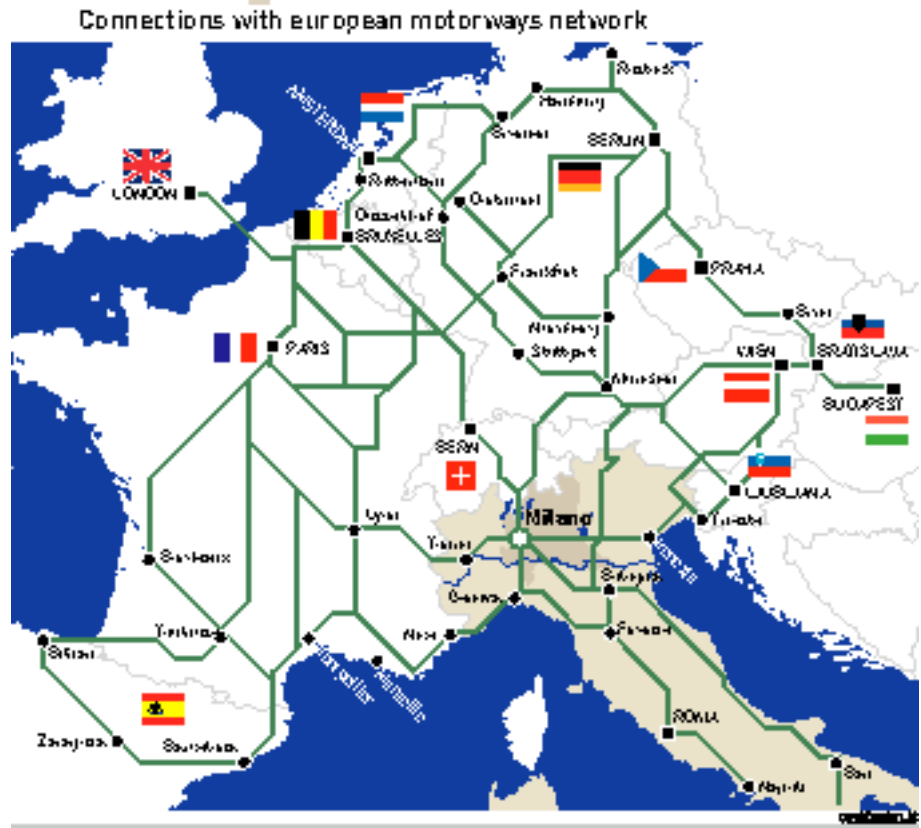
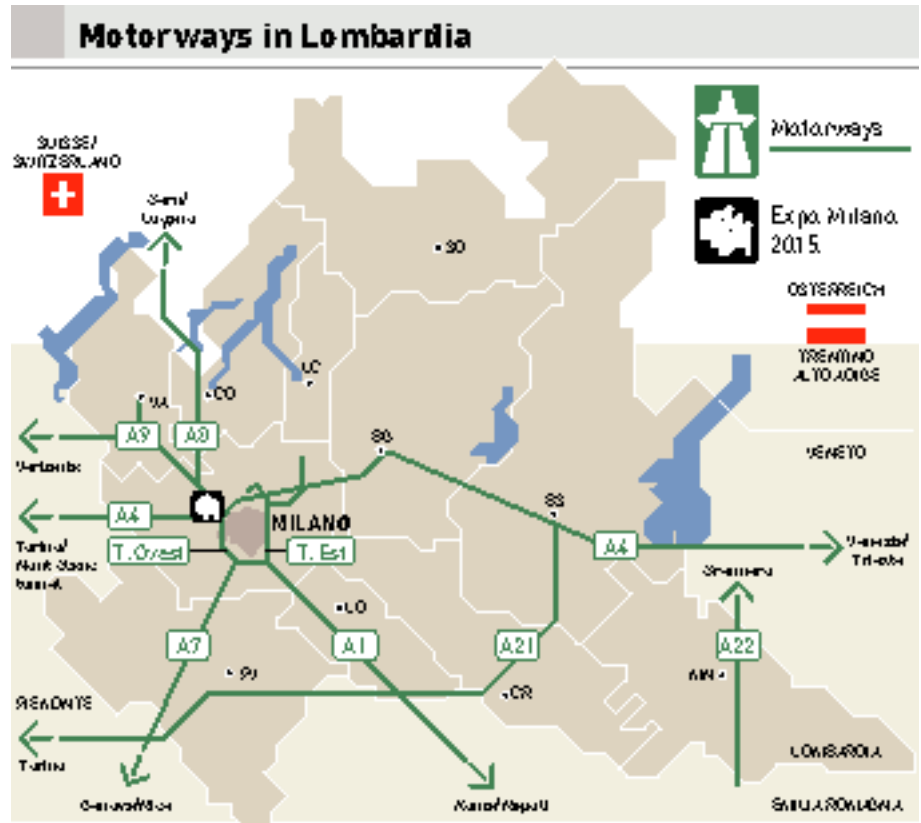


Figure 8.6 - Motorways in Lombardia
Figure 8.7 - Connections with european motorways network

8.4 Infrastructure renewal for mobility and legacy

Although the level of transport infrastructure is adequate to satisfy the demand of the expected visitors, **the staging of the Expo offers an opportunity to improve the overall structure of accessibility in the area.** Large investments are therefore planned to step up the road, rail, airport and local public transport systems as a whole. The total amount of **planned investments** for Milan and Lombardy in relation to 2015 is **over ? 10 billion.**

Part of these works, those directly related to the organisation of the 2015 World Exposition, are detailed from a financial standpoint in Chapter 13.

8.4.1 Projects planned on the railway network

The projects planned for the railway network concern:

- expansion of the Rho-Gallarate line with the laying of a third track;
- a junction at Busto Arsizio between the RFI (Rete Ferroviaria Italiana) and FNM (Ferrovie Nord Milano) rail networks that will provide a direct rail connection between Malpensa Airport and the Rho-Però station;
- extension of the FNM rail line from Terminal 1 to Terminal 2 of Malpensa airport.

These projects are scheduled for completion by the end of 2012 in the Protocol of Understanding signed on 26 March 2007 between the Infrastructure Ministry, the Region of Lombardy, the Province of Varese, Rete Ferroviaria Italiana and ANAS S.p.A. (National Motorway Authority) for the railway and road access to Malpensa International Airport and expansion of the road system entering the Province of Varese.



8.4.2 Projects planned on the urban Metro network

The projects planned to expand the urban underground (Metro) network concern:

- **extension of M1** from Sesto FS to Monza Bettola with a traditional underground of 1.9 km with 2 stops;
- **new Metro line M4** Lorenteggio–Linate, an automatic light underground railway with an extension of 15 km and 21 stations. With the completion of this line, the Expo site will be connected to Linate airport through the M4 interchange in the Dateo station of the Passante Ferroviaria;
- **new Metro line M5** - Bignami-Garibaldi section. This is the initial section of the Bignami-Garibaldi-Fiera-Axum line, a fully-automatic light underground rail line of 12,2 km with 19 stops and interchanges with the M3 line, the S lines of Passante Ferroviario at Garibaldi, the Ferrovie Nord lines at the Domodossola station, and the M1 line at Piazzale Lotto.

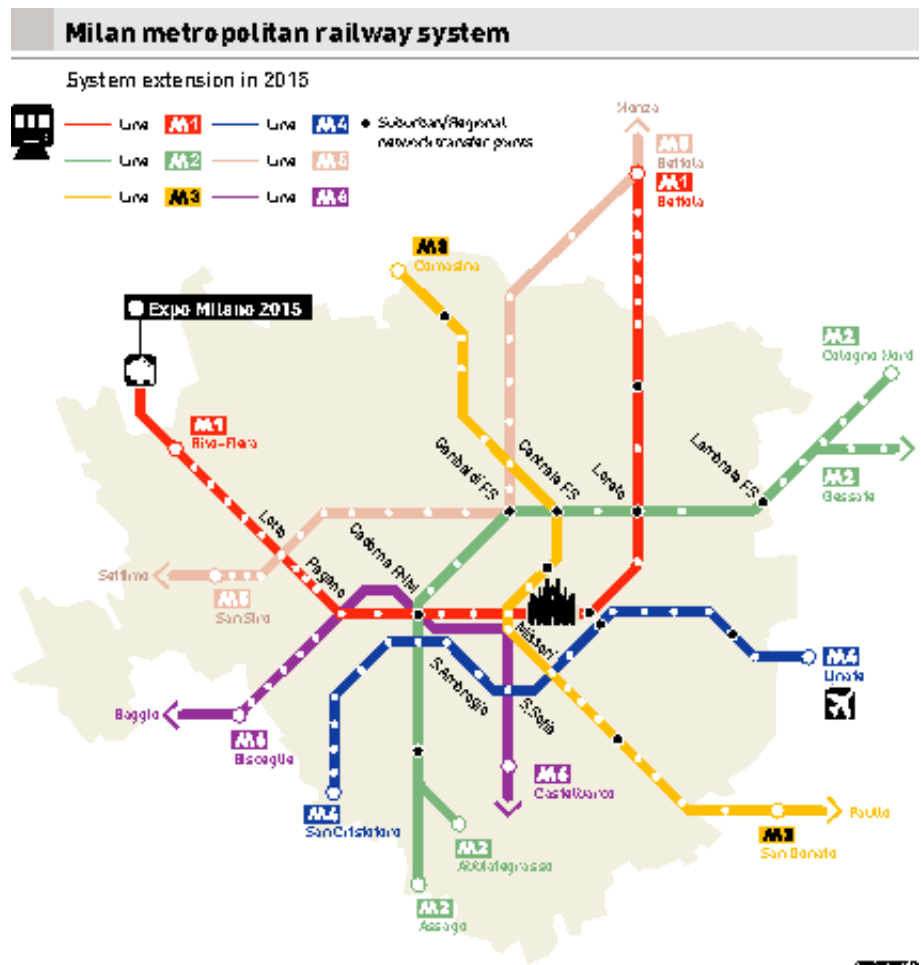


Figure 8.8 - Milan metropolitan railways system

The Garibaldi-Bignami section of 6,1 km, with 9 stops, representing the first functional lot of the work, runs along the urban axis of Viale Zara and Viale Fulvio Testi to the tram terminus of Bignami at the city limits.

- **new Metro line M5** - Garibaldi-San Siro section. This is the second section of the M5 line to the northwest section of the city, with an extension of 6,1 km and 10 stations. The Garibaldi-San Siro section links up some of the most important urban works currently in progress in Milan: the office building development between the Porta Garibaldi station and Piazza della Repubblica, the project to transform the city fairgrounds, and the Meazza-San Siro Stadium;
- **new Metro line M6** - (first Bisceglie-Castelbarco section), obtained by eliminating the current junction at Pagano on the M1 line, allowing interchange with the M1 at Cadorna, with the M3 at Missori and the future M4 at Santa Sofia.

In this regard, a specific agreement was signed between the Infrastructure Ministry and the local administrations on 30 July 2007 that ensures its completion.

8.4.3 Projects planned on the motorway network

The motorway connection between Brescia and Milan

The new motorway will start from the Ospitaletto-Montichiari motorway exit at Brescia and terminate at Melzo, flowing into the planned outer orbital motorway to the east of Milan.

The new motorway, along with the fourth lane on the Milan-Bergamo section of the A4 motorway, will improve traffic connections on the Corridor V route to Venice.

A programme agreement was signed on 7 May 2007 between the Infrastructure Ministry, the provinces of Bergamo, Brescia, Cremona and Lodi (in addition to the Province of Milan as auditor), the 10 cities representing the 49 affected by the project, the concession provider **CAL (Concessioni Autostradali Lombarde)** and concession operator Brebemi.

The timetable for the construction work should be sharply reduced by the formation of CAL on 19 February 2007, **the first regional motorway concession provider in Italy**, formed at the initiative of the Infrastructure and Transport ministries and the Region of Lombardy to apply new rules and abbreviate the administrative procedures.

The agreement calls for work to begin in June 2009 with completion in June 2012.

The new timetable thus reduces project time to 32 months, versus the 61 months initially projected.

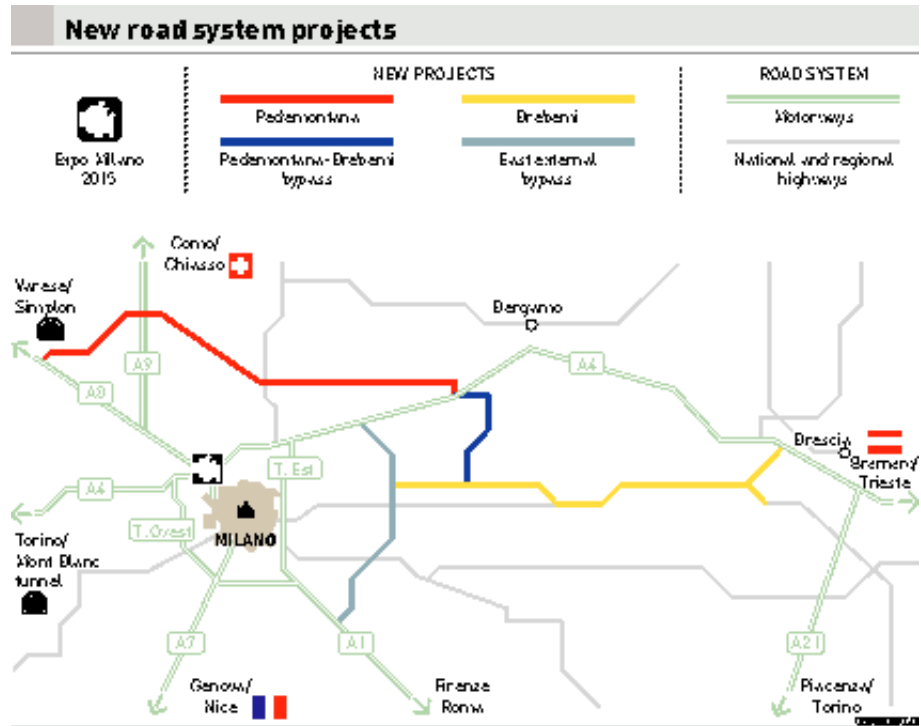


Figure 8.9 - New road system project

The Pedemontano Road System

The Pedemontano road system is a motorway complex of 87 km and a value of ? 67 billion, 10,7 billion of which is already financed by the State, including the Malpensa-Bergamo connection (9 km) and the ring roads of Varese (10,7 km) and Como (9 km). It passes through 78 municipalities in four provinces (Bergamo, Como, Milan, and Varese). The purpose of the project is to create an alternative to the Bergamo-Milan-Como-Varese and an east-west artery in northern Italy that avoids Milan.

The total extension of the motorway will be 51,2 km of normal roadway (59.1%), 4.2 km of viaducts (4.8%) and 31,3 km of tunnels (36.1%); the roadway will have two or three lanes in each direction.

A convention was signed on 20 April 2007 for the construction of the Pedemontano Road System between **CAL (Concessioni Autostradali Lombarde)** and concession operator Società Pedemontana, which calls for work to begin in 2010.

Milan Eastern Outer Orbital (Tangenziale Est Esterna)

The project for an outer eastern orbital road for Milan involves the construction of a section of motorway affecting two provinces (Milan and Lodi) that connects the A1 and A4 motorways. The aim of the project, which would interconnect with the principal roadways, is to bypass the Milan hub.

The project, worth ? 1,4 billion, is strategic for the Lombard-Milanese road system, in that it offers the possibility of channelling through traffic on a route around Milan thus freeing the eastern orbital for urban traffic.

Of particular importance are the links between the external eastern orbital and the city of Milan, since some of the current roadways will be upgraded to the benefit of both long-distance and local traffic.

8.4.4 Projects planned on the road system near the Expo

The projects for the network of access roads to the Expo include:

- **S.P. 46 (Provincial Highway 46) “Rho-Monza” and junction between the traffic circles of Rho-Monza and S.S. 233 (State Highway 233) “Variante Varesina”.** S.P. 46 Rho-Monza will provide a link between the Expo and the Brianza area and all northern Milan up to the provincial capitals of Varese, Como and Lecco, since it intersects the Varesina [SS 233], the new Comasina [SS 35] and the new Valassina [SS 36] for Lecco;
- **improvement route of SS 233 “Varesina” - northern section** Baranzate-Ospedale Sacco (the exact route is being planned to minimize the impact on the town of Baranzate): it would improve direct connections between the towns along the Varese artery and the Expo;
- **improvement route of SS 233 “Varesina” - southern section** Baranzate-Ospedale Sacco (the exact route is being planned to minimize the impact on the town of Baranzate): it would improve direct connections between the towns along the Varese artery and the Expo;
- **connection of S.S. 11 (State Highway 11) from Molino Dorino to the junction with the Autostrade dei Laghi; 1st section from Molino Dorino to Cascina Merlata:** provides eastern access to the Expo site for shuttle buses connecting to the parking areas and tour operator buses. The infrastructure calls for overpassing the railway line, the Milan-Turin motorway and the Autostrada dei Laghi;
- **connection of S.S. 11 (State Highway 11) from Molino Dorino to the junction with the Autostrade dei Laghi; 1st section from Molino Dorino to Cascina Merlata:** links the interchange parking of Molino Dorino with the Varesina improvement road and with SS 33 “Simplon”;



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- **expansion of the Autostrada dei Laghi section between the new Expo interchange and the Fairgrounds interchange:** permits separate lanes for shuttle bus traffic parking area P4 on S.P. 46 "Rho-Monza" and the Expo;
- **North-south interconnection between S.S. 11 at Cascina Merlata and the Milan-Turin motorway:** provides links to and from the centre of Milan with the east entrance of the Expo;
- **link road connecting S.S. 33 and SS 11,** included in the "Cascina Merlata" integrated programme, will connect areas intended for exhibitor service buildings with the Expo;
- **connection between S.S. 11 and the improvement road of SS 233 "Varesina":** by completing the link between SS 11 and the current SS 233 "Varesina", it connects northern Milan with the east entrance to the Expo;
- **expansion of ramp between western orbital and Autostrada dei Laghi direction Milan:** improves the connection between the western orbital road and the Autostrada dei Laghi and access to parking area P2.

8.5 Milan toward Expo 2015 – the new face of the city

Expo 2015 is the great challenge Milan has accepted to lend further impetus to its international role, but also to ensure that the ninth-largest economic centre in the world will become more liveable and accommodating and make a more positive contribution in the areas of the environment and universal coexistence.

The regeneration process already launched in the area involved in the Expo, with the construction of the new Milan Fairgrounds venue, can be extended to create a hub between the heart of the Milan area and the rest of the Region, shifting Milan's focal centre and validating current policies to reverse its concentric pattern of growth.

The Expo 2015 site is located on the radial of the Milan metropolitan system with the most interesting potential, a wedge that starts from the city centre and extends toward the north-west, following the route of the first Passante Ferroviario.

Expo 2015 becomes part of a renewal movement involving greater Milan with myriad prestigious new projects, where the Expo represents a new time horizon.

This revitalisation effort has involved architects of the calibre of Renzo Piano, Norman Foster, Daniel Libeskind, Massimiliano Fuksas, and Vittorio Gregotti who, among other, have responded to its call.

The territorial projects for Expo 2015 will help construct this geographical network, the **Water Way** and **Land Way** itineraries will link up the various jewels of the rich landscape and architectural heritage of the past, present and future of the city, beginning with the **Darsena dei Navigli** founded in the 16th century, linked to the genius of Leonardo da Vinci, which will be totally renovated to become the point where **the city of water meets the city of land.**

The Water Way and the Land Way, representing an investment of over ? 400 million, are interrelated to the Greenbelt and Greenrays (**Raggi Verdi**) projects with which Milan will integrate the existing and planned parks and green areas into a single strategy. The Greenrays project will realise trails and bike-paths that will infiltrate the entire urban fabric with green and involves the planting of 40,000 trees for new sites of sociality and everyday urban life. Eight rays extend outward from the centre, where they flow into a ring, a veritable Greenbelt and a pedestrian-cycle route of 72 linear km. Each park with its own connotation can become a theatre for human events, encounters, a new part of the habitat.



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Some major projects already launched and almost completed are projecting a new image of Milan that has captured international attention:

- the new **Fairgrounds** of Pero-Rho, imposing new gateway to Milan and Lombardy, the city's calling card in the world of economic and social development. This venue, among the world's largest, designed by Massimiliano Fuksas, can give Milan a new icon projected toward the future, the Sail of glass and steel, a covered urban walkway that will also enable Expo 2015 visitors to enjoy the services, restaurants, and rest areas of the fairgrounds complex;



Figure 8.10 - The new fairground of Pero-Rho

- the **Grande Bicocca** project, a former industrial site that, through the efforts of Italy's finest architects, has already assumed that face of a prestigious urban centre that blends housing with commerce, entertainment and culture, such as the Arcimboldi Theatre. And a university campus that is growing exponentially. Some of the buildings are of the highest quality, such as the extraordinary Pirelli headquarters, a structure that encompasses the cooling tower of the Pirelli RE industrial complex, cleverly refitted for congress functions;



Figure 8.11 - The grande Bicocca project

- also of great architectural impact is the **Porta Nuova** project, a single strategic project to revitalize the Garibaldi-Repubblica, Varesine and Isola areas: an authentic urban revolution a stone's throw from the heart of the city that looks to the future while honouring tradition. In addition to office, residential, and commercial space and hotel accommodations, five new cultural venues are planned: la Catella Foundation, the Fashion Museum and School, the New Stecca degli Artigiani, the Isola Community Centre, and the Varesine Cultural Centre. The project include 160,000 sqm of pedestrian areas, including the Tree Library Park, in the heart of the area.



Figure 8.12 - The Porta Nuova project



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Part of the area will become the new city institutions pole, with the **new headquarters of the Region of Lombardy and Milan City Council**;



Figure 8.12 - The new headquarters of the Region of Lombardy and Milan City Council

- the **Portello** project will be developed on land once occupied by Alfa Romeo. The shopping area, already operational with a large covered city square, will be followed by the construction of housing, offices, services and a large park, designed to establish liveable areas within the social fabric of the zone. The sober, elegant lines provide an exceptional example of the domestic and concrete flavour of Italian architecture. The park is designed by Charles Jencks and Andreas Kipar along sinuous, embracing lines, with hilly profiles that give continuous links with the landscape, a work of great organic unity and sense of respect for the surrounding environment;



Figure 8.13 - The Portello project

- the **Santa Giulia** project, at the gates of the city, is an urban centre that expresses strong ideals without ignoring reality. The area extends over an extended area of 1,200,000 sqm. It is a “city within the city” in an area rich in infrastructure, where a new concept of living will find expression, one that places humans at the centre, wisely interpreted and enhanced by Norman Foster. According to initial estimates, the quarter will likely be inhabited by 70,000-80,000 persons. A large park will cover a total area of 320,000 sqm. It will host the Italian HQ of Sky TV;



Figure 8.14 - The Santa Giulia project

- the **Citylife** project will occupy the space left vacant by the transfer of one of the city's symbols, the Milan Fairgrounds, for decades the showcase of Italian production and creativity. The project is highly innovative for the face of the city, due especially to the presence of three skyscrapers, the Three Towers, that will be visible from all points of the city. The site will host the **Museum of Contemporary Art of Milan**, the Vigorelli cycling track, fully renovated, and the new MUBA, a children's learning and recreation centre.



Figure 8.15 - The Citylife project project



The authorities' plans and studies include other projects of international scale, some of them at advanced stages:

- **innovation City at Bovisa**, an abandoned industrial area already enriched with the **new home of the Triennale**, and the presence of new departments of the Polytechnic, which will become the future city of research and technological innovation. The **Grande Bovisa** project includes the departments of operational engineering and MIP, energy engineering, mechanical engineering, an interdepartmental library and classrooms. Residential areas used for student housing are also planned;



Figure 8.16 - Bovisa and the new home of the Triennale

- the redesign of the city of industry at Sesto San Giovanni, on the **Falck-Vulcano** properties, designed by Renzo Piano, and the **Milanofiori Nord** project on the south side of Milan on an area of 40 hectares along the Milan-Genoa motorway;
- these projects of international prominence will project Milan into the vanguard, also on the healthcare front, already a field of excellence for the Lombard capital, such as the **multifunctional Healthcare Centre**, which contains three hospitals: Sacco, Besta Neurological Institute, and the Cancer Institute;
- **CERBA** (European Centre for Advanced Biomedical Research), a healthcare services project without precedent for the country and for Europe, which will occupy new architectural structures adjacent to the existing European Oncology Institute, precursor and cornerstone of the project. This centre would operate on three complementary levels: the research structures, endowed with technological excellence, which will interact with the healthcare and training structures combining the fundamental phases of medical science into a single centre. The project is extraordinarily imposing, with the construction of 1,000,000 m³ at a total cost of ? 900 million;



Figure 8.17 - CERBA (European Centre for Advanced Biomedical Research)

- the new **Justice Centre**, in the south-eastern section of the city, will host a modern detention facility, replacing the obsolete San Vittore facility, and the new Courts Building, with all the various components for administering justice. The two facilities will be part of a new district of the city with housing, parks and shopping facilities;
- the **City of Taste and Health**, built on the site of the former slaughterhouse, will serve a collateral function to Expo 2015, at the same time giving the city of Milan a centre of excellence to support the sectors of agro food, food safety, and nutrition. University and research structures will be built to propose models of environmental sustainability linked to production processes, consumption and lifestyle (see chapter 21);
- the **City of Sport**, which will totally renew the San Siro area, improving and revitalising the city's major competitive sports facilities, along with urban functions and activities for neighbourhood sports;
- another project that will alter the face of the city of 2015 will be the reclamation and transformation of the **Railroad Yards** now being abandoned, a true revolution in the relationship between city and railway, which will be modified to favour the needs of those who live and work in the city. Entire sections of railway will be covered with landscaping solutions that are currently being studied. Impenetrable railway walls and fencing will be replaced by new parks and neighbourhoods;
- another important project is the large **Cascina Merlata** area, a renewal effort that will include the **Expo Village** areas described in another chapter.



The important facilities devoted to arts and culture, university and theatre, which have made Milan one of the linchpins of European culture through the years, is being enhanced, beginning with the **Scala**, renovated with new stage facilities and rehearsal areas designed by Mario Botta and recently inaugurated, and, to cite another example, the **Arnaldo Pomodoro Foundation**, new focal point for contemporary art exhibitions, a significant but sober reuse of an interesting example of industrial architecture designed by Pierluigi Cerri; **the expansion of Bocconi University**, whose design by Studio Grafton was the result of one of the many international architecture competitions the city has proposed in recent years, is undertaking with great sensitivity and courage the relationship between contemporary language and Milanese identity; the **European Library of Information and Culture**, a new library that in addition to the traditional and public reading of books will offer the opportunity to utilise the latest instruments of interdisciplinary research at the European and international level; the **Museum of the 20th Century** in the Arengario, redesigned and reorganised internally by Italo Rota, to celebrate the styles and artists that lifted Italy to the firmament of artistic avant-garde in the past century.

8.6 The site framework: the transport connections are already adequate for the needs of the Expo

8.6.1 Entrance to the exposition area (Step 2)

From the transport standpoint, we would organise the Expo with a strong emphasis on **channelling transport demand toward collective modes such as railways and the Metro**. One reason is the new rail transport capacity, especially regional and suburban, which Milan and Lombardy will have acquired by 2015 as a result of major projects to expand the network.

The decision to orient a large portion of the visitor flows toward rail service is justified by the imminent opening of the Rho-Pero station, where the principal lines of the regional and suburban rail service will stop, as well as the high-speed and long-distance trains (domestic and international).

According to the assessments of Milan Polytechnic, the visitors to Expo will utilise primarily the regional and suburban rail service (30%), the M1 line of the Metro (22%), private buses of tour operators (22%), own cars (17.5%) and taxis (4.5%).

A portion of visitors may reach the Expo directly with the long-distance/high-speed trains (3.2%), while the visitors resident in the immediate vicinity of the exposition area and fairgrounds will utilise the regular bus service (0.73%).

The demand was proportioned to the daily average number of visitors, estimated at around 160,000 on the 183 days the exposition will last (from 1 May to 31 October 2015).

TOTAL daily visitors	Suburb. railway	Long haul/ HS	Metro	Bus	Private coach	Car	Taxi	TOTAL
TOTAL AREA 1	26,285	2,675	18,176	1,165	15,044	16,842	1,165	81,350
TOTAL AREA 2	18,764	2,395	15,347	-	15,282	10,287	3,632	65,707
TOTAL AREA 3	2,353	-	1,583	-	5,139	596	2,255	11,925
TOTAL GENERAL	47,402	5,069	35,105	1,165	35,464	27,725	7,052	158,982
%	29.8%	3.2%	22.1%	0.7%	22.3%	17.4%	4.4%	100%

Table 8.18 - Modes of transport used by visitors to reach the Expo on an average day

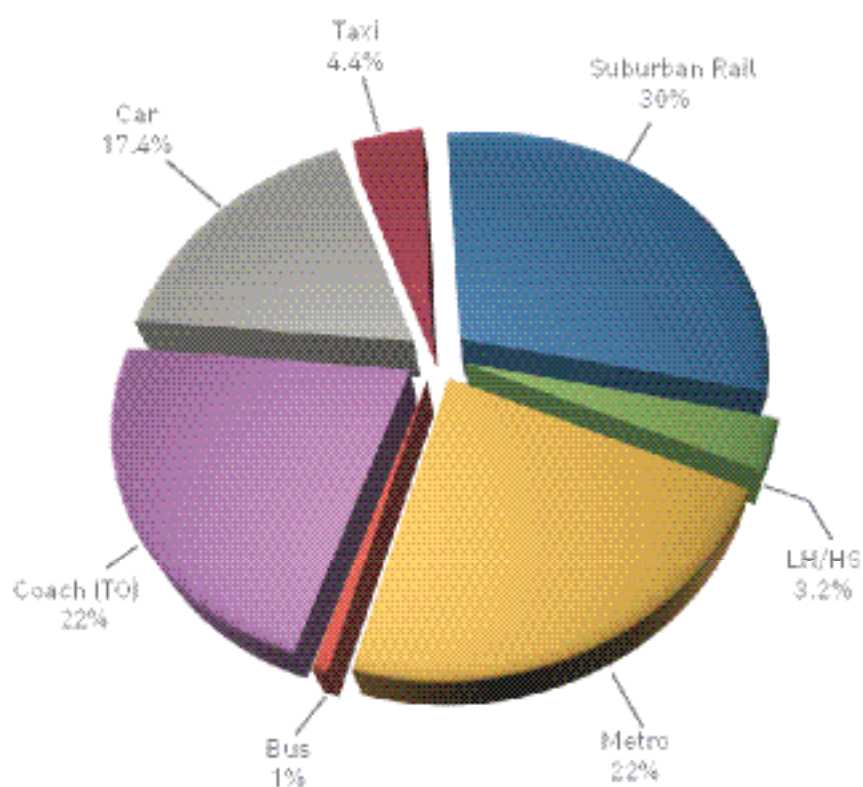


Table 8.19 - Percentage breakdown of the modes of transport used by visitors to reach the Expo on an average day



8.6.2 Sustainability of the Milan-Lombardy transport system

The effects of Expo 2015 on total mobility can be absorbed gradually by the present transport system:

- the average flows for Expo 2015, of 160,000 visitors /day, would result in an average of 320,000 trips, just over 7 % of the total daily trips involving at least in part the city of Milan. This percentage, though certainly not negligible, can be considered physiological with respect to the normal fluctuations of urban mobility associated, for example, with the school calendar or the intensification of traffic during the pre-Christmas period;
- this said, the maximum peaks of 250,000 visitors/day should occur primarily on weekends and holidays (as happens with ordinary trade shows open to the public), normally accompanied by a sharp decline in ordinary mobility.

The overall sustainability of the transport system in the Milan urban area with regard to Expo 2015 was assessed for the individual modes of access to the area (train, Metro, private road vehicle) in terms of:

- **relationship between the additional Expo-related demand and residual capacity of the transport networks, net of ordinary mobility in the area;**
- **time necessary to reach the exposition area.**

To that end, the projected 2015 capacity of each mode of transport was considered, based on the planned infrastructure projects and, where they exist, on the operational programmes (e.g. rail service). Similarly, the ordinary demand in 2015 without the Expo was estimated, considering the change trend induced by the principal urban transformations planned for the city of Milan with respect to the status quo, as derived from the new 2005-2006 survey on the mobility of people in the Milan area.

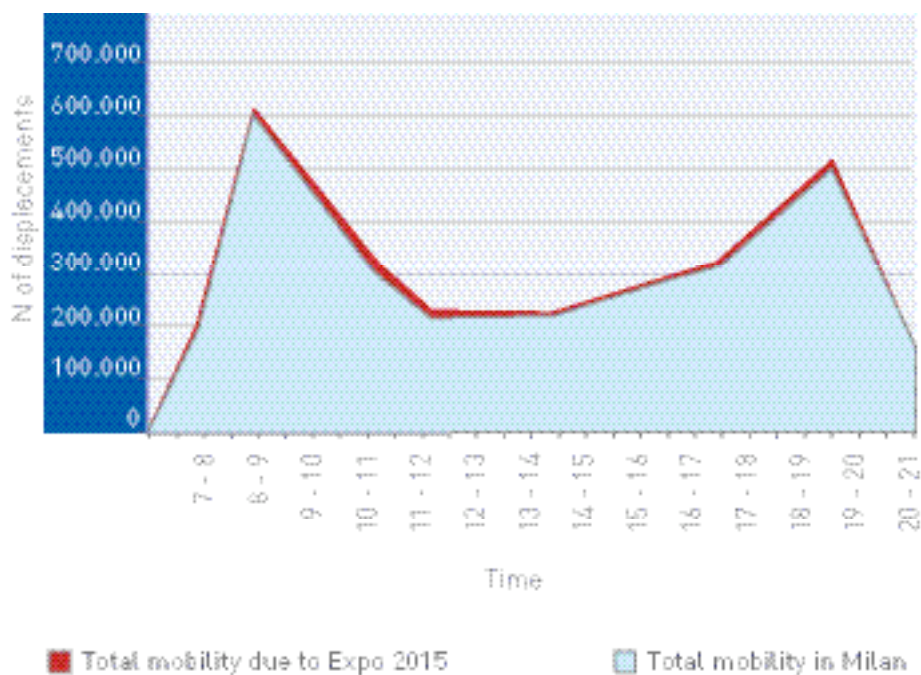


Table 8.20 - Contribution of Expo 2015 to the total mobility in Milan

8.6.3 The capacity of the railway network

Expo 2015 will be served directly by the **new Rho-Pero railway station**, which will open in 2008 and will coincide with the fairgrounds.

Plans call for all the trains entering Milan to stop at the Rho-Pero station, from high-speed service to the suburban lines, coming from the following routes:

- Milan-Arona-Domodossola (Simplon);
- Milan-Gallarate-Varese (Luino);
- Milan-Novara-Turin (Frejus).

In total, considering the trains entering and leaving Milan, this would mean a daily supply of 490 trains between 7 a.m. and 9 p.m., with a total of over 380,000 seats.

The regional and interregional train service through the new Rho-Pero station consists of four CityExpress (CE) and four RegioExpress (RE) trains:

- CE Milan-Turin (at normal intervals of 60' and 30' at peak hours);



8.

- CE Milan-Gallarate-Domodossola (at normal intervals of 120' and 60' at peak hours);
- CE Milan-Gallarate-Varese (at intervals of 30' both normal and at peak hours);
- CE Milan Central-Malpensa (at intervals of 30' at both normal and peak hours);
- RE Milan-Turin (at normal intervals of 120' and 60' at peak hours);
- RE Milan-Gallarate-Domodossola (at normal intervals of 120' and 60' at peak hours);
- RE Milan-Gallarate-Arona (at normal intervals of 120' and 60' at peak hours);
- RE Milan-Gallarate-Luino (at intervals of 60').

Accessibility to Expo 2015 will be extremely high through the suburban lines: entering the Milan Passante Ferroviaria (the tunnel that crosses the city, avoiding slowdowns on the railroad beltway), these lines provide an effective link to the city centre and the possibility of interchange with almost all the urban Metro lines.

The suburban service projected for 2015 will be able to provide a constant service to the Rho station of one train every 7.5 minutes in each direction, with a journey time of 16 minutes to reach the centre of Milan (Porta Venezia). The suburban lines that stop at the Rho-Pero station are the following:

- line S5 Varese-Rho-Milan-Pioltello-Treviglio;
- line S6 Novara-Rho-Milan-Treviglio;
- line S11 Chiasso-Monza-Milan-Rho-Magenta.

In addition, there will be two new lines in 2012:

- line S14 Rogoredo-Rho-Magenta;
- line S15 Rogoredo-Rho-Parabiago.

When required by the events being held at the Expo, regional and suburban rail service will be provided after 9 p.m. with a frequency of 9 trains/hour in each direction to satisfy the transport demand generated by evening visitors.

8.6.4 The capacity of the urban lines

The urban public transport network, including buses, trams and the Metro, consists of 80 lines travelling over 110 million of vehicle-km per year, on over 9,5 million trips.

The underground and surface rail transport of the city of Milan, backbone of the local public transit network, consists of three underground lines (lines M1, SQM, M3), three metro-trams lines (4, 7, 15) and 20 regular tram lines.

The Metro network extends for 76 km (April 2007), making it the largest Italian underground network, more than the total of all other networks in the country. 50 km of the network are located in Milan, while the remaining 26 km reach out to the hinterland; 51.5 km of the total 76 km are underground.

There are 88 Metro stations, 69 of them urban and 19 suburban. The rolling stock currently consists of 715 coaches.

In 2005, the **flow of passengers carried by the urban network averaged over 850,000 persons** per day and continues to grow.

By 2015, the Metro network will be further increased by extending the existing lines and by constructing new lines.

The new Fiera Milano fairgrounds complex, adjacent to the Expo area, is at the terminus of Metro line M1. That line will contribute significantly to making the Expo accessible from Milan.

The daily capacity of line M1, Rho-Fiera branch, is one train every 4 minutes, for an hourly capacity of 18,000 passengers.

The projects included in the 2001-2011 urban mobility plan, approved by the City Council in April 2001, will greatly improve the situation. **In fact, the Rho-Fiera branch of line M1 will double its carrying capacity to over 35,000 passengers/hour, with a train every 90 seconds.** This increased capacity will satisfy the demand of the 35,000 visitors/day estimated to travel to the Expo on a day of average flow (160,000 visitors) and will even be capable of absorbing the over 60,000 visitors expected on peak days (when a total of 250,000 visitors are expected).

The visitor transport demand projected for the evening opening of the Expo will be sustained by extending service on the Metro lines until 2 a.m., and by extending suburban rail service by providing a train every 30 minutes in each direction.



8.6.5 Road network and parking system

Milan sits at the hub of a Lombard road network of more than 70,000 km.

The Rho-Pero fairgrounds is connected to the Lombard motorway network through a series of major works, most of them completed for opening in 2006 and the rest to be ready in 2008. As a result, the Expo area is already connected directly to the Milan-Turin motorway (A4), to the Autostrada dei Laghi (A8 and A9) and to the Milan orbital ring-road system.

Consistent with the environmental focus the Expo seeks to achieve, accessibility to the site has been structured in such a way as to provide maximum incentive to use the rail and Metro systems. Special communication campaigns, along with a system of anti-incentives for the use of private cars, will be undertaken to **maximise the use of public transport by the visitors.**

Despite this, a portion of the total visitors are expected to reach the site by private bus (organised groups and tour operators) and by private car.

For this reason, the road connections will be expanded and improved to meet the Expo demand, value added that will be inherited after the event by the local area. Particularly significant in this regard are the road projects planned to improve accessibility to the Expo:

- the junction of state highway 11 with the Autostrada dei Laghi, passing through Cascina Merlata;
- expansion of the section of the Autostrada dei Laghi between the new junction for the Expo and the junction of the Rho-Pero fairgrounds;
- junction of state highway 11 with the Milan urban section of state highway 233 "Varesina";
- expansion of the ramp between the Tangenziale Ovest (Western Orbital) of Milan and the Autostrada dei Laghi in the direction of Milan.

These projects will provide rapid access to the Expo for the 700+ coaches of tour operators that each day will carry a large number of visitors, estimated as 22% of the total on normal attendance days. These projects will also permit rapid access to the shuttle buses that will provide Park&Bus service, transporting visitors arriving by car from the parking areas to the Expo entrance.

The important mobility role of the new Milan fairgrounds complex, the high concentration of infrastructure already present in the surrounding area, and the large number of expected visitors thus makes it mandatory to develop a precise functional scenario.

The solution for coping with the influx of private cars, therefore, is to shield the Expo site and the adjacent fairgrounds from the presence of parking areas and traffic entering, parking and exiting from them.

Because of the proximity of the motorway system and the ample areas of farmland alongside, the parking areas for visitors' cars can be kept at a maximum distance of 4-5 km from the site.

The parking areas, totalling 530,000 sqm, have been laid out to accommodate the tour operator coaches and 17,000 cars. These areas, no more than 1 minute from the Expo, are located on the Tangenziale Ovest (Western Orbital) of Milan (P2), on the Autostrada dei Laghi (P3 and P46) and on the terminal section of provincial highway 4 "Rho-Monza" (P4).

A fleet of Park&Bus shuttles, powered by eco-friendly hydrogen engines with zero atmospheric pollution, in line with the City of Milan's environmental policies, will ensure rapid funnelling of the visitors toward the main entrances. **Specific traffic simulations** performed on the network projected to 2015 during periods of maximum car traffic, and thus with both the fairgrounds and the Expo site in operation, **showed the travel time for shuttles from the various parking facilities to the Expo terminal that vary from a minimum of 6 minutes to a maximum of 15 minutes.** The traffic models did not, however, consider the possibility (verified) of creating preferential routes for the Park&Bus shuttles. **If this measure were adopted, the travel time might drop to 5-8 minutes maximum.**

8.6.6 Freight transport

Intermodal terminals

The organisation of the 2015 World Exposition in Milan will also require special attention to all the aspects of transporting freight associated with the event. In addition to the airport cargo service, examined earlier, **the Lombard system is also prepared to make available its rail and road interports to meet the demand generated by the event.**

The total volume of freight transported across the Swiss Alps, which more than doubled between 1981 and 2005, reaching 36.6 million net tons, will increase the rail transport component, gradually surpassing the current share of road transport (35%). With the opening of the St. Gotthard tunnel in 2015, the number of trucks transiting the road tunnels will decline, with a consequent concentration of traffic at the intermodal terminals of Busto Arsizio and Gallarate and the Freight Interchange Centre of Novara. These terminals will be fed through St. Gotthard, for the Bellinzona-Luino-Novara line, and through the Lötschberg-Simplon, for the Domodossola-Novara line.



Freight shipments for the Expo can utilise the HUPAC terminal of Busto-Gallarate, the largest in Lombardy, with an operating capacity of 23 pairs of trains a day, which in the future should reach 39 pairs of trains/day. The freight traffic handled is developed primarily with Switzerland, Germany, and the Northern European countries.

Expo can utilise the terminal for the intermodal rail/road transport of ONT Magazzini General SpA and CEMAT, an investee of FS Cargo S.p.A., Hupac S.A., and other private transport operators. Both the terminals are adjacent to the motorway network, five minutes from the Milan Fairgrounds and connected with the Milan/Certosa rail yard, point of departure and arrival of major shipping lines with truck service to all the countries of Europe and particular specialisation for Eastern Europe and Turkey.

Port of Genoa

The Expo area is connected directly to the port of Genoa, which plays a leading role within the intercontinental network, as its strategic position makes it the natural **destination for sea carriers transporting cargo to and from Southern Europe.** The port of Genoa, through the Suez Canal and Straits of Gibraltar, links the Mediterranean to the Orient, Australia, Africa and the American continent.

The importance of the port of Genoa is also due to its ability to provide shipping companies and the managers of international freight traffic with a structure capable of storing and handling all types of goods in the various phases of loading and unloading for ships of any type and displacement.

For this reason, in coming years the port of Genoa, more than any other, will be receiving increased volumes of imports due to the growth of such developing economies as China, India and a few areas of South America.

CHAPTER 9

**THE SITE PROPOSED
FOR THE EXHIBITION,
THE SPACE PROVIDED FOR
PARTICIPANTS,
THEMATIC PRESENTATIONS,
CONVENTIONS, SEMINARS,
AND OTHER EXPOSITION
RELATED EVENTS, CULTURAL
AND RECREATIONAL ACTIVITIES.
THE PLANS FOR DEVELOPMENT
AND AFTER-USE**



ABSTRACT CHAPTER 9

THE SPACES AND THE SERVICES FOR THE PARTICIPATING COUNTRIES

THE CHARACTERISTICS OF THE EXPO 2015 SITE

- The World Exposition site consists of two contiguous areas joined by a pedestrian bridge that will not only link the areas but actually develop the Expo 2015 theme.
- The layout in the Master Plan creates, within a 2 km long area, a uniform space where landscaping features (green, trees, water) dominate over the future buildings.
- The site will be big enough to hold all of the space needed by the participating countries.

THE SITE

- The land is already available and a large-scale programme for its post-expo re-use is in place.
- Over 50% of the area belongs to Fondazione Fiera Milano, which is a member of the Expo 2015 Organising Committee.
- Roughly 30% is owned by a private company.
- The majority of the remaining lots belong to the Milan and Rho city councils, although one lot belongs to Poste Italiane (Italian postal service) and some small parts belong to other entities.

THE POST-EXPO USE OF THE SITE

- After the Expo the plan is to regenerate and extend the green areas designed for the Expo 2015 site, in order to create a new city park.

THE SPACES AND THE SERVICES FOR THE PARTICIPATING COUNTRIES

WESTERN ZONE

- The West Gate will have a full range of facilities and reception services, including the large Expo Milano Tower, which will be well located for the metro and railway station. The structure, 200 m high, will become the landmark for the event since it will be visible from afar.

CENTRAL ZONE

- The central zone is organised in clusters, areas available for the various national pavilions.
- The hallmark of this project will be the central boulevard (or theme axis) that connects the West Gate (Piazza Expo) to the East Gate (Piazza Italia). In addition, most of the theme pavilions are located along this axis:
 - the stories of soil, water and air;
 - the spiral of food;
 - the right to eat right.

EASTERN ZONE

- The area adjacent to the East Gate of the expo site will be dominated by open spaces. Here, next to a large green area - which will host outdoor events and shows - there will be two squares (Piazza Italia and Piazza delle Regioni). They will house the Italy pavilion and 20 regional pavilions.

DESCRIPTION OF THE DAILY OPERATION OF THE SITE

To demonstrate the operational sustainability of the choices made, this section describes the logical stages of a "standard day" focussing on many respects (arrivals and departures, visitors' experience, support services, emergency management etc.).

Description of the location for Expo 2015

The site proposed for the 2015 World Exposition is located to the North-west of Milan, in the vicinity of the New Fairgrounds Complex at Rho-Però. **It covers a total area of over 200 hectares, consisting of the Expo area within the enclosure (1,100,000 sqm) and the area dedicated to support facilities for the event (1,000,000 sqm).**

This area was chosen largely because it has **features which are particularly suited** to an event of this kind, **both in terms of infrastructure which provides access from the city** (new Metro station), from the surrounding regions (high speed train station and new road link to the motorway network) and from the airports (Malpensa, Linate and Orio al Serio), and **also in terms of its proximity** to the new Rho-Però fairgrounds.

The Expo site stands inside a large slice of the city that starts in the centre of Milan and radiates out towards the fairgrounds which has undergone radical urban transformation and regeneration in recent years.

The area is destined to become a cornerstone of the metropolitan structure: during and after the Expo, it will be enhanced by landscape improvements and the creation of public services, parks, new lakes and waterways, as well as residential areas, shopping complexes and offices.

It is destined to become one of the symbols of the new Milan. Distinctive urban and landscape planning will give the area a centrality in shaping the future of the city and a new gateway of excellence.

The Expo zone will also serve to link the conurbation proper with the green belt which is currently interrupted by a network of roads and railways.

The area is bounded to the south by the Milan-Turin railway and motorway, while the north boundary is formed by the motorway leading to the lakes north of Milan. The area is largely unoccupied, and mainly used for agriculture, although this use is gradually diminishing precisely because it is enclosed by these various elements of transport infrastructure. The area also has a number of small rivers and streams running through it, which will be re-configured as part of the site's landscape plan.

At present the area destined for the Expo site contains a number of structures which will be re-located to other areas, as well as parts of an old, typically Lombard farm complex.



Areas destined for national pavilions: space provided for participants

The pavilions to be built by the various participating countries or by the Organising Committee – either let or given them free of charge – will be built on open grassed areas or in clusters, bounded by pedestrian walkways. These areas will face onto a central boulevard and towards the external perimeter where a wooded area near the enclosure will act as a surrounding protective barrier.

Within these areas, the participant countries may build their national pavilions according to a variety of possible solutions using a combination of different base modules. Every country will also have an open area outside the pavilion (corresponding to approximately 25% of the total lot assigned) where leisure areas and/or restaurants and bars can be provided for visitors. Two options are available for each size of pavilion, whether large, medium or small.

All clusters will be linked to the main service roads, enabling access both to supply and maintenance vehicles (during closing hours) and to emergency vehicles. In addition, these areas will be equipped with service structures (rest rooms, information points, first-aid and medical stations, etc.) and provided with fixtures, such as benches and lighting).

Areas for thematic pavilions, events and shows

The Expo 2015 thematic pavilions, which will house the various presentations on the theme of food, are envisaged as being placed at equal distance from each other along the main visitors' route leading from one end to the other of the site in an East-west direction. They will look onto the central boulevard which is the main axis through the site, and be built near open or paved spaces, or near canals or pools of water. The thematic pavilion dedicated to art and food will be located inside the historic Cascina Triulza. **In this way visitors will see the most interesting thematic buildings as they move through the Expo from one end to the other.**

The open spaces near the thematic pavilions will serve as rest areas, venues for outdoor performances and children's shows, in the same way as the large paved areas of the squares situated at the East and West gates.

One of the most distinctive architectural elements of the 2015 World Exposition project is the Expo Milano Tower, a skyscraper over 200 metres high which will make the site immediately recognisable even from a considerable distance.

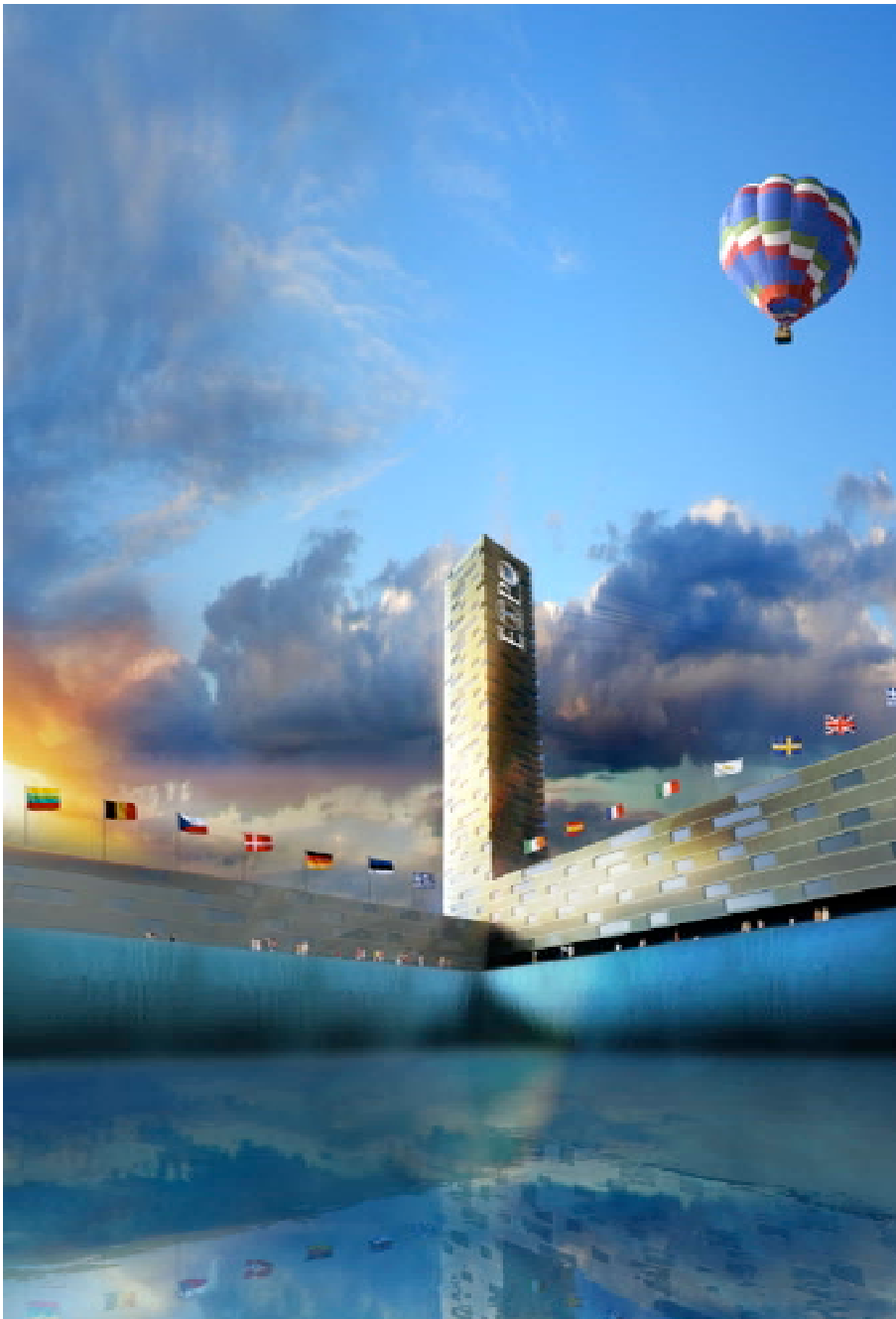


Figure 9.1 - View of Expo Milano Tower

The Tower architect will be selected through an international competition. The building will have a gross floor area of around 80,000 sqm, and dedicated areas for events, conventions and seminars, as well as various service functions: **the management offices of the Organising Committee, the operations centre that will oversee the event, the media and broadcasting centre (television, newspapers, radio channels, websites, etc.), the ecumenical and inter-religious centre, and also space for cultural activities, welcoming events and receptions, shops and so on.**



Other types of events such as thematic presentations, national festivals, and shows, can be held in an open area within the Fiera Milano fairgrounds (open-air cinema, play areas for children, concerts, etc.) or in **Piazza Expo, in Piazza Italia and Piazza delle Regioni, or again in the large grassed area adjoining the East Entrance and near the Auditorium.**

Architectural competitions

Redevelopment of the Expo will represent a further element in the urban and territorial planning strategy that has inspired and will continue to inspire change in the city towards and beyond 2015.

An event on the scale of the Expo cannot but be accompanied by a major architectonic component which will not only integrate the Expo site with the surrounding area, but will guarantee a quality and level of innovation that represents a clear example of best practice for the future of the city.

The City of Milan has therefore decided, in conjunction with the Bidding Committee, to launch an international competition that will hopefully attract the world's leading architects, many of whom already operate in the Milan area.

The competition, which will be adjudicated only after the Expo has been awarded, will have the purpose of realising a complete Master Plan for the whole area and the most important architectonic elements on the site, beginning with the Expo Tower and its Piazza, the connecting theme bridge, the Italy pavilion, the Piazza delle Regioni and the thematic pavilions.

Post-Expo: development and after-use

The use that the Expo area will be put to after the event is a particularly important issue for Milan and its future. **The World Exposition is a real opportunity to restore an area, which has no special urban qualities, to the life of the city.** Today it is an unoccupied area cut off from the city by roads and railways. The location of the site gives it the potential to become a new piece of urban territory which can bring the city closer to the new fairground complex.

In addition, the Master Plan envisaged for the Exposition will form a structural grid that will provide a matrix for subsequent initiatives. The main buildings (e.g. the Expo Tower and its base, some thematic pavilions, the Italia Pavilion and Piazza delle Regioni) will be maintained and turned into structures of public or general interest for the city, to be used for services, entertainment, concerts and sports facilities, as well as new exhibition spaces.

Conversely, the areas which the temporary Pavilions will be removed from, will be returned to their owners and used to create a new city neighbourhood with typical urban features: housing, offices and shops. Public access and the pedestrian walkways, the environmental (park, water, green areas) and urbanisation works with related sub-services, will be maintained after the Expo to form the functional fabric of the new district.

9.1 A site that lets participant countries show themselves at their best

One of the factors which marks Milan's bid to host Expo 2015 as distinctive is that **the site** where the pavilions and Expository structures will actually be constructed is considered **as part of a bigger project of urban transformation.**

The site for the World Exposition consists of two areas: one which is substantially unoccupied, and one which occupies part of some Fiera Milano S.p.A pavilions.

The two areas will be joined by a pedestrian bridge which will act as a link between the two areas but also continue the theme of the Exposition. It will house the "What the World Eats" thematic pavilion as well as a shopping centre, ensuring that people use the area in the evening as well as the daytime. In addition, the two areas will be connected by the pedestrian underpass from the Metro station to the Expo West gate.

The Expo 2015 Master Plan calls for a single space – 2 km wide and 700 m long – in which the landscape (green, trees and water) component predominates over built-up areas.

The elongated shape of this area suggested the idea of structuring the venue along a central axis (the boulevard), characterised by the presence of water – canal, fountains, ponds – and by the spaces at its two extremities, Piazza Expo and Piazza Italia which will form the main entrances (East Gate and West Gate, respectively).

The total perimeter area of the Expo, the zone accessed with an admission ticket (red zone), covers roughly 1,100,000 sqm.

This is calculated to be perfectly in line with the assumptions regarding the area required per visitor, expected to reach 160,000 on an average day.



	Total no. of visitors	Expo opening period (days)	Area of site (m ²)	
Milano 2015	29,000,000	183	1,100,000	
	Average daily visitors		Peak visitors	
Milano 2015	160,000		250,000	
	Simultaneous visitors at site (daily average)	Area occupied per person on average day (m ²)	Simultaneous visitors at site (peak)	Area occupied per person on peak day (m ²)
Milano 2015	128,000	8,6	200,000	5,5

Table 9.2 - Expo site surface compared to the number of visitors

The simultaneous presence of 128,000 people on an average day is calculated using a concentration factor of 80% of the total number of visitors expected over the whole day. This gives us an area of 8.6 sqm available to each individual visitor.

On a peak visiting day, where 250,000 visitors are expected, the area available is still an adequate 5.5 sqm per person¹, based again on an 80% distribution.

9.1.1 The scale is adequate for the expected number of participants

Within the Expo perimeter, 196,000 sqm of space will be devoted to the national and joint pavilions. This area, in turn, accounts for 50% of the total area used for the clusters (392,000 sqm), spaces which, according to the plan, will be enclosed by main and secondary roads.

35% of the remaining land will be used for the green areas around the pavilions, with the other 15% forming an outer belt (woods planted to screen the site and absorb noise pollution).

The following table provides a rough indication of the areas planned for pavilions, free areas and buildings within each cluster.

Cluster	Total area 100%	Buildings 50%	Roads 35%	Park 15%
Cluster 1	14,500 m ²	7,250 m ²	5,075 m ²	2,175 m ²
Cluster 2	53,000 m ²	26,500 m ²	18,550 m ²	7,950 m ²
Cluster 3	14,500 m ²	7,250 m ²	5,075 m ²	2,175 m ²
Cluster 4	34,000 m ²	17,000 m ²	11,900 m ²	5,100 m ²
Cluster 5	44,000 m ²	22,000 m ²	15,400 m ²	6,600 m ²
Cluster 6	18,000 m ²	9,000 m ²	6,300 m ²	2,700 m ²
Cluster 7	22,500 m ²	11,250 m ²	7,875 m ²	3,375 m ²
Cluster 8	30,000 m ²	15,000 m ²	10,500 m ²	4,500 m ²
Cluster 9	42,500 m ²	21,250 m ²	14,875 m ²	6,375 m ²
Cluster 10	17,500 m ²	8,750 m ²	6,125 m ²	2,625 m ²
Cluster 11	22,000 m ²	11,000 m ²	7,700 m ²	3,300 m ²
Cluster 12	27,000 m ²	13,500 m ²	9,450 m ²	4,050 m ²
Cluster 13	39,500 m ²	19,750 m ²	13,825 m ²	5,925 m ²
Cluster 14	13,000 m ²	6,500 m ²	4,550 m ²	1,950 m ²
	392,000 m²	196,000 m²	137,200 m²	58,800 m²

Table 9.3 - Cluster areas destined to national pavilions

This layout will ensure an appropriate balance between built-up and green areas and provide a very agreeable space for visitors.

9.1.2 Other sites connected with the Expo

The actual Expo site will provide the location for shows and activities related to the World Exposition, but **other parts of the city area will also be involved and organised to host a series of associated events.** In particular, the City of Milan will be providing the **Land Way and Water Way** routes to the Expo: these areas will host various events (cultural and non) related in some way or other to the Expo theme.

The Milan bid envisages involving the whole city in the Expo through these two separate but complementary routes, which share the same point of departure (the Darsena) and point of arrival (the Expo site). The two routes are described in detail in the Appendix to Chapter 9.

The purpose of the two itineraries – connected to the Expo site by cycle paths and footpaths as well as a dedicated shuttle service - is to bring together the different landscape and architectonic resources that exist in Milan. The Water Way will form one long, linear park, created along the existing network of waterways through farmland and parks on the western side of the city. The Land Way will be more urban in nature, linking the historic parts of the city and several major urban regeneration projects.



9.2 The site, new construction and existing buildings

All of the planned facilities for the Expo site – whether temporary or permanent – will be new (regional, national and international pavilions, administrative structures, etc.), except for the eastern pavilions belonging to Fiera Milano S.p.A., which will house the Corporate stands, one of the thematic pavilions and the Cascina Triulza.

Most of this land is owned privately, but will be available to the Expo following an agreement, already signed, between the city council and the owners of the land. The agreement also includes guidelines for refurbishing and improving the area once the event is over.

At present, the site is largely free of buildings, except for a 60,000 sqm postal sorting centre that will be relocated off the Expo 2015 site. The land is currently used for a series of parking lots, an electrical sub-station and buildings belonging to Cascina Triulza. This is a particularly striking structure that is a superb example of pre-industrial Lombard architecture. As such, it will be refurbished and used during the Expo to house the Art of Food pavilion.

The new pavilions will be built with future use by Milan's new model neighbourhood in mind. They will satisfy the energy efficiency standards and be fuelled exclusively by renewable energies (solar, geothermic, biogas and biofuels). The residential structures to be built on the site will be "passive housing".

9.3 Site layout: all the benefits of closeness to the fairgrounds, without interference

Besides the free space North-west of the city, the Expo will also occupy sections of the new Rho-Pero fairgrounds.

Two pavilions owned by Fiera Milano S.p.A. – Pavilions 1 and 2 – are located near the Metro and will be partially used during the Expo (about 40,000 sqm). A large, open space will also be available for open-air events (around 50,000 sqm).

These three zones make up the Expo site proper. Covering around 1,100,000 sqm, people will have to have an admission ticket to enter this area (RED zone).

These existing sections and the new site will be connected via a bridge that will cross the railway and a section of flyover and will contain the "What The World Eats" thematic pavilion.

This "theme bridge" will represent one of the most spectacular features of the Expo and will lend continuity to the visit passing between the two exhibition areas.

The Expo Village, housing the Expo staff, volunteers, security and administrative personnel, members of the Expo 2015 Organising Committee and people from participating countries, will be located next to the main Expo site.

An agreement with the owner and future developer of the site means the Village can be built on a larger area than the main Expo site. This area will then be linked to the Expo via shuttle buses and a direct road. Various buildings in this new district will be exclusively used by the Expo for the preparation and setting up of the Expo prior to opening. The Village will hold 2,000 people who will enjoy a series of dedicated services and facilities (catering, entertainment, swimming pools, tennis courts etc.).

Finally, another large area, just off the Rho-Pero fairgrounds, will be used for Expo-related services, such as hotels, parking, shops, congress centres, temporary accommodation, green areas and a business centre at the disposition of participants.

The table below provides an overview of the different sections that make up the Expo Master Plan:

Zone	Area
Expo site inside perimeter (RED zone)	1,100,000 m ²
Expo services (BLUE zone)*	1,000,000 m ²
Expo village (ORANGE zone)**	120,000 m ²

Table 9.4 - Expo Sections

N.B.:

(*) The Expo-related services and support area located outside the Expo perimeter

(**) The area that will be redeveloped to host the Expo Village (70,000 sqm)



9.4 The land is available today and a large-scale programme for its re-use is already in place

This privately-owned site was chosen ahead of a public site area because it is easy to reach from the city, most parts of Lombardy and various airports, and it is close to the new Rho-Pero fairgrounds. As such, the majority of the Expo buildings will be constructed on privately held land.

Over 50% of the area belongs to Fondazione Fiera Milano, which is a member of the Expo 2015 Organising Committee. Roughly 30% is owned by another private company. The majority of the remaining lots belong to Milan and Rho city councils, although one lot belongs to the Italian Post Office and some small parts belong to other entities.

The organisers chose to involve the various land owners in the process to ensure an amicable agreement could be reached that would allow the entire site to be used without having to resort to costly legal proceedings.

Such an approach is also in line with modern notions of public-private partnerships. The agreement has already been signed and means that the site will be available from the day Milan wins the bid for the Expo until 18 months after the end of the 2015 World Exposition.

Under the terms of the agreement Fiera Milano will cede the use of Pavilions 1 and 2, plus an adjacent open space for outdoor, rest areas and other services.

In return for this right to use the land and part of the urban planning framework for the Expo 2015, the city council will grant the necessary authorisation for the redevelopment of the site once the event is over.

In short, the city council has anticipated the provisions necessary for reuse of the site once the Expo ends. This was seen as a key aspect and the organisers examined the issue carefully and thoroughly. The Master Plan was drafted involving the land owners and signatories in the development process and taking into account the future use of the area (public areas, parks, new pools and canals, housing, shops and offices).

The agreement with the land owners provides the Expo organisers with sufficient space to construct the Expo Milano Tower, which will remain in place after the event. This will become a symbol of the new Milan, a landmark for the urban landscape post-Expo.

See Paragraph 9.13 for details on the availability of the areas and their transfer once the Expo is over.

There is also a specific agreement to relocate the post office sorting depot to a new site away from the Expo site.

The other structures (high-voltage power pylons, small buildings, underground piping and wiring, power distribution unit, road network etc.) currently on the site – will be removed, knocked down or relocated elsewhere (both on and off the site), in accordance with the needs of the final Expo project.

9.4.1 Use of the areas after the Expo

As mentioned, following the Expo the plan is to regenerate and extend the green areas used for the Expo site. After the event a new city park will be built, running along the North-west axis which can be seen as the final link in a chain of city parks starting with Parco Sempione and ending at the Expo site (Parco Pallavicino, Parco CityLife, Parco del Portello, Parco di Monte Stella, the San Siro Area and Parco di Cascina Merlata).

The new park project includes planting a series of tall and medium-sized native trees. Landscaping will be a priority, with attention focused on ensuring a harmonious variety of trees, both in terms of colour and shape.

Following the event, the area will become a typical urban site (houses, offices and shops) and the various thematic pavilions will be turned into public administration offices.

In general terms, the buildings and facilities built as permanent structures will be kept after the Expo:

- the building located next to the West Gate, on the square with Piazza Expo and the Expo Milano Tower (with its base);
- all the thematic pavilions that will be turned into facilities for the city (entertainment, sports, services and exhibition spaces (see paragraph 9.13);
- some of the buildings on Piazza Italia (thematic pavilion and the Italy Pavilion) and Piazza delle Regioni, with its lake and large square lawn;
- the perimeter road network and internal pedestrian zone (e.g. the central boulevard with a series of open spaces and the canal).



9.5 Site organisation and layout of pavilions: Milan has already developed its Operating Plan

9.5.1 Description of the site

Western zone

The West Gate will have a full range of facilities and reception services, including the **Expo Milano Tower**, close to the Metro and railway stations. The structure, 200 m high, will become the landmark for the event and visible from a great distance. The imposing nature and size of the tower will create an interesting contrast with the fairgrounds designed by the architect Massimiliano Fuksas.

The tower stands on a base that stretches along two sides of a large square, Piazza Expo, which will host the main ceremonies of the exposition. The piazza contains, in an open courtyard, a large pond fed by the canal which runs through the grounds and across the main boulevard providing a beautiful cascade effect.

The Tower is coupled with a spectacular footbridge which continues the thematic route to join the site areas situated in the fairgrounds. Besides connecting the Expo area to the Fiera Milano zone, it will also house **the “What the World Eats” pavilion and various spaces for entertainment, shops and amenities.**

These buildings – 20,000 sqm each – will be completely independent of the other fairground facilities (with separate visitor flows) and will host **the Con-Scienza and Corporate pavilions.**

The outdoor area – around 50,000 sqm – will be used for various types of entertainment (outdoor cinema, concerts, playgrounds etc.) for children and youngsters.

In Milan’s future skyline, the Expo Milano Tower will stand out as a landmark of energy-efficient architecture in line with the criteria of the Kyoto Protocol and recent Italian law (Legislative Decree 192/2005 and 311/2006), which lays down the building code to be complied with from 2010.

The structure and the Expo Tower will exploit various forms of renewable energy and recycle heat, water and power using wind, solar and geothermal energy. Meanwhile the façade will have a “double shell” to capture updrafts of hot inactive air through the single vertical space. Rainwater will also be collected and filtered for use in drainage or cooling systems.

Given its height, the tower will also be used as a digital radio and television transmitter and will host panoramic viewing terraces with restaurants and gardens giving spectacular views over the city and the surrounding area.

Some floors of the Expo Milano Tower will house diplomats, members of the Organising Committee, journalists and public authorities (roughly 500 beds). Expo Tower will also house the press office and broadcasting centre.

At the foot of the tower are two single-storey buildings – containing **the Equilibrium thematic pavilion and one to be used by international bodies (roughly 6,000 sqm)** – and a piazza enclosed by these two buildings. There are also large parking areas on the lower ground floor for VIPs and staff.

Piazza Expo, which is 12m higher than ground level, will offer both an open space for festivities and outdoor shows (about 15,000 sqm) and a large covered area to receive pedestrians coming over the connecting bridge, who may then descend to ground level via ramp. Finally, the western zone will include Pavilions 1 and 2 of the new complex ceded by Fiera Milano, plus an outdoor area.

Central zone

Lying north and south of the central boulevard the central zone is organised in clusters available for the various national pavilions. Each cluster will host pavilions of varying shapes and sizes (large, medium and small countries) with their own distinctive geographical and cultural character.

This layout allows great flexibility and makes it possible to meet a range of needs that will come to the fore when countries apply to participate and in subsequent stages.

There are four categories of pavilions (each with two size options):

- **Large pavilions (4,000 to 6,000 sqm):**

- These will be built by the participating countries who can develop the design of their choice as long as they do not exceed the lot assigned.

- **Middle-sized pavilions (2,000 to 4,000 sqm):**

- These will either be built by the participating countries or by the Organising Committee and then rented to them (either standard or custom modules built to the participating country's design).

- **Small pavilions (under 2,000 sqm):**

- These may either be built by the participating countries or by the Organising Committee and rented to them (standard modules or custom built to the participating country's design).



- **Three Joint Pavilions (6,000 to 8,000 sqm):**

- They will be built by the Organising Committee and will either be rented or granted free of charge to developing countries who qualify for partial or total aid. 3 joint pavilions are foreseen for three geographical regions: Asia, Africa/Caribbean, and Latin America/Caribbean. **A fourth collective pavilion will be dedicated to the Best Practice area.**

In all four cases, the footprint may not exceed 75% of the total lot area assigned by the Organising Committee. Thus the lot will not be entirely covered by the pavilion and the remaining area can be used for connecting structures and outdoor activities.

However a second floor may also be built to a construction ratio of 1.2:1. This second floor will be used as service or exhibiting area.

The hallmark of this project will be the **central boulevard** or theme axis connecting the West Entrance (Piazza Expo) to the East Entrance (Piazza Italia), via a series of outdoor paved areas in front of the thematic pavilions.

This thoroughfare will be bordered by some of the main pavilions:

- **“The Stories of Soil, Water And Air” pavilion;**
- **“The Spiral of Food” pavilion;**
- **“The Right to Eat Right” pavilion.**

The boulevard will also have alternative routes to guide visitors to the national pavilions and will offer a range of services (info points, rest areas, first aid and so on). The main axis will run parallel to and cross the canal and be lined by native Po Valley trees to provide shade and shelter for visitors.

Eastern zone

The area adjacent to the East Gate of the Expo will be dominated by open spaces.

Here, next to two large green areas – which will host outdoor events and shows near **the Amphitheatre and the Auditorium** – there will be two squares (200 x 200 m): **Piazza Italia and Piazza delle Regioni. Here will be built the Italy pavilion (about 7,000 sqm) and 20 regional pavilions (around 10,000 sqm).**

Piazza Italia, besides containing the East Gate (with amenities to welcome visitors) and the terminating pond for the main canal, will also house the **“In the Realm of Senses”** pavilion and the Italy pavilion, which will be the biggest in the whole Exposition.

This area will also host the Virtual Playhouse offering, thanks to the newest technologies, a fascinating Expo experience for kiddies.

The piazza will also receive the pedestrians from the car parks arriving in private coaches, shuttle buses and taxis.

Meanwhile Piazza delle Regioni will host – around a mini lake – the 20 Italian regional pavilions, with restaurants and shops.

These two piazzas, along with the central lawn, are intended as venues for evening entertainment or night-time events (shows, fireworks displays etc.) to be held during the Expo.

A day of standard operations at the Expo

To demonstrate the operational sustainability of the programming and locations selected for Expo 2015, we decided to develop a preliminary indication of how the site would function.

This work is essential to operational planning.

As is normal for large events a **General Rehearsal will be organised with everyone involved in site management, two months prior to opening.**

Scope of application

This presentation does not cover all the aspects of site operations but is highly representative of the key processes of the management staff and working team. We originally identified 12 general processes, with a series of associated sub-processes.

Clearly, detailed information will be provided later in a specific project, when the final site Master Plan has been completed and the official security policies have been formulated. These projects also require the full participation of a broad range of offices.

For each step of each process, the person(s) responsible for action and decisions to be taken will be identified.



THÈME	PROCÉSES
Arrivals & Departures	1. Arrivals and departures at the Site a. Location b. Transport c. Public d. Accredited e. Vip – Media f. Fairgrounds
Visitors' experience	2. Access to the Site a. Access b. Ticket booths c. Daytime & night-time events 3. Opening of gates to the public a. Hours b. Controls and security 4. Visit experience a. Internal movement b. Catering c. Merchandising d. Info Point e. Signs f. Indications g. Communications 5. Moments ludiques & récréatifs a. Location b. Hours c. Transport 6. Site security a. Control Centre b. Video surveillance & lighting c. Internal patrols 7. Press Centre a. Location b. Support c. Hours 8. Site closing
Support services	9. Support service a. Logistics b. Maintenance & technical assistance c. Energy, lighting, air-conditioning d. Technological support e. Weather info f. Waste removal & cleaning
Emergencies & Accidents	10. Emergency management a. Medical assistance b. Fires & hazardous situations c. Helicopters d. Management of crises and major incidents
Organisation & Management	11. Organisation a. Management, functioning & organisation of the working team b. Access c. Hours 12. Communications management a. Radio communications b. Emergency communications

Table 9.5 - Basic processes analysed

1. Arrivals and Departures

There will be three gates for the public:

- a West entrance near the Expo Tower, for visitors arriving by train, underground, shuttle, dedicated bus, and taxi;
- an East entrance for access only by shuttle, bus and taxi;
- other smaller gates for visitors with RFID passes will be located around the perimeter fence.

The gates will be connected internally to the site by means of a high-capacity public transport system. The same service will provide internal mobility to the site, connecting the gates to the pavilions. Currently two car parks are planned, one for staff (2000 parking places) and another known as the VIP Park (4,000 parking places) near the Expo Tower.

Signs will be posted along the access routes indicating what directions to take. Special attention will be taken to clearly indicate access restrictions.

Public transport, which is already capable of handling the combined visitor flows will in any case be extended by 2015 (see paragraph 8.3). Visitors to exhibitions unrelated to the Expo will arrive mainly via underground through the West gate. Suitable indications will be posted at that point to direct the public in the desired direction. The visitors will also be invited to visit the Expo 2015 pavilions after visiting the trade show pavilions of the Fiera. **Other entrances along the perimeter of the Trade Fair will be provided to separate the flows even further.**

2. Access to the Site

All entrances will be manned by personnel trained to perform the various security checks. Accredited customers, the media and the workforce can only pass the security check after showing their badges to the security personnel. The badges clearly indicate whether the holder can access the Exposition. ID checks will be performed against photographs or using biometrics (iris recognition - see Chapter 20).

Access to the Exposition site will only be possible when the RFID admission pass has been validated by personnel. There will be various categories of ticket available for purchase through various channels. Ticket booths will be positioned at the two main entrances.



They will open a half-hour before the Site opens and will close one hour before closing time. Access passes booked online or by telephone can be picked up at the ticket booths, and admission tickets can be purchased by those who did not plan their visit in advance.

The ticket booths will sell not only admission tickets to the Expo but also tickets to performances and events organised in Milan related to Expo 2015.

All the entrances will be organised to permit ready access to the handicapped, by eliminating architectural barriers and preparing routes for the visually impaired.

Visitors attending the evening/night-time events in the entertainment area will be able to enter through both entrances. On those occasions, the ticket booths will remain open until 30 minutes after the start of the event.

The only persons authorised to avoid the security check will be the VIPs escorted by law enforcement officers. They will access the site through the East entrance, near the Expo Tower. An area will be reserved for them to park their cars.

3. Opening of gates to the public

Opening hours for Exposition proper will be from 9 am to 9 pm.

Each day, before the site is opened to visitors, inspections will be conducted to ensure site safety and proper accessibility. Any areas found to be unsafe for visitors will be closed and placed in maintenance.

The gates will not be opened until allowed by the head of law enforcement, in agreement with the site manager. The site manager will order the gates opened after he has been assured the site is safe and after ensuring that the safety checks have been completed.

Expo Night will open at 8 pm (an hour before the show starts) until 1 am.

4. Visit experience

Inside the site, the public will find all the visit support services they require for a unique, unforgettable experience.

Points of attraction and recreation will be placed along the walkways connecting the pavilions to make their visit to the site more pleasurable. These will include snack bars and restaurants, info points located at the site entrances and along the main thoroughfare, Expo souvenir shops, and entertainment points for adults and children. Itinerant attractions will accompany the public's visit to the pavilions.

Numerous toilet facilities will be available, distributed uniformly around the site.

An internal transport service will facilitate movements between areas on the site. A special call service will be provided for the handicapped. Direction signs will be posted within the site indicating the significant places of the Exposition bearing in mind that:

- a) the site is quite large, with vast areas for the visitors that must be well marked, with the help of a site map distributed at the entrance. The areas used by the visitors will change according to the events, so the indications will have to be changeable to match the various events;
- b) signs will be posted at strategic points with the indication “you are here”;
- c) meeting points within the site will be specifically marked;
- d) intouch screens will be placed around the site to help visitors get their bearings and find information on their own. Messaging to visitors’ Personal Mobile Assistants (see Chapter 20) will also help to spread the public more evenly and avoid overcrowding at the most popular venues;
- e) there are many entrances to the site and just as many exits. Each visitor must remember where he/she entered the site and must exit from the same place, to avoid problems with external transport.

The signage will be set up prior to the official opening of the Exposition. During the six months of Expo 2015, maintenance to the signage (for damage and operational needs) will be contracted to an outside supplier.

A public information service will be available through loudspeakers to publicise the events and initiatives for the day. The communications will be made in various languages.

The speaker will also have the task of providing service and emergency information to the public, when required. For this last case, the communications will be made using pre-recorded messages, only after receiving orders from the site manager, in agreement with the law enforcement officer on duty.

A vast area of the Expo 2015 site will also be accessible to visitors during the evening and night-time hours. To ensure a proper flow of visitors to the areas permitted, the entrances to all the pavilions will be closed at 9 pm, along with all the area not available for evening and night-time visiting. The site illumination will be arranged to indicate which areas are accessible at night. The evening and night-time activities (Expo Night) will extend to 1 am, when the site will be totally closed to visitors.



5. Entertainment

An area in the eastern quadrant of the site will be devoted to evening theme shows and events, to be held primarily in the amphitheatre and the auditorium provided for that purpose, and in immediately adjacent areas if required. This area will be connected to the West entrance by the internal backbone, which will be in integral part of the entertainment area on show days. The opening and closing hours of this area will be different from those of the rest of the site, depending on the scheduled events.

The entertainment project, which will be defined in detail at a later stage, will take operational requirements into consideration, particularly the management of visitor flows in the evening/night-time hours and the need to provide dedicated transport services.

6. Site security

A complete description of the Security Plan, to be co-ordinated by the Prefect and the Chief of Police within the framework of the Committee for Security and Public Order, is given in Chapter 17.

A control centre will be set up inside the site to ensure the security of the exhibitors and the public, according to procedures established in conjunction with the law enforcement authorities. The location of this centre will be possible in the Expo Tower where an observatory point will be provided for keeping the entire exposition site under visual surveillance.

The entire area will be covered by security cameras, especially the perimeter, and kept constantly lighted to permit surveillance even at night. The entrances will be equipped with x-ray and Mag&Bag machines operated by law enforcement staff with a system of CCTV cameras hooked up to the operations centre.

The final aspect of the security system will be the visible presence of officers and video cameras. If necessary, the law enforcement patrols will be able to intervene promptly anywhere on site via the private perimeter road.

A patrol service will be active during exposition hours to detect hazardous or suspicious situations. The personnel on duty at the site will be suitably trained to spot such situations and report them promptly to the control centre.

Night security – during closing hours – will be ensured by anti-intrusion sensors in the pavilions sending signals to the operations centre.

During the Expo Night activities, from 9 pm to 1 am, the areas not accessible to the public will be kept under special surveillance to prevent visitors from accessing them.

Access to the site will always be subject to security checks using special devices (see consensual biometric recognition, described in Chapter 20). Small bags may be brought into the site, after inspection of the contents by assigned personnel.

A protected area will be provided at each entrance where personal searches can be made or security problems resolved, if necessary, out of sight of the other visitors.

Each entrance will be provided with a gate that can be opened in cases of emergency to permit the rapid evacuation of the visitors. The exposition areas will be governed by general rules of access set forth in the Security Policy, with highly visible signs indicating the objects that cannot be brought into those areas.

7. Press Centre

A press centre will be set up inside the Expo Tower, with access to all accredited journalists.

The press centre will have all the technological supports necessary to the television and press journalists to prepare and send their reports and will be managed by dedicated personnel.

It will be operational from 10 am to midnight, with extension of the schedule in case of night-time events.

8. Site closing

The site closing will be announced over the public address system beginning one hour before the actual closing time. There will be two closings of the site: the first, partial, at 9 pm. At that time, the assigned personnel will begin asking visitors to suspend their visit and move to the exits, or to assemble in the area that will be open during evening and night-time hours until 1 am (Expo Night). The second closing, complete for all visitors, will take place at 1 am, also announced one hour in advance via the public address system.

Particular attention will be paid to the outward flow of visitors from the areas open during evening and night-time hours. All the exit routes will be surveilled by security personnel to prevent visitors from leaving the areas set aside for them. The exit flows will be monitored by personnel assigned to the visual surveillance centre.

At closing, the security service will ensure that no visitor has remained inside the site. At the end of the inspection, the order will be given to begin all the night-time activities preparatory to the next day's opening, such as the cleaning and the emptying of waste bins inside the pavilions, cleaning of the toilet facilities, replenishment of food supplies, repair of damaged elements, etc.



9. Support services

During the closure of the site, the night crew will perform all the activities supporting the normal functioning of the site that by their nature are incompatible with the presence of visitors. These will include mechanised cleaning and waste removal, routine maintenance on attractions and park areas, periodic renewal of the areas, handling of materials from central storage areas to daily distribution points, and the replenishment of bars, restaurants and retail outlets and service stations.

In addition to the two gates for the public, service entrances will be provided on the north and south sides of the site. To avoid hampering the passage of visitors, the pavilions and service areas will be accessible via secondary roads connecting with the site perimeter service roads.

Logistics

All the materials that enter the site will be subject to a security check before reaching the principal logistics area, from where they will be distributed to all the points of use within the site, or sent directly to the pavilions via underground passageways (see plans).

Suitable procedures and structures will be provided to ensure proper storage and transport of perishable materials such as food products and medicines.

Materials will be supplied, both during set-up and during the Expo months, according to a delivery plan, to optimise movements and reduce the impact on local public and private traffic to the site.

Materials will be handled inside the site preferably during closing hours. To make this possible, suitable storage areas will be provided, large enough to hold materials for daily use. Materials will be handled internally with eco-friendly equipment. The pavilions and areas requiring regular supply will be connected, wherever possible, by a dedicated road system different from the one used by the public.

Maintenance and technical assistance

Maintenance will involve all the areas, covered or uncovered, with limited/reserved access, within the site and pertaining to it. The maintenance service will operate 24 hours a day, concentrating planned service during the closing hours and providing only emergency intervention during visiting hours. Some equipment will require specific assistance and maintenance, provided directly by the manufacturers.

Power, lighting, air-conditioning

The site will have a power plant for main power. The site will be completely lighted for the activities taking place in the early morning, evening and night-time hours and in case of foul weather.

Ground lighting will be provided in a few critical areas, particularly where evening and night-time activities are held and where it is required for special safety considerations.

For a few specific cases, emergency supplemental power may be provided by eco-friendly generators.

Technological support

To provide the public the best possible experience, all the technological infrastructure available at the time will be employed, particularly the structures supporting telecommunications and high-speed high-capacity data transmission systems.

A cellular communications network will be extended to provide telephone coverage even with the maximum volume of visitors.

The public will be informed by means of interactive info points and large variable-communication panels scattered throughout the site. There will be a help desk structure to provide assistance on all the information systems supporting site operations and on the technological and telecommunications infrastructure.

The technological support will be operational 24 hours a day. To this end, two parallel technological cableways will be built along the site backbone to carry the various cables necessary to reach all parts of the area.

Weather service

The service will provide weather conditions and four-day forecasts and alarms, to facilitate all operational decisions and limit the effects of any critical conditions generated by adverse weather.

Waste removal and cleaning

The cleaning services will involve all the covered and uncovered areas inside the site and will include the emptying of waste receptacles used by visitors and operators and the transfer of the waste to the containers (bins, dumpsters, etc.) provided for collection service.

This service will be furnished during visiting hours, including the emptying of waste receptacles and cleaning of toilet facilities, while waste will be collected during closing hours.



Collection will be differentiated for recyclables, and suitable procedures for handling special waste will be adopted.

10. Emergency management

Medical assistance

One or more front-line medical service structures will be provided, accessible to the public and to site workers, serving as points of direct access for users and emergency teams.

Ambulances will be available with the most advanced equipment and materials for the evacuation of patients following preliminary treatment, requiring transfer to suitable structures for continued observation and/or the completion of complex treatments.

The first-aid centre will be located in a building on Piazza Italia, east of the actual Expo premises. It will act as an emergency care unit (equipped with helicopter landing platform). It will be connected, via computer link, to several Milan hospitals and the future healthcare centre to be built next to the Sacco Hospital (less than 1 km from the Expo area).

Several small medical units will also be available next to the Info Points in some of the clusters with surgeries and first-aid facilities.

Fires and hazardous situations

The site will host a fire brigade and front-line equipment to deal with fires, spillage of inflammable or pollutant materials, and civil defence activities.

A network of hydrants will be in place across the site and fire-extinguishers (mobile, dust, automatic sprinklers) must be available in each national and thematic pavilion. A group of local fire fighters will also be located on site, with fully-equipped vehicles.

Helicopters

The site will be provided with a "flat prepared area" suitable for landing helicopters for emergency and support missions, accessible from the site by ordinary and/or special vehicles.

Management of crises and major incidents

Procedures will be issued and structures designated for use in case of crises or major incidents, with the approval of the institutional entities and in accordance with the international principles of MIMS (Major Incident Management System). All operators will receive specific training on safety procedures.

11. Organisation and management

Site operations will be managed by a team of assigned employees and volunteers, appropriately organised on a shift basis.

The operating team will consist of the heads of the functional activities, and they will meet each day, along with the Site Manager, before the opening to plan the day's activities and whenever the situation requires. The Site Manager will maintain relations with the site representatives of the participating countries and entities and with public entities and bodies.

The operating team will meet each morning at 8 o'clock to plan the day's activities and provide indications on any irregularities discovered during the night-time control activity.

The staff and volunteers will enter the site one hour before the opening and will leave at the end of the regular daily work schedule.

They will access the exposition area through the East entrance normally used by the public. After passing security check, the staff and volunteers will clock in with the attendance office (near the entrances), where they will receive the latest news and indications regarding the day's activities. At that time, the volunteers will also receive meal tickets valid for the day.

The volunteers will operate inside the exposition areas from 8 am to 4 pm, from 12 am to 8 pm and from 6 pm to 1 am. For the entertainment area, where the hours will extend to 1 am, the volunteers must be organised in shifts.

12. Site communications

Communications within the site will consist of radio, monitored by Expo Communications Centre. The communications centre will be responsible for monitoring activities in close contact with the law enforcement authorities.

Official communications to the public will be issued exclusively by the Press Office, at the indication of Management.

Below is a Daily Run Schedule showing the main workflows over the 24 hours.



MILAN – Expo 2015		
Start	End	Daily activity type
6.30		Staff arrives
6.30	7.30	Staff security and attendance check
7.00		Security service arrives at gates
7.00		Generator control system checked
7.00		Security check of Site - pedestrian walkways
7.00		Functional check of technological systems
7.00	11:00 pm	Site cleaning service
7.00		Opening of main logistics area
7.00	9.00	Food service operating staff
7.00		Site healthcare service opens
7.30		Cash pickup/delivery - ATM servicing
7.30		Distribution of radio
8.00	8.45	First shuttle of volunteers arrives
8.30		Medical stations on access route operational
8.30		Ambulances at venue
8.30		Ticket office ready to sell tickets
8.30		Credits office opens
9.00		Gates open
9.00		Visitors begin arriving
9.00		Music/public announcements begin
12.00	2.00 pm	Lunch for staff & volunteers
3.45 pm		Arrival shuttles to start second shift staff & volunteers
4.15 pm		Departure shuttle end first shift staff & volunteers
7.00 pm	9.00 pm	Dinner for staff & volunteers
8.00 pm		Preparation for visitor exit from exposition area except Expo Night
8.00 pm		Opening of entertainment area for performances and events
8.00 pm		Deployment of staff & volunteers assigned to Expo Night
9.00 pm		Credits office closes
9.00 pm		Visitors exit exposition area except Expo Night and entrances closed
9.00 pm		Night-time surveillance begins except Expo Night
9.30 pm		Radios turned in except Expo Night
10.00 pm		Radio distribution area closes except Expo Night
10.00 pm		Night-time operations start except Expo Night
10.30		Shuttle departs with end of second shift staff & volunteers
00.30		Performances/events end in entertainment area
01.00		Visitors exit from Expo Night
01.00		Music and public announcements end Expo Night
01.00		Gates close for Expo Night
01.00		Radios turned in by entertainment area
01.00		Radio distribution ends for entertainment area
01.30		Last shuttle of visitors departs from exposition site
01.30		Gate security ends for Expo Night
01.30		Last shuttle departs with end shift staff & volunteers Expo Night
02.00		Night-time operations start in entertainment area
02.00		Night-time surveillance starts in entertainment area

Table 9.6 - Typical Expo day timetable

9.6 Expo services for the comfort and safety of visitors

All of the three zones which make up the Expo site will have the relevant facilities and amenities to guarantee the smooth running of the event.

9.6.1 Restaurants and refreshments

Along the main and the secondary pedestrian thoroughfares – in addition to what is available at the national pavilions – sufficient eateries and restaurants will be provided to cater for peak visiting times.

The area destined for catering facilities has been calculated on the basis of the expected number of visitors and the estimate needs (during opening time, from 9 am to 9 pm).

Different visiting rates were estimated for each type of service:

FACILITY	USAGE RATE	Visitors
Restaurants	10%	16,000
Self Service	50%	48,000
Bar	60%	96,000
Total		160,000

Table 9.7 - Services and usage rate

It is expected that while restaurants and self-service will have a rush hour (12.30-14.30) during which 50% of people will have a meal, bars will see business more evenly distributed throughout the day.



We therefore estimate peak capacity as follows:

- **Restaurants:** on the basis of roughly one meal an hour, peak capacity of around 4,000 people every hour should be foreseen. Assuming each person occupies 2 sqm the total area required is 8,000 sqm;
- **Self-service:** assuming average customer turnover of 30 minutes, we have a capacity requirement of 2,000 people. Assuming 2.8 sqm per person for the more spacious dining halls, the requirement is 5,600 sqm;
- **Bars:** assuming one new customer every 10 minutes on average would give a presence of around 1,333 people. However we should assume that many people will make repeated visits to such establishments. On average it is calculated that each customer will make 1.5 visits. This would mean there should be a presence of 2,000 people on average in these facilities. Assuming around 2 sqm per visitor, we arrive at a requirement of approx. 4,000 sqm.

These are in any case conservative estimates which do not take into account the fact that every national and regional pavilion will probably serve ethnic or local foods which visitors will be eager to try.

Thus the floor areas indicated for the catering concessions might be exaggerated:

Service	Area
Restaurants	8,000 m ²
Self-service eateries	5,600 m ²
Bars	4,000 m ²
Shops	1,100 m ²
Toilets	4,400 m ²
Info point	500 m ²
First aid	300 m ²
Emergency services	750 m ²

Table 9.8 - Service areas for visitors

9.6.2 On-site transport

Visitors will be able to move around the Expo using traditional or innovative personal transport.

In addition, a system of hydrogen-fuelled shuttle buses will circulate around the perimeter giving access across the entire Expo site and transporting up to 46 passengers per bus (adults and children). Stops located at each pedestrian entrance gate will help to ensure visitors are well distributed throughout the entire site.

Main entrances

The site access system was designed to balance the influx loads between those of public transport and those generated by private transport so as to avoid overlapping flows and peaks of concentration of persons so large as to be unmanageable.

On the West side, where the railway station and Metro terminus are located, there is the West main entrance. That side also has the bus terminal, which will also remain post-Expo to complete the road/rail interchange hub and permanently as described below.

The West entrance, located close to the building called Piazza Expo adjacent to the Expo Tower, is connected by a broad but short walkway arranged on two superimposed levels at the terminal (ground level) for public bus transport and the railway and Metro station (underground mezzanine level).

On the east side of the site, we find the stop for private buses, which along with the terminus of the “Park&Bus” shuttle fleet connecting the visitor parking areas will feed the east main entrance, dedicated primarily to private transport.

Thanks to the large number of bus stops, on both the east and West sides, loads on the two principal pedestrian entrances can be properly balanced.

The access system is completed with two more entrances for pedestrians and vehicles into the exposition area.

These accesses, located on the north side of the site and fed by the new urban public roadways with preferential lanes for buses and taxis, are dedicated primarily to service personnel, exhibitors, and freight.

Ticketed visitors can utilise these entrances (see green arrows in the table).

To facilitate the entry of visitors already holding tickets, large vertical connections will be provided on the West side, next to the pedestrian theme bridge, with escalators and elevators that connect directly with the principal visiting route of the Expo.

Special access will also be provided for dignitaries who can enter via the multi-storey car park for 4,000 cars that will be built at the West gate. Following the Expo, this will become the major parking interchange with public transport. In addition to this VIP/dignitary entrance, there will be another reserved access point at the east entrance.



Service roads

The service roads inside the site are accessed entirely via the gates located on the north side of the area.

It was decided to create two one-way routes, separate but interconnected, to rapidly serve the northern and southern halves of the area. The former, completely underground, will supply a series of storage facilities, also underground, located along the central axis of the site. Along with the principal distribution backbone for utility sub-services, this will form a single underground structure to serve the distribution system.

The second, underground in only a few points, will pass near the railway lines and can feed the storage facilities, suitably situated beneath a green buffer zone that will hide and shield the railway. This route will also provide access to the southern area of the Expo, as on the northern side, without ever crossing the central axis at ground level. This is particularly important because of the functional role this central axis plays from the pedestrian standpoint.

Parking areas for exhibitors and Expo personnel

The service gate on the northeast will provide access to a large underground parking facility for 2,000 cars reserved for personnel who for various reasons must reach the Expo tower and West entrance, while only temporary standing will be allowed for loading/unloading of goods bound for the storage facilities/pavilions.

Preferential routes for connecting the various entrances with dedicated shuttles

The entire external perimeter of the Expo will be surrounded by a preferential roadway for the exclusive use of the shuttles that will pass under the railway and connect with the preferential road already existing around the Fairgrounds.

Thus all the entrances to the Expo, including the service entrances on the north side, will be connected, facilitating movement for visitors from events at the Fairgrounds who intend to reach the Expo rapidly and those wishing to use the support areas located on the far western side of the New Fair Complex Rho-Pero.

Pedestrian mobility inside the site

The scheme adopted calls for the development of a pedestrian walkway connecting all the exposition areas so as to avoid areas less served and thus less visited.

This loop route will be laid out smoothly among the various exposition clusters, intersecting the central East-west axis at various points and, at the same time, reaching the outer limits of the area at various points.

To facilitate the East-west movements of visitors, it has been decided to include a system of hydrogen-power shuttle vehicles moving one-way around the outer perimeter of the Expo site. The stops located at the pedestrian entrances and along the intermediate route will distribute visitors uniformly by serving the walkway and will avoid overloading the central pedestrian axis.

The conceptual development of the Master Plan considered the expected pedestrian flows at the points of greatest concentration (such as the entertainment area and the public rail transport stops) as a general criterion for the overall layout. In particular, we felt it was advisable to locate some high-traffic functions, such as the amphitheatre, auditorium and Italy pavilion, on the east side to better dilute along the central axis the crowds returning from performances and moving toward the rail and Metro stations.

- **The central axis**

During the evening/night-time hours, when national and joint Expo pavilions will be closed to the public, the central theme axis will utilise the waterways to form necessary natural, impassable barriers. During normal daytime hours, however, these barriers will disappear by virtue of mechanically retractable bridges and walkways over the water.

The central axis is also not crossed by any service vehicle roads, which, as mentioned above, will travel in two loop routes serving all the pavilions.

- **The theme bridge**

Apart from the architectural aspects, the new thematic bridge linking the Expo to the fairgrounds is of significant importance in terms of channelling pedestrian flows.

Because it coincides with the point of maximum concentration of public transport, passing over the railway and Metro station as well as the bus terminal, it can effectively drain off part of the ticketed visitors.

Besides serving as a preferential direct entrance to the Expo, the fact that it faces onto Piazza Expo on one side and the Corporate pavilion and entertainment on the other will favour its key role as a "distributor" of visitors.



This aspect, plus the presence of one of the eight thematic pavilions of the Expo on this same bridge, will serve to make it an element of continuity on the visitor's route and a link between the areas north and south of the railway.

9.7 Bioclimatic planning for outdoor areas

The dominant feature of the outside areas will be water (small lakes, canals, ponds, fountains and so on). In line with this, a water vapour spraying system will be created to help keep temperatures bearable on sweltering summer days.

The temperature in the outdoor areas will be controlled using vertical humidification structures that lower the temperature. This system consists of high pressure pumps that push water (70 bar) through special piping and nozzles that will in turn spray vapour onto the areas to be cooled.

This system will also help keep insects away. The mere presence of the pools will help lower temperatures. Finally, cleverly designed roofs will act as screens to offer shade to some of the busiest areas (piazzas and so on).

Greenery: a relaxing park for visitors

In environmental terms, the Expo project will leave the Milan area with an extraordinary landscape heritage. A public park will be created, then enlarged to become part of the series of urban and suburban parks.

The Expo park will thus become a key green belt between the city parks and the rural areas West of Milan, both during and after the event. The Master Plan entails the creation of large green areas that, during the Expo, will be temporarily used for the various country pavilions. As such, much of the Expo area will be turned into grassy areas with indigenous plants.

Other proposals to offset climate change emissions generated by the construction and running of Expo 2015 include forestation schemes and technology transfers. Estimates will be made of the emissions produced and a complete list drawn up of works to mitigate them.

As regards forestation in the Province of Milan, it will include the redevelopment of a vast rural area of around 1000 hectares linking the western edges of the city with the big outlying parks (Boscoincittà, Parco delle Cave, Parco di Trenno, Parco dei Fontanili di Rho) and the inner belt of towns. This will also serve as a to balance the effects that the Expo will determinate on external territories of the administrative border of Milan.

Priority will therefore be given to consolidating farmland and restoring elements of the traditional rural landscape, in this area particularly rich in water sources, irrigation pits and hedges.

The landscape will be further enhanced with trees of different sizes, shape and colour. Of course, this will be done while respecting the natural biodiversity and favouring the reproduction of endangered trees.

Many trees will be planted along the Expo perimeter, creating a sort of environmental buffer protecting the site from the nearby motorways and railway lines.

The whole green area will be furnished with benches and picnic areas to give visitors as much leisure space and comfort as possible.

Inside the site perimeter fence a green buffer zone can be planted covering no less than one fourth of the total exposition area. The project will, as far as possible, adopt the technique of 'preverdissement', meaning that green spaces will be planted prior to building so as to present for the actual Expo, and still further when the housing comes to be occupied, a much more decorous wooded habitat for the inhabitants than the present surroundings.

Eco-sustainability and energy-saving

To produce energy from renewable sources, amorphous silicon photovoltaic panels will be installed on the roofs and the façades of buildings to produce electric power. Amorphous silicon can capture and transform all solar rays, even those that are not perpendicular to the panel surface. This technology makes installation easier, allowing architectural and landscaping needs to triumph over practical demands.

Solar power will be used for mechanical systems for the circulation/filtering of water and the lighting for the pools. This system will also be used for the lighting of the pedestrian areas, cycle paths and the grass areas. Some of the power used for the event will come from renewable sources, but this will also be combined with using energy-efficient lighting (LED technology).

Wiring and piping in all buildings and relevant areas will be designed and installed using an eco-sustainable approach, thus limiting water consumption, ensuring energy-efficiency and limiting emissions in the atmosphere.

The project also includes the creation of infrastructure (water and technology network) to ensure all the necessary utility connections are present and functioning properly. This will mean all the buildings planned in the Master Plan will have the necessary services, but it will also allow maximum flexibility in terms of location and type.



9.

All of the buildings will have underground service connection centres to reduce environmental impact. These service centres will have machines to produce the liquids for heating and cooling the buildings, the power transformation units and the control room for computer-aided control.

Hot/cold water will be produced by heat pumps and heat exchange technology using groundwater. This will be accumulated in pools and used as cooling water in summer or hot water for washing or heating in autumn. This whole process will do away with traditional fuels.

This water cycle also entails the treatment and reuse of rainwater and waste water. The water recovered can be used to irrigate the lawns, to wash floors and for sanitation. Ultimately, this will mean substantial savings in drinking water. It will also be pumped into the water vapour spraying system to help cool the various open spaces.

As an alternative, hot water (both for sanitation and heating) could be provided by the Figino waste-to-energy incinerator (Silla 2), an existing plant close to the Rho-Pero fairgrounds.

9.8 Attractions for children and youngsters

Spaces for children, teenagers and young people will be located around the Expo area (small playgrounds in the clusters) and in the recreational area next to the Fiera Milano pavilions. This outdoor space – roughly 50,000 sqm – will have facilities for kiddies (toboggans, bouncy castles, bridges etc.) and older children (skating & roller blading, small swimming pool, etc.) and young people in general (outdoor cinema, concert area etc.). The playground will also contain educational and creative elements (in food, environmental and civil fields) recalling the theme of the Expo and giving children a miniature exposition of their own.

Waterways

The water systems designed for the Expo will be fully integrated with the existing natural waterways. In fact the area is crossed by two canals: Torrente Fugone (or Merlata) and Cavo Viviani.

This will also represent a great attraction for small children. Here the environmental reclamation projects (already underway) and the water treatment plants (to be built) will ensure the quality of the water from the existing streams.

The canal, which will be about 20 meters wide, will have wagons for small children which will run along a rail mounted on the bottom of the canal with various stops around the site and along the central axis.

The water supply will not only be guaranteed by the existing waterways, but will also be fed by rainwater and, in particularly dry periods, ground water.

Three large pools will be created north of the railway line and the canal connecting the West and East Gates and crossing the pedestrian boulevard, of varying depths from 30 to 100 cm). Adjustable nozzles will be placed so as to regulate water flow and generate a slow even movement and avoid the formation of stagnant areas.

After the water flows into the main pools, it will be directed into the backup pools to be reintroduced into the system. This process will involve chemical treatment to prevent the build-up of algae and muddiness. Fountains and water features will also greatly increase water oxygenation.

We will also be able to use the canal to fuel the automatic irrigation systems. The entire waterway system can be used as a deposit pool for the fire-fighting devices in the buildings.

Safety measures (such as railings) will be necessary where the water is deeper than 30 cm.



Baby's Club

A special children's area (3-10 years) will be provided where carers will look after the youngest visitors with games and play activities related to food. Parents can leave the children in safe hands to enjoy their visit to Expo 2015 knowing their youngsters are having fun.

The Club will also provide a series of attractions designed specifically for kiddies.

Virtual pavilions for kiddies

This solution has been designed to be a play area devoted to children and youngsters wanting to familiarise with the theme "Feeding the Planet, Energy for Life" in an intuitive, amusing way. It will also be a game for discovering technological innovation, because all the applications will be based on highly advanced techniques of natural interaction.

The children and youngsters will be given the task of building a planet which is fed in a balanced way and free from discrimination. They will have to do this using the natural resources which are really existent and managing their production and distribution using sustainable energy. They will be allowed ample margins for individual creativity, unusual solutions and imagination. An extremely amusing simulation game, to understand the dynamics of a very serious problem.

By way of example, one of the possible paths is given as follows, in 3 phases (feel/empathic, learn/cognitive, do/conative):

- **Step 1 (feel phase)**

An initial installation will make use of the presence of kinetic flooring to produce energy, thanks to the combined movement of the children, since the process of creating energy involves a certain amount of movement the children will be "compelled" to indulge themselves by jumping and running about. The energy thus obtained will provide the supply for projecting a holographic image, which will give life to a character acting as a guide. The character, a small robot with a funny, colourful appearance will explain to the children what they will see and the sense of the path which they are about to follow.

- **Step 2 (learn phase)**

The small virtual robot will invite the children to have a go at "building" a planet which is entirely fed by using only renewable energy. He helps them during the entire game and explains what can be done and what cannot. The children choose what energy sources to use (for example: sun or wind energy) and the types of cultivation to set up in certain areas of the planet (for example, wheat).

They therefore learn how to make marshy land fertile, how to grow wheat in desert areas and how to make water drinkable. At the end they can give a name to their planet and save it in a galaxy of hypothetical planets of the future.

- **Step 3 (do phase)**

The children will have to try their hand at the virtual production of a food product, for example, pasta. A table fitted with a touch screen enables them to interact with the system by moving their hands and carry out the various steps by using virtual manual skills. In this way they experiment the production method for one of the typical products of traditional Italian food, using methods of learning by doing.

The involvement mechanisms will differ: their approach will emphasise the game aspect for the children and be more oriented towards reflection for the youngsters.

9.9 Expo-related conferences, seminars and presentations

Events such as conferences, seminars, presentations and so on relating to the Expo will take place in the Expo Milano Tower or in the buildings at its base. Here many conference rooms of varying size will be built and equipped with modern audio-visual technology. **Some outdoor spaces, like the auditorium and the amphitheatre, which can hold 5,000 and 10,000 people respectively, on the eastern side of the site, could also be used for similar purposes.**

9.9.1 Facilities for shows

The Expo site will have various covered structures (or structures that can be covered) that can be used for the outdoor events.

The largest of these will be near the Eastern Gate in front of the big grass area between Piazza delle Regioni and Piazza Italia.

The outdoor amphitheatre and auditorium will be located here and used for various live concerts and shows. The location of these facilities will make it possible to watch the shows or events either from seats in the relevant buildings or from the grass.

Indeed, the grass will provide an alternative space for various open-air shows where temporary stages will be erected and used for the required duration.

In general, all of the paved areas and/or grass areas will be available for a range of cultural and sporting events, as well as to celebrate national holidays and so on.



9.

All participating nations want to plan a day of national celebration, a traditional opportunity to promote the country in the presence of leading state dignitaries.

In particular:

- Piazza Italia and Piazza Expo have largely been designed with the idea of staging national festivals in mind. Removable tension structures can be erected on these areas to make them more comfortable (e.g. if it rains or is really hot) for spectators;
- the green area around the amphitheatre and the auditorium can be equipped with special plates to take tension structures which can be used if needed to offer further attractions and shows;
- similar structures may be erected in front of the thematic pavilions or on the green spaces near the national pavilions;
- the open space north of the Fiera Milano pavilions is intended to form a recreational play area for children (e.g. playground, skating rink, open-air cinema, small pool, etc.) but temporary structures may be erected to stage events under cover.

Zone	Area
Piazza EXPO*	6,000 m ²
Piazza ITALIA*	12,500 m ²
Piazza delle REGIONI*	5,500 m ²
Open-air amphitheatre	9,000 m ²
Auditorium	6,000 m ²
Green area around Auditorium / Amphitheatre	95,000 m ²
Fiera Milano open-air area	37,500 m ²
TOTAL	171,500 m²

Table 9.9 - The areas destined to entertainment
(*) Excluding water surface

The areas destined to open-air events will be:

As mentioned above, national festivities may be celebrated inside the Expo at Piazza Expo or Piazza Italia.

9.9.2 Thematic pavilions

The choice of such an original and fascinating theme as the one chosen for the Milano 2015 bid presents a challenge in the variety and wealth of interpretations proposed in the seven sub-themes.

As per tradition, the Milan Expo 2015 organisers intend to develop a complete programme of thematic presentations. These will be housed in specific pavilions located along the central Expo boulevard, the heart of the Exposition which will also be open at night.

This decision is partly due to the need to arrange the pavilions in a rational order – to help maintain a balance in the flow of visitors – but also to ensure the thematic presentations are given a high profile role. To do so, we identified various thematic pavilions that will be located along the Expo’s backbone and identifiable by the thematic landscapes. Such a layout will not only provide additional information, but also make the visit more enjoyable.

Thematic pavilions are the following:

Thematic pavilion	Floorspace
What the world eats	3,000 m ²
Con-scienza	20,000 m ²
The spiral of food	6,000 m ²
The stories of soil, water and air	6,000 m ²
Equilibrium	6.000 m ²
The right to eat right	7.000 m ²
In the realm of senses	3.500 m ²
The art of food	2.500 m ²
TOTAL	54,000 m²

The only exception is a thematic pavilion located in an existing agricultural structure: Cascina Triulza. This will be devoted largely to farming, which is a topic that deserves adequate space and needs to be developed in a separate way.

This backbone connects the two adjacent areas, separated by the roads and railway lines and ensures that visits are continuous and that visit times and routes are optimised (see paragraph 5.2).

An original pavilion – shaped like a bridge – will connect the two Expo areas.

Milan has chosen to divide the Expo 2015 theme among 8 pavilions. This decision, based on an analysis guided by the Scientific Committee, will not necessarily be the final one. Indeed, the plans for the exhibitions allow for a good deal of flexibility.



No rigid tour of the site is foreseen, partly because visitors may arrive at different entrances and will start from different points.

Some thematic pavilions have outdoor gardens integral to the pavilion itself, which further develop the pavilion's theme, but in a more leisurely setting.

At night, only the thematic pavilions and the Italian pavilion will stay open until 1 am and can be accessed both on foot and by the transport system.

The gardens will also be open at night with many restaurants offering various types of food, bars and eateries for snacks along the central axis. Paragraph 9.5. illustrates the operational plans to ensure all essential services through the night, such as cleaning and site maintenance.

9.9.3 Examples of initiatives that could be proposed in various spaces within the Expo 2015 site

Food from the World

An opportunity to learn about and sample different types of food from around the world.

A dedicated space will host food weeks in which different countries will be invited to develop the theme of nutrition through their culinary traditions, their origins, their production and preparation methods, and with examples available for public to try.

Did you know... food curiosities

Odd facts and bizarre notions relating to food from different countries could be collected and illustrated in a photo exhibition (with captions) as a new and stimulating way to promote intercultural understanding about food traditions. These could also be used as part of Food from the World events to enrich the theme still further.

Awareness corner

In the park near the Amphitheatre a speaker's corner will be equipped for stage personalities to give performances of various kinds on food and related topics. These might be monologues, comic sketches or talks designed to capture the attention of the public and arouse their interest and critical faculties. The awareness corner could be replicated in town with repeat performances in city theatres. The shows would be broadcast on Expo 2015 Urban TV.

Music at the Expo

Musical entertainment for visitors is foreseen at two venues: one is purely for listening where the public can sit and relax with something to eat or drink. The other would be for more informal concerts with louder music and space for dancing. Singers and bands from different countries would be invited to perform their own music.

National shows

A special space will be dedicated to exhibitions and shows from the various countries presenting their national and regional traditions and culture (games, dance, etc.). These performances would not necessarily be related to the themes of the Expo: the idea is rather to create a climate of entertainment and international involvement.

9.9.4 Initiatives and events proposed by the City of Milan for Expo 2015

Milan intends to turn these national celebrations into an occasion for festivities for the whole city beyond the confines of the Expo.

The Expo at table

In collaboration with exhibiting countries, producer groups and Milanese restaurants, squares and spaces around the city (the loggia in Piazza dei Mercanti, Piazzetta del Carmine, the Hippodrome, Via Brisa, the new Darsena, etc...) will be organised so that visitors can dine on typical products and ethnic food.

Taste the world

A convention will be arranged between Expo and Milanese restaurant owners who serve regional Italian and foreign dishes allowing visitors to enjoy a wide range different flavours and cuisine.

A continually evolving city

During the 6 months of the Expo the whole of Milan will be invited to provide attractions and entertainment for the visitors. The Expo will be an enormous party stretching beyond the confines of the exhibition site to embrace the entire urban area. Public spaces such as piazzas, parks (the Castle and the Arena) will be equipped to put on performances of all kinds. During the preceding 18 months the Organising Committee will invite national and international personalities from all walks of show business and the arts to put on plays and concerts, installations and events.



Applications will be examined and the best venues chosen and added to the events calendar.

The Organising Committee will also invite all owners of galleries, exhibition and entertainment spaces, shopping centres, theatres, cinemas and so on to stage special events for Expo 2015 to be included in the Expo programme. These might include photographic and art exhibitions on food, talks, shows and entertainments of all kinds (see paragraph 11.3).

Seeing Milan

All historic, artistic and cultural sights—museums, exhibitions, churches, historic palaces and gardens—will stay open late to allow visitors to get to know the city better.

One Street, One Country

Another idea is to twin a city street with each BIE member country. During national celebration weeks, the twinned street would be entirely decked out in flags and shopkeepers would offer typical products, foods and information about the country in the heart of the city centre.

Small concerts and plays could be staged in the streets closed to traffic. The dual aim of the proposal is to ensure greater promotional returns for the participant countries, while increasing the sense of public involvement with the Expo.

One School, One Country

Schools, too, can play a full part in the preparation and staging of the event.

The scheme, piloted very successfully for the Winter Olympic Games, can be usefully borrowed for the Expo. It sets out to further an understanding of other cultures, and instil in the children a sense of friendship and brotherhood with other peoples, supported by a twinning of Lombardy schools with schools in the Expo countries.

The scheme will also include solidarity and co-operation programmes with twinned schools in developing countries.

Holographic World: the festa is in Milan, and the world is in the skies

Borrowing technologies designed and developed for the Digital Expo (see Chapter 20), for national festivities part of the holographic system will be dedicated to a virtual extravagant experience celebrating the country in question. Stunning holograms reproducing the scenes and atmosphere of the country will be projected into the skies above Milan.

Giant 3D images of the world's most famous monuments will appear in the dawn sky, over Piazza del Duomo for example. The holograms will depict national symbols like London's Big Ben, Cristo Redentor from Rio de Janeiro or the Pyramids of Egypt. Plus vast landscapes, perhaps over the canals or the fairgrounds: the majesty of Niagara Falls, the vegetation of the rain forest, the beauty of a Saharan oasis.

In the evening the holograms will take on a more entertaining and festive form, providing rhythm and the effect of a great party: Brazilian samba, the Argentine tango, Parisian can-can and Armenian folk dances. Giant images in the skies of Milan forming a city-wide virtual entertainment dome.

9.10 Indications for stands and pavilions

The various national pavilions can either be built by the participating countries themselves or by the Organising Committee.

Most of the pavilions built by participating countries – as well as some others – will be temporary buildings that, once the event closes, will be pulled down or modified and used for a different purpose. The cost of such work will be charged to the participating country. Nonetheless, there are likely to be some structures that will remain after the Expo. This will be the case for pavilions with particularly notable architecture or other value or if the future owner/operator has been identified and the future use of the building and the area is known.

By contrast, the pavilions built by the Organising Committee – which will be rented or given free of charge to developing countries – will definitely be temporary in nature and their removal will be organised by the Committee itself.

The actual pavilions – both those constructed by the Organising Committee and by the individual nations – will only occupy a part of the lot assigned by the Committee. This will ensure that there are plenty of outdoor areas that can be used for open-air exhibitions and spaces to create eating areas.

9.10.1 Best practice area

As explained in paragraph 9.5, an area will be specially dedicated to Best Practices, located in front of the Amphitheatre where it will be highly visible and have plenty of space. The size of the area will be defined on the basis of selected projects for the exposition.

The area will fill one of the four pavilions built by the organisers and will hopefully exhibit the winning projects of an international competition.



9.

The projects relating to the 7 theme areas chosen for Expo Milano 2015 will be presented by:

- international organisations;
- national governments;
- local authorities.

Naturally NGO's and Associations will be welcome to take part, provided they are partnered with one of the above entities.

The projects will be displayed in a specific pavilion near the Piazza delle Regioni and will represent a further attraction for visitors.

9.11 Use of pavilions after the Expo

For the temporary pavilions, the aim of the Organising Committee is to be able to reuse the materials that become available from pulling down or restructuring the buildings. This means it is important to use environmentally-friendly building materials and techniques (a provision which will have to be included in the Expo Building Code).

Given that respect for the environment has been a theme of all the past World Expositions, the pavilions should be built using fully recyclable materials. However, where it is not possible to re-use the material for some other purpose, disposal of waste must have zero impact on the environment.

The dismantled pavilions might also be offered to the developing countries who, with the help of the Organising Committee, could rebuild them and use them as for their own needs.

The only permanent pavilions will be the thematic pavilions. The majority of these should remain on the Expo grounds, thus maintaining their shell (container) and their use (thematic content). Their position or their function might however be modified, depending on the future ownership and management of the site.

The thematic pavilions that maintain their educational and exhibitory role will provide an important contribution to the network of the city museums through agreements with universities, research centres and non-profit groups.

The ponds – located on the entrance piazzas and around the regional pavilions – alongside the main canal and the park, with the relevant facilities (auditorium and amphitheatre) will be left as a legacy for the city.

The pavilions of the Italian regions – located around the large square pool – will, at least partially, be retained to continue to fulfil the role they played during the Expo (e.g.: regional traditional restaurants, shops with local products and foods etc.).

Finally, the Italy Pavilion – the building that more than any other should represent an example of outstanding architecture – will certainly be adapted to host shows and cultural events.

Here are a few of the potential subjects of general interest which can be further developed in the permanent buildings (thematic pavilions):

Earth Pavilion

After the event this structure will continue developing one of the Expo themes, namely nutrition and the planet. Here, under a dome or on a wide-screen, an audio-visual display with 3D animations will be coupled with sensory experiences (sounds, smells etc.) allowing visitors to learn about the evolution of the earth through the history of human and animal nutrition. This building could also be used as a multi-purpose learning centre.

Expo Museum

The historic Cascina Triulza, which will be used as a thematic pavilion during the Expo, could become the Expo museum relating the story of events in the years and months running up to Expo 2015 (development of the project, building and organisation).

Leonardo Ludopark

This building will be entirely devoted to entertainment – but also education – for children, young people and adults. Its main theme will be the genius of Leonardo da Vinci and his inventions. Here, visitors will find multimedia aids and/or interactive laboratories to discover, try or even virtually replicate Leonardo's most (and less) famous machines. It might even be an alternative or new venue for a modernised Museum of Science and Technology in Milan.

Seed Bank

Another building that could potentially be of interest to the public, again on the question of safeguarding biodiversity, is the Seed Bank which stores the seeds of food plants. To meet human food needs, high-yield and pest-resistant plants are increasingly selected leaving a growing number of plants that do not fall into that category to face extinction.



The aim of the facility is to preserve seeds from the most endangered species in special conditions and maintaining temperatures below zero.

Today, there are roughly 400 such banks across the world, but they all are private businesses. This facility, by contrast, is intended as a non-profit initiative for the good of mankind.

Milan's Natural History Museum might be involved in the management of the facility as well as in the organisation of events, and research and educational programmes.

NGO Palace

Finally, the thematic pavilion located near the Italy pavilion will be used in agreement with the NGO Assembly as the headquarters for some of the biggest Non-Governmental Organisations, both national and international, officially recognised by the Ministry of Foreign Affairs. This building will not only host offices, but also exhibition areas or rooms for conferences, seminars or educational presentations.

To oversee the conversion of the thematic pavilions to alternative purposes, a sort of Technical Department will be set up after the Expo. It will define the timeframe for the changes, and other aspects such as transfer, management and ownership of the buildings.

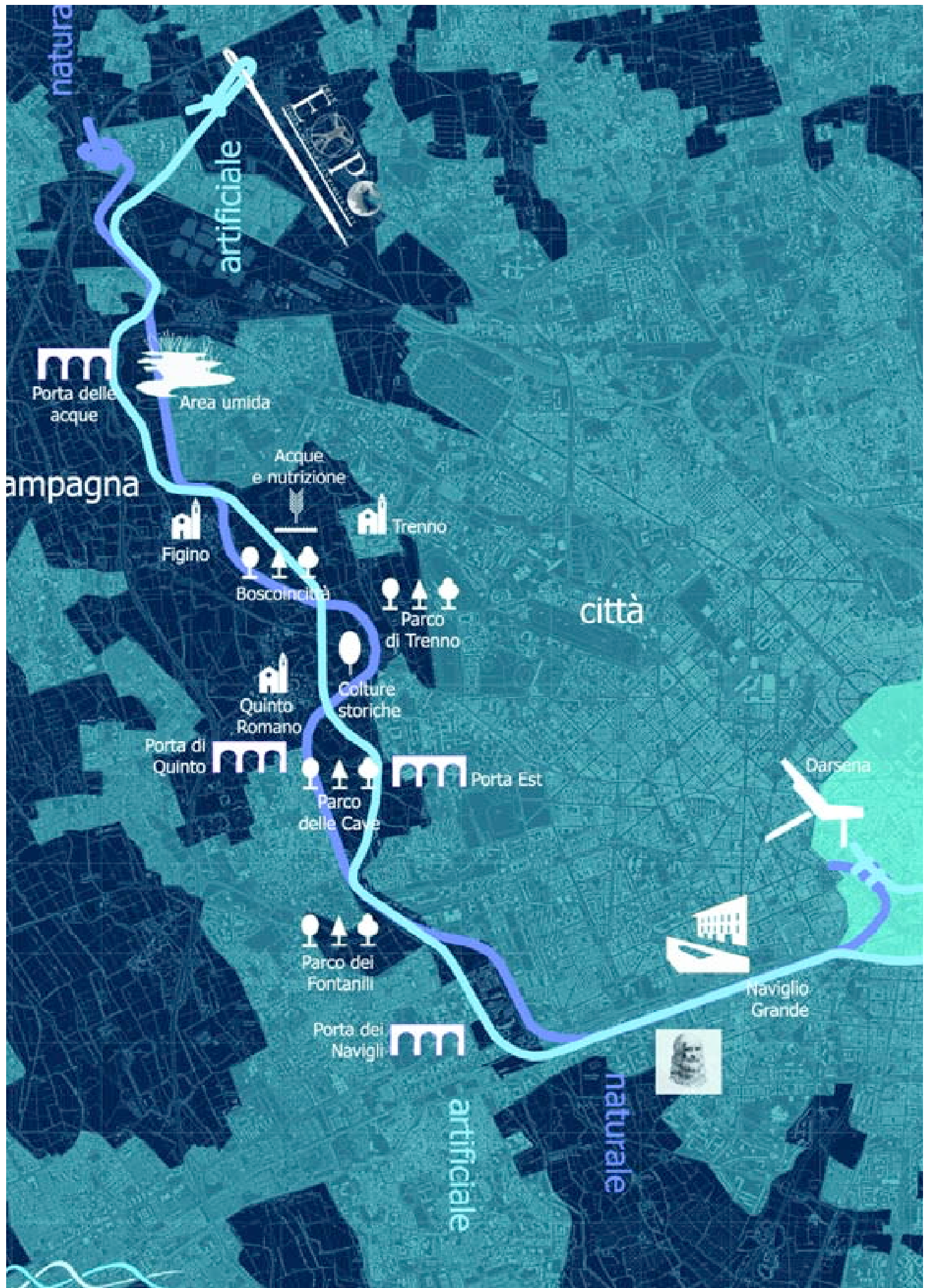
The department will also assess, together with the countries involved, the feasibility of maintaining and re-using their national pavilions.

The following is a general overview of the Expo facilities, both permanent and temporary, as well as an indication of their potential use after the event:

DESCRIPTION	Type of facility	After the event
Piazza and Expo Milan Tower	permanent	Publics/private offices
National pavilions	temporary	- - -
Piazza ITALIA	permanent	Public space
Italy pavilion	permanent	Entertainment
Piazza delle REGIONI	permanent	Shop
Regional pavilions	temporary	- - -
Thematic pavilions	permanent*	Museums, libraries etc.
Cascina Triulza	permanent	Expo Museum
Public areas (piazzas, boulevard, etc.)	permanent	Public space
Amphitheatre and auditorium	permanent	Shows
Perimeter park	permanent	Public park
Restaurants, bars, self-service	temporary	- - -
Amenities (toilets, Info-Point)	temporary	- - -
Parking lots, goods delivery areas etc.	temporary	- - -

Table 9.11 - Post-Expo utilisation of main Expo pavilions

(*) With the exception of Con-Scienza, located in Fiera Milano's Pav. 1



natura

artificiale

città

artificiale

naturale

campagna

Porta delle
acque

Area umida

Acque
e nutrizione

Figino

Boscoincittà

Trenno

Parco
di Trenno

Cultive
storiche

Quinto
Romano

Porta di
Quinto

Parco
delle Cave

Porta Est

Parco dei
Fontanilli

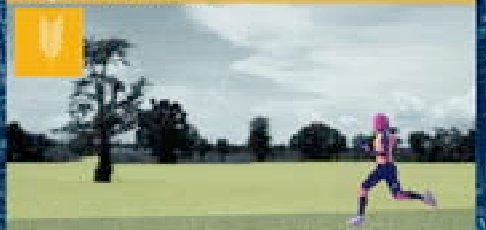
Porta dei
Navigli

Darsena

Naviglio
Grande



ACQUE E NUTRIZIONE



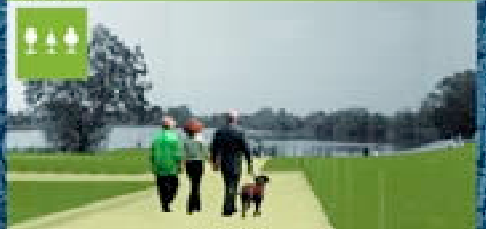
PASSAGGIO AGRICOLO



CULTURE STORICHE



PARCHI



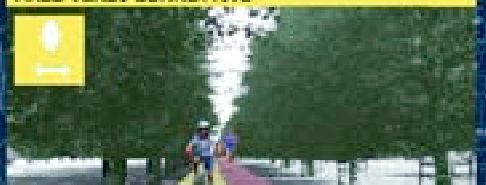
FASCE VERDI DI FILTRO



MARGINI DI RICUCITURA



AREE VERDI CONNETTIVE



APPENDIX CHAPTER 9

1. The Water Way

This project, located away from the main Expo site, is based on the idea of creating a post-Expo learning park, where users will be able to pick up interesting information about water and nutrition.

Water as a primary element of the life and food cycle is the topic that will be developed along this route. **A vast network of green areas (around 800 hectares) will be created along and around a trail of around 20 km, which can be covered on foot, by bicycle, by low-energy vehicle, on horseback (in some stretches in green areas) or by boat (along the Naviglio Grande).**

The Water Way will be navigable along a stretch of the Naviglio Grande (Big Canal) from the Darsena (Dock) to the point known as the Porta dei Navigli (Canal Gate), and along some parts of the new canal that will be created in the future as part of the Water Way.

In this way, a single large *Territorial Park* will be developed, between the historic city and the extra-urban region, where water will be the fundamental element recurring all along the route in all its various forms: canals, water holes, springs, ponds, gravel pits, rice fields, and so on.

Along the way, installations will be placed to help to make the park immediately recognisable, at night-time as well: illuminated fountains will signal the location of the Water Way, with bands of light and of water projected vertically up into the air.

The Water Way project aims not only to restore Milan's traditional link with water through the theme trail leading to the Expo site, but also to be part of the city's wider ecological and environmental improvement plan.

The project

The main focus of the project is to create a large public park formed by linking a chain of existing parks to the west of the city (Parco delle Cave, Boscoincittà, Parco di Trenno and Parco dei Fontanili) and by connecting it with other open peripheral areas, to cover a total area of 800 hectares. The park will be comparable in area to well-known parks in other countries (Tiergarten, Berlin, 210 hectares; Hyde Park, London, 250 hectares; Central Park, New York, 320 hectares). The creation of this new network of green areas and parks will provide an opportunity to rebalance the area ecologically, thus benefiting the areas directly affected as well as adjoining areas.



In addition, enhancement of the area's hydrographic system, and recovery of its water courses, will lead to implementation of a process of water quality control and to more careful management, and foster the introduction of protective measures and safeguards.

The intention is to create a large system of green areas and of water, consisting of a mixture of public and private land, where park areas will flank areas where farming activity is still carried on.

All ground areas will be improved, in terms of environment and landscape, through:

- agro-environmental regeneration of agricultural landscapes;
- regeneration of unbuilt-up land with no specific purpose;
- formulation of a general system of non-polluting mobility in green areas;
- creation of an articulated system of transport links with key destinations in urbanised areas.

A new linear-form park

The existing parks identified within the area of intervention are distinct and isolated entities, although they are all close to each other. They cover a substantial area: Boscoincittà (around 97 hectares), Parco delle Cave (around 124 hectares), Parco di Trenno (around 58 hectares) and Parco dei Fontanili (around 62 hectares).

These green areas which today are distinctive because of their location midway between city and country could be regenerated as areas where the landscape intervenes as a balancing factor.

The Water Way project, for this reason, will integrate unbuilt-up areas with existing parks to create an exceptional green belt traversed by canals, irrigation streams, springs and water holes.

The project backbone

The re-composition of the green areas, with the restoration of water courses, will develop along the existing canal used to regulate the flow of the Olona River. This canal, which stretches north to south, will act as a kind of backbone for the project, since it extends through all the areas affected by it.

Technically, there are some limiting features: the progression (minimum radii which enable the correct flow of water) and the canal bed (in cement to prevent the growth of plant life). These factors clearly limit the extent to which the canal can be integrated with the countryside, although hedges and bushes will grow along the banks. We will need to think of ways of re-integrating the canal, perhaps, for example, by making use of the smaller network of waterways. As the canal progresses in a variety of directions and not in a straight line, it often comes across a range of elements such as streams, irrigation canals and ditches, rice-growing paddy fields, farmhouses, historic farmhouses and pathways.

The learning trail along the Water Way

The whole route will serve to tempt the visitor to enter the Expo, with a series of facilities that act as “teasers” to the main event. These can be realised one year before the exposition, producing a huge promotional effect.

Below are a number of ideas for possible structures that might be built which would represent a permanent legacy for the city, perfectly integrated with the surrounding park.

Water Gate

In this structure, information related to the subject of water will be presented and illustrated: for example water as a resource, methods of managing water, and the way wetland organisms.

The centre will house service areas such as seminar rooms, and rest areas, cafés and beer gardens.

Nutrition Centre

The centre will provide an opportunity for visitors to learn about various innovative and ecosystem-friendly methods of cultivation, put into practice in the relevant areas of the Water Way Park. The centre will also house small restaurant and bar areas for tasting locally-grown products.



Traditional Farming Centre

Similar to the centre mentioned above, in terms of rationale and function, but related to types of farm produce in each specific theme area.

East Gate

This will be a kind of support Pavilion at an important point of entry into the area, with functions and facilities dedicated especially to local users. During the Expo, it can be a location for events and shows.

Sports Kiosk

The sports kiosk will serve the part of the linear Water Way Park located immediately to the south of Viale Forze Armate. It will have spaces for sports activities such as table football and tennis, and it will also be an info and demo point for the various outdoor activities which can be done in the park.

Park Porticoes

Problem sections (points where the park meets with built-up areas) will be dealt with by building porticoed or arcaded areas, thus allowing open-air spaces to be used to best advantage. The porticoed areas can serve a range of functions (bars, restaurants, cafés) for both local residents and for staff employed by the many companies based in the area.

Canal Gate

The disused railway buildings near the Naviglio Grande can be converted to become an attraction for visitors, providing information illustrating the history of the city of Milan through its canals.

The Dock (Darsena)

The Canal Dock is already in the process of being renewed, following a regeneration project which won an international architecture competition. The Dock, which will act as the terminal for the Water Way system, directly adjoins the city. From here, it will be possible to travel by boat along the canal as far as the intersection with the Water Way, and from this point visitors will be able to reach the Expo site using other means of transport.

A new lake

One of the most important objectives of the Water Way project is to protect and manage water resources. In the northern part of the area to be reorganised, the project calls for the extension of an existing expanse of water to create a lake covering around 20-25 hectares, which will be fed by the waters of the River Olona.

The new lake will restore the network of canals and streams in the area and will also play a role in realigning the balance of the local environment through:

- increased biodiversity;
- scenic enhancement of nearby areas;
- micro-production of electrical energy.

The main objective is to transform existing farmland from an “asset” to a “service”. Ownership of the land would remain private in the hands of the farmers, but they would decide what to plant and what methods of cultivation to adopt in agreement with the City Council.



2. The Land Way

This second project consists of a visitor and theme trail which connects a number of locations and buildings of special note, and which leads from the Darsena to the future Expo site, a symbol of tomorrow's city of Milan.

The route, about 22 km in length, will allow visitors to admire the historic parts of Milan (often not that well known but with plenty of interesting things to see) as well as the large new regeneration projects designed by internationally celebrated architects.

As well as the more obvious public places, such as squares and monuments, private or official structures and buildings will also be part of this route: these are places which visitors and inhabitants are normally unable to see or do not know about. This is an ambitious project which, once completed, will be able to continue in the post-Expo future.

This route can be covered on foot, by bicycle, or in low environmental impact vehicles, and will include some of the infrastructure projects planned for the city (see: project for new cycle path system).

Construction of the route will also provide an opportunity to adopt systemic and uniform street furniture, or, where this is not possible, to install removable items, such as direction signposts, multimedia info points, and artworks, whose purpose is to indicate the way.

A further aim will be to carry out renovation and enhancement work on building fronts along the route, or to activate substantial renewal programmes for some historic city places, such as green areas, rest areas, and monuments.

Features of the Land Way

The Land Way stretches beyond the confines of the Expo site and its pavilions to enter the urban fabric where Milan's buildings, squares, parks and best known sights will be displayed for the large numbers of Expo visitors.

The Land Way aims to welcome Expo visitors who want to visit Milan and get to know the city's cultural sites, and its old and more recent historical locations, combining art and enjoyment, with shopping and gastronomy.

The Land Way will also be a way of enabling everyone to enjoy the city and move around it at a leisurely pace, and in a sustainable and enjoyable way: for those who like to get around on foot or by bicycle, for the elderly, for the disabled, and for those who prefer to travel in comfort on an environmentally-friendly sightseeing tour bus.

The land way route

The Land Way is envisaged as consisting of one main route and four secondary (thematic) routes which will branch off the main route.

The main trail, starting from the Darsena, will meander across the city: the historic centre, modern day Milan, and tomorrow's city. The route winds in an anti-clockwise direction along a stretch of the old **Canal Circle**, along the edge of the **Park of the Roman Basilicas**, the **former Great Hospital** (today **Milan State University**), the **Guastalla Gardens**, the former **Helvetian College** (today the **State Archives**) until it reaches the **Public Gardens (Montanelli Gardens)**. From here the route continues along the edge of the **Bastions** as far as **Piazza della Repubblica**, and into **Via Vittor Pisani**, to the **Central Station**, and the **Pirelli Skyscraper**. It then takes the direction of the **Garibaldi-Repubblica** project, which in future will boast some impressive regeneration initiatives (**Porta Nuova Garibaldi**, **Porta Nuova Varesine**, **Porta Nuova Gardens**, **Lombardy Region New Headquarters**, etc.).

The route then turns southwards towards the **Civic Arena** and the **Sforzesco Castle**, past the **Palazzo della Triennale**, through the **Arco della Pace** and then along **Corso Sempione** as far as the area of the historic **Fairgrounds**, currently being transformed by the **CityLife** project. The route continues on past the new Portello project, to reach **Monte Stella** (Milan's only hill), and then down towards the **rationalist QT8 quarter**, and the big sports complexes (**San Siro Racecourse** and **Meazza Stadium**) as far as **Parco di Trenno**.

From here, it will be possible to join either the **Water Way** or, continuing northwards across the Gallaratese area, the Cascina Merlata area which is undergoing transformation and where the Expo Village will be situated.

Secondary Theme Routes

- **Creative Milan (7km):** an area of contemporary Milan, with links to the Fashion and Design world. Lying largely within a quadrangle of streets in the south-west of the city, some years now this formerly run-down neighbourhood began to regain its historic economic vitality through a spontaneous process of regeneration, similar to what has happened on parts of London and New York.

Here, professionals and designers have taken over disused factories and converted them into workrooms, studios and showrooms, giving the area a much more dynamic feel as old housing and factories have been supplemented by new businesses operating in the arts, media and fashion.



- **Nineteenth-century Milan (6 km):** an area between two of the city's ring roads which marked the city's 19th-century expansion. The area still has features typical of turn of the century Milan, with broad streets lined with majestic trees, green parterres and elegant harmonious facades, generally in an eclectic style or with art nouveau influence.

- **Innovative Milan (10 km):** the new Bicocca Quarter, the first large urban renewal project of the old industrial Milanese outer suburbs (ex-Pirelli site).

The third route develops in a north-easterly direction; after crossing over the Martesana Canal, it reaches the new Bicocca area. A feature of this area is that it is fairly residential but also has other important functions of local value, such as universities, research centres, and cultural centres, like the Teatro degli Arcimboldi.

- **Milan of the Future (12 km):** a system of large-scale urban redevelopment, extending from the Garibaldi-Repubblica area in a north-westerly direction towards the Expo site.

The fourth itinerary looks towards tomorrow's Milan, in an area where the next and most important urban transformations will take place, beginning with the infrastructure and management node of the Garibaldi-Repubblica project (currently under construction). From this project, and with the Porta Nuova Gardens project, the new local institutions cluster (new headquarters for the Region of Lombardy and the Milan City Council) and the Tree Library Park, the route will continue to the former Farini railway yard, soon to undergo regeneration, to the Bovisa area (with the former gas tower area already affected by construction for the new Polytechnic, the Museum of the Present, and the new Brera Academy), up to Portello, Certosa Park, and the new CityLife Quarter planned for 2014.

Route facilities and services

Support facilities for visitors will be placed along the Land Way within existing public areas or area due for redevelopment or planned regeneration.

Bike-Station

A first feature – the bike station – is where visitors will find various services enabling them to cover the route. They will be able to hire bikes, tandems, rollers, skateboards, and so on, as well as relevant accessories, such as helmets, backpacks, food-packs, and raincoats. Visitors will also be able to make use of facilities such as rest rooms and left luggage lockers.

For the whole length of the Land Way, Bike Stations will be located near the main transport nodes to give visitors a sustainable mobility option for getting around the city.

Gates

These entry gates to the route will constitute the points of contact and direct transit between the main route and the secondary theme routes, signalled by art installations which will act as strong features of attraction and identity for these places.

Navigators

The Navigators will be specially-equipped locations enabling visitors to access information about the routes. Here, visitors will find a range of information about distances, location of amenities, and so on, as well as information about places and buildings of interest along the Land Way. WI-FI networks will enable visitors to obtain supplementary information about the route or to use the Internet to find out where to go and when to take a break.

Rest-Areas

These areas will provide visitors with comfortable places to take a break in the open air during their journey across the city. Some themes and sub-themes of the World Exposition can also be presented in these oases of comfort. For example, the theme of food in different cultures could be seen as street food. Every nation participating in the Expo could set up permanent or temporary light structures and provide visitors with foods normally consumed on the street.



9.

Look-Outs (Landmarks)

Certain spots will be selected as features of the Milan skyline and which will also serve as points of reference for orientation along the route, such as old and new skyscrapers (Pirelli Building), towers (Torre Branca) and look-out points (Monte Stella). At the time of the Expo visitors will be also be able to access some of the taller buildings normally not open to the public, to get a panoramic view of the city.

Zero-Emission Buses

Lastly, the Land Way will be served by ecological, open-air shuttle buses, fitted with multimedia equipment that will enable Expo visitors to enjoy the city's various trails in comfort. These vehicles will be hydrogen-fuelled to promote zero-emissions urban mobility and help to eliminate pollution in Milan.

CHAPTER 10

**THE NUMBER AND NATURE
OF PARTICIPANTS ANTICIPATED
AND POSSIBLE SOLUTIONS
IN THE ALLOCATION OF SITES,
PAVILIONS, OTHER TYPES
OF COVERED AND OPEN SPACE
TO BOTH INTERNATIONAL
AND DOMESTIC PARTICIPANTS.**

**THE MAXIMUM
AND MINIMUM SPACE LIKELY
TO BE PERMITTED
TO FOREIGN NATIONS,
AND ANY ARCHITECTURAL
PLANNING CONTROL,
OR MODULAR PLAN ON WHICH PAVILIONS
FOR SUCH PARTICIPANTS
MIGHT BE BASED**



ABSTRACT CHAPTER 10

THE ESTIMATED NUMBER OF PARTICIPATING COUNTRIES

THE FACTORS USED TO ESTIMATE THE LEVEL OF PARTICIPATION

We have carried out an in-depth analysis of potential participation on the basis of a set of factors indicating the capacity of Expo Milano 2015 to attract participants. More specifically:

- active diplomatic relations between Italy and other countries;
- historical analysis of participation in previous World Expositions, which shows a steady increase over time in the number of participating countries;
- Milan's commercial, cultural, economic and social network of international relations;
- international organisations having particular pertinence to the chosen theme have been identified and will be invited to participate in Expo Milano 2015.

DETERMINATION OF THE NUMBER OF PARTICIPATING COUNTRIES

The Expo 2015 Master Plan is based on an assumed total of 181 exhibitors as follows :

- 120 guest countries;
- 10 international organisations;
- 21 Italian organisations (the country itself, governmental representatives and 20 Italian regions and national organisations);
- 30 exhibitors from the business community.

SPACES AND SERVICES FOR PARTICIPATING COUNTRIES

DESCRIPTION OF EXHIBITION MODULES

The participant country pavilions will generally adhere to construction rules based on a lot module of 14 x 14 metres. Individual national pavilions may be built on lots composed of 2 to 20 modules. There will be two options:

- guest countries who build their own pavilions will have broad freedom in determining construction design and materials within the limits imposed by the dimensional regulations;
- the pavilions built by the Organising Committee will be built either using traditional recyclable materials (steel, wood, glass, etc.) or innovative construction methods.

The entire Expo 2015 Master Plan is inspired by the principle of extreme flexibility so that each participating country is allowed to determine its own size needs in order to ensure the best return on its Expo 2015 investment.

SPECIAL ATTENTION DEDICATED TO DEVELOPING COUNTRIES

Special attention will be dedicated to developing countries. Developing countries may choose to join together and share a single pavilion. Thus a single, so called "joint pavilion" may house more than one country. This will make it possible, if necessary, to create a shared exhibition area representing a particular geographical area or subcontinent, flanked by an area for the stands dedicated specifically to each country and transmitting their specific cultural heritage and identities.

10.1 Participant country characteristics and numbers

The Expo Milano 2015 Master Plan is based on an assumed total of about 181 exhibitors as follows:

- 120 guest countries;
- 10 international organisations;
- 21 Italian organisations (governmental representatives and 20 Italian Regions);
- 30 exhibitors from the business community. **The Expo Milano 2015 marketing plan guarantees exhibition space in the Corporate Pavilion to sponsors.** The dimensions of the spaces will be determined in accordance with sponsorship category.

The participation estimate is based on objective data as specified in detail below and in the Dossier attachments.

The Plan has been developed to give each country and organisation equal dignity in terms of visibility, interconnectedness, accessibility and logistic services. The dimensional aspects and characteristics of the spaces reserved for the various types of participants are presented in detail below, in the section of the Dossier dedicated to the Master Plan and in the specific attachments.

The theme “**Feeding the Planet, Energy for Life**”, chosen for **Expo Milano 2015**, provides each country or organisation a great deal of liberty in communicating its knowledge, practices, customs and traditions regarding problems and solutions, technologies, research, and products. Milan and Italy in general consider a broad and representative international participation to be of paramount importance at Expo 2015.

The interest in the theme of food is demonstrated by the missions, objectives and actions of major international organisations (UN-United Nations; Unesco- United Nations Educational; Scientific and Cultural Organization; Fao- Food and Agriculture Organization; WHO - World Health Organization; OECD - Organisation for Economic Co-operation and Development; WFP - United Nations World Food Programme-; IFAD-International Fund for Agricultural Development; EFSA -European Food Safety Authority; UNDP - United Nations Development Programme; IFM-International Monetary Fund; World Bank; AfDB - African Development Bank; ADB- The Asian Development Bank; IADB Inter-American Development Bank; EBRD-The European Bank for Reconstruction and Development, EIB-European Investment Bank and other organisations) which will be all gathered in one single pavilion.



The Expo Milano Bidding Committee believes strongly in the importance of involving representatives of the intergovernmental organisations in order to promote knowledge exchange and dialogue. Expo 2015 can represent an ideal forum for these organisations to illustrate their commitments and achievements, and to put their heads together regarding future challenges.

We thus expect broad and committed participation by many countries from the five populated continents. And we expect Italy to be well represented as well, not just on the Regional level, but also by the presence of organisations of a more local nature.

Notable interest in the theme has also been demonstrated by a host of major Italian, multinational, and local industrial and commercial interests. Within Italy, the urban agglomeration of Milan and the Lombardy Region constitutes the leading edge and the most flourishing and dynamic market in the Italian economy. We thus have reason to expect, in addition to broad participation by the Italian Regions and national organisations, strong interest from a range of major commercial concerns.

We have carried out an in-depth analysis of potential participation on the basis of a set of factors indicating the capacity of Expo Milano 2015 to attract participants:

- **active diplomatic relations** between Italy and other countries. Italy maintains embassies or stable diplomatic representation in 193 countries around the world, while 98 of the 100 BIE member countries host Italian embassies. As of the date of our study, there are 170 embassies or diplomatic representatives from other countries in Rome, and Milan hosts the consulates of 91 countries;
- **historical analysis** of participation in previous World Expositions. The past 50 years of Expositions have witnessed an average of 63 participating countries, with a strong, unbroken growth trend continuing up through the most recent World Expositions;
- an important indicator of the interest of other countries is the city of Milan's **commercial, cultural, economic and social network of international relations** with foreign consulates, chambers of commerce, trade fairs, commercial representatives, scientific institutions, and individual organisations;
- **international organisations** having particular pertinence to the chosen theme have been identified and will be invited to participate in Expo Milano 2015. Any other international body wishing to participate is equally welcome to step forward;

- the **Italian Government** will participate in the World Exposition 2015 in Milan, as will most of **Italy's Regions** and the many local organisations who have expressed an interest in the event. A specific area of the Expo site has been set aside for national and local organisations, Italian Regions, etc;
- the participation of 30 **commercial concerns** of international stature is expected judging from past experience and on the basis of international relations maintained mainly by the Milan Trade Fair.

A complete analysis of the above factors is contained in the Annex.

10.2 Pavilion construction rules

The participant country pavilions shall generally adhere to construction rules based on a lot module of 14 x 14 metres:

- **individual national pavilions may be built on lots composed of 2 to 30 modules;**
- **joint pavilions on lots composed of 30 to 40 modules will be provided for countries exhibiting collectively in order to create a focus on a particular geographical area or subcontinent.**

Guest countries who build their own pavilions will have **broad freedom in determining construction design and materials** within the limits imposed by the dimensional regulations. In general, the only other constraints regard respect for environment safeguards during construction, complete recyclability of the disassembled structure, and of course compliance with all safety norms (load capacity, resistance to wind, atmospheric agents and fire, etc.).

Pavilions will be from 6 to 12 ms high (except for thematic pavilions which may be of different heights).

Joint pavilions built by the Organising Committee, which will be leased or provided free of charge to developing countries, will be built either using traditional recyclable materials (steel, wood, glass, etc.) or using innovative construction materials such as those based on recycled paper products (see "Papercrete" or "Environ").

The gross floor area index allows each participant country to install a second floor (mezzanine or loft) exclusively to be used for offices, meeting rooms, videoconferencing facilities (see chapter 20), cafeterias, etc. On the ground floor level, each pavilion must provide suitable sanitary facilities for visitors and staff, a technical room (water, electrical and climate control systems, etc.) and a locker room outfitted with first aid and fire fighting equipment.



10.3 Exhibition space

The entire Expo master plan is inspired by the principle of extreme flexibility. The Organising Committee believes that each participant country must be allowed to determine its own dimensional needs in order to ensure the best return on its Expo investment.

The examples below are provided purely for illustrative purposes, although all are potentially applicable to the final Master Plan.

The Master Plan has been developed assuming a total of 120 participant countries. It is assumed that there will be 20 nations requiring a large pavilion, 30 nations interested in somewhat more modest exhibition quarters (with approximately 20 of them in medium-sized individual pavilions and 10 setting up in the Joint Pavilions), and 70 nations requiring a small exhibition area (with approximately 20 having their own pavilions and the rest, represented mainly by developing countries, being hosted in the Joint Pavilions). The pavilion dimensions for each of these categories are **based on a 14 x 14 metre lot module (196 sqm)**. Each category will have the option of choosing between two different pavilion types (denominated for reference purposes as Types "A" through "G"). Several possible examples are illustrated in the table below:

Pavilion category	Lot area range (m ²)	Pavilion type	N. of modules	Lot area (m ²)
Large	4,000 - 6,000	Type A	30	5,880 m ²
		Type B	22	4,312 m ²
Medium	2,000 - 4,000	Type C	16	3,136 m ²
		Type D	12	2,352 m ²
Small	400 - 2,000	Type E1	6	1,176 m ²
		Type E2	2	392 m ²
Joint	6,000 - 8,000	Type F	40	7,840 m ²
		Type G	30	5,880 m ²

Table 10.1 - Pavilions' sizes

The above table shows only some of the many compositional options for Expo Milano 2015. **Pavilions may be built and/or leased on any number of lot modules.** Depending on need, participant countries may reserve a different number of modules from those indicated above (e.g., 10, 20, 15, 20, etc.).

The Master Plan also ensures flexibility in designing pavilions with a range of different layouts. Pavilion floor plans may be L-shaped, circular, or any of a great variety of formats as long as the building footprint remains within the limit of 75% of lot size.

We estimate that lot modules may be arranged in over 400 different formats.

Pavilions of different form and size are planned for participant countries with a wide range of possible dimensions. However, the stands for Italian businesses in the Fiera Milano S.p.A. Pavilion 2 and the regional pavilions situated on the lake at the east side of the Expo site (entertainment area) will have a square format.

A Protagonist Role for Developing Countries

Special attention will be dedicated to developing countries, who will be offered exhibition space at no charge in the Joint Pavilions.

Developing countries may choose to join together and share a single pavilion, which may be subdivided on the basis of each one's requirements and vocations.

Thus, Type F or G pavilions may house a number of different countries having analogous economic, geographical, cultural or social characteristics in a joint pavilion format. This format offers a **shared exhibition area representing a particular geographical area or subcontinent**, flanked by an area for the stands dedicated specifically to each country and transmitting their specific cultural heritage and identities.

The Organising Committee will provide the technology necessary for creating **"virtual pavilions"** within the Joint Pavilions (see Chapter 20). The different exhibitor countries will have the option of creating, on a rotating basis, virtual settings representing their special characteristics and qualities, bringing their points of excellence to world attention. The use of the virtual pavilions by different nations will result in a great and constantly changing variety of events, which may include teleconferencing as well as virtual debates and presentations.

The Expo will be a forum for discussion and thinking about how to develop and enhance co-operation with and development aid to the peoples of the southern hemisphere. Seminars and conferences are envisioned with the goal of:

- presenting solidarity and co-operation projects, especially in the field of agricultural food production, among the world's peoples and with developing countries through initiatives promoted by governments on the national and local levels, by non-governmental organisations (NGOs), the voluntary or "third" sector, co-operatives, etc.;



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- encouraging innovative forms of aid, such as micro-credit, production consortia, and collective legal and commercial representation for small businesses and producers;
- promoting investment in agriculture and basic, small-scale infrastructure (water networks, communications networks, etc.) as an essential condition for enhanced productivity;
- examining the commercial and customs policies of national governments and international organisations, and the results achieved to date and the future scenarios for ensuring a more equitable balance in sustainable agricultural development among the world's affluent and less affluent nations.

10.4 Permanent and temporary structures

The Organising Committee will lease temporary structures for participant countries or international organisations who choose not to build their own (see Chapter 14 for rates).

Guest countries will be free to decorate these pavilions according to their needs in order to ensure maximum autonomy and specificity for each nation. These pavilions will be built according to plans submitted by each country to the Organising Committee's Structural Planning Commission in compliance with Expo building requirements.

The pavilion layout must comply with urban planning and technical norms laid out both in this Dossier and in the more detailed and specific documents that will be developed during the preliminary and final design phases.

An exception to this rule is made for developing countries qualifying for assistance in setting up their exhibition spaces in the Joint Pavilions and eligible for aid to facilitate and ensure their participation in the Expo. These exhibition spaces will be leased free of charge.

Internal exhibition space in the form of traditional stands will only be provided in the Corporate pavilion, which is owned by Fiera Milano S.p.A. (Pavilion 2) and will be reserved for private businesses.

An initial cost estimate is presented in Chapter 14.

10.5 Pavilion assignments

The pavilions (ranging from type A to type G) may either be built by the participant countries or by the Organising Committee. In the latter case they will then be leased to the guest country or private concern (in the case of the Corporate Pavilion).

Only exhibition space in the Joint Pavilions may be assigned at no charge to developing countries or to international organisations. These pavilions offer sufficient space for countries to present themselves or for non-governmental organisations (NGOs) to illustrate their missions. These participants will be strategically located within the Expo with the objective of creating a spirit of intercultural relations and exchange between the various geographical areas.

The Organising Committee will provide exhibition space in the Corporate Pavilion free of charge to those businesses that share and have implemented the Expo marketing plan. The dimensions of the spaces will be commensurate with the type of sponsorship, with special packages aimed at promoting the major commercial partners.

Developing countries will have sufficient space to set up installations or large-format display materials in the common areas to aid in attracting visitors. At the same time, each of these countries will have its own exclusive exhibition space to allow it to present and highlight its particular qualities.

Only international organisations or commercial enterprises will have the option of using a single 196 sqm module.

Below we illustrate several different possible exhibition setups. With over 400 different potential combinations that can be realised, there will be a great margin of flexibility in designing the Expo layout, which will gradually become more sharply defined as the deadline for submitting participation applications approaches.

A Mix of Large and Small Nations

The flexibility in ensuring satisfaction of participant needs is also reflected in the arrangement of the different national pavilions. Each cluster is conceived and arranged with an array of different types of pavilions and a mix of large and small nations to create a multicultural and geographically varied setting.

The Milan Expo Committee believes in the value of intermixing cultures from different geographical areas in order to ensure each its due distinction while also offering a more interesting cultural blend.



10.

The table below summarises the total areas set aside for country pavilions by type and by buildable and usable areas.

Pavilion category	Type	Q.ty	Total lot area	Gross floor area (120% of lot area, m ²)	Footprint (75% of lot area, m ²)
Large	A	5	29,400 m ²	35,280 m ²	22,050 m ²
	B	15	64,680 m ²	77,616 m ²	48,510 m ²
Medium	C	5	15,680 m ²	18,816 m ²	11,760 m ²
	D	15	35,280 m ²	42,336 m ²	26,460 m ²
Small	E1	15	17,640 m ²	21,168 m ²	13,230 m ²
	E2	15	5,880 m ²	7,056 m ²	4,410 m ²
Joint	F	2	15,680 m ²	18,816 m ²	11,760 m ²
	G	2	11,760 m ²	14,112 m ²	8,820 m ²
			196,000 m ²	235,200 m ²	147,000 m ²

Table 10.2 - Possible lot distribution by pavilion type

10.6 Outdoor areas for food and refreshments

Large and medium countries participating in the Expo with exhibiting spaces ranging from 5,880 sqm (Type A) to 2,352 sqm (Type D), will have the option of setting up outdoor areas for gardens, food and refreshments, or the sale of their typical products. This outdoor space for each pavilion is guaranteed by the regulation that the building footprint may occupy a maximum of 75% of the total lot, thus leaving at least 25% free for such purposes.

The outdoor areas in front of the pavilion must be designed so as to harmonise with the structural alignments and public areas of the Expo site.

Pays	Pavilion type	Lot area	Outdoor area
Large	A	5,880 m ²	1,470 m ²
	B	4,312 m ²	1,078 m ²
Medium	C	3,136 m ²	784 m ²
	D	2,352 m ²	588 m ²
Small	E1	1,176 m ²	294 m ²
	E2	392 m ²	98 m ²
Joint	F	7,840 m ²	1,960 m ²
	G	5,880 m ²	1,470 m ²

Table 10.3 - Available areas of open-air pavilion types

On the basis of participation estimates provided above, there will be **at least 5 hectares** of space available for the organisation of outdoor activities and events.

10.7 Minimum and maximum space allocation

The minimum amount of space (which, as a general rule, will be assigned to the smallest guest countries) is a lot measuring 392 square metres, composed of two lot modules.

On the basis of Expo site construction rules, the smallest guest country pavilion will have a maximum possible building footprint of 294 square metres (75% of overall lot size) and an interior loft no larger than 176 square metres, for a total usable space (GFA) of 470 square metres **(1.2 times the overall lot size of 392 sqm).**

Similarly, the maximum area that can be assigned to large pavilions will range from 4,312 square metres (22 modules) to 5,880 square metres (30 modules). On these large lots, the pavilion may have an irregular layout provided it does not exceed the maximum buildable footprint. A second floor may be built up to a total **ratio of GFA to lot size of 1.2:1**. Thus the maximum pavilion gross floor areas on 22-module and 30-module lots are, respectively, 5,174 sqm and 7,056 sqm.

Lots for **joint pavilions** range in size from 30 to 40 modules (5,880 to 7,840 sqm).

Since any number of lot modules (between 2 and 40) may be assigned, the final Expo site configuration plan will depend on the number of guest countries confirming their participation in Expo 2015 and their requests in terms of pavilion space. Hence, the final version of the master plan should be drawn up no later than one year prior to the Expo 2015 opening ceremony. The bottom line is that each country will have an exhibition space that can be adapted to its specific needs.

Joint pavilions

As illustrated in Section 10.3, developing countries will be hosted in Joint Pavilions built by the Organising Committee. Type F or G pavilions will provide a collective format for countries sharing similar historical, geographical, climatic or environmental characteristics, who will benefit from a **shared exhibition area representing their commonalities**, flanked by an area set aside for each country's stand where its particular cultural, economic and social traits may be emphasised.

The exhibition spaces will be assigned to countries in the Joint Pavilions on the basis of the specific needs of each and as a multiple of the basic lot modules (14 x 14 metres).

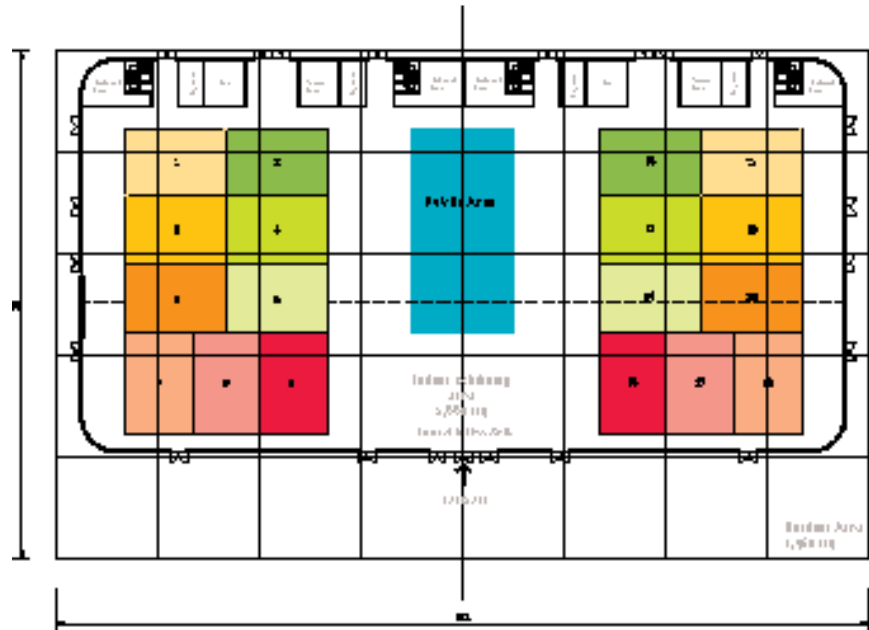


Figure 10.4 – Possible Joint Pavilion (Type G) ground floor layout

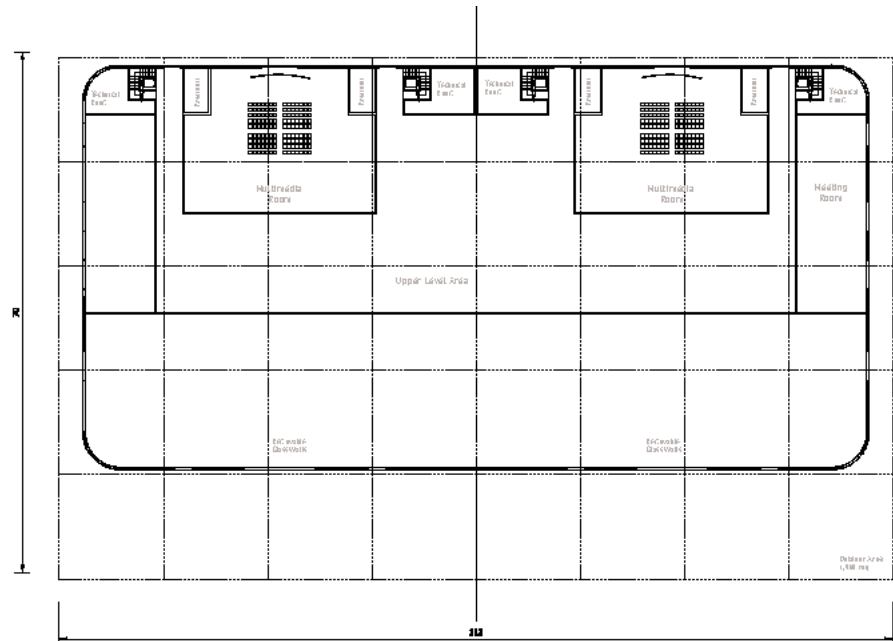


Figure 10.5 – Possible Joint Pavilion (Type G) upper floor layout

10.8 Site geology and hydrogeology

Geological Setting

The site is characterised by Pliocene and early Pleistocene marine deposits containing significant proportions of silt and clay. Toward the end of the early Pleistocene, the depositional setting transformed from marine, in the strict sense, to a lagoon or delta as the sea withdrew in concomitance with the Alpine orogenesis.

Sediments from this period are prevalently silt and clay interbedded with coarser, mainly sandy, deposits.

Subsequent deposition is continental or glacial in nature. These fluvioglacial deposits are typically composed of coarse sands, gravels and cobbles, and host the principal aquifers exploited as water sources.

Hydrogeological Setting

The hydrogeological makeup of the area is characterised by two aquifer layers separated by a clay, silt and silty-clay aquiclude averaging 15 metres in thickness.

The upper aquifer is characterised by a groundwater table found at less than 10 metres below ground surface and extends to a depth of 45-50 metres. The lower aquifer unit is encountered at 60-65 metres below ground surface and extends to a final depth of 70-75 metres.

Geotechnical Aspects

At depths of relevance for construction purposes, the subsurface is characterised by Quaternary alluvial sediments typical of the central Padana plain, comprising gravels and sands with silty or sometimes clayey interbeds. More specifically, the deposits are composed of material with medium to coarse grain size (sands and gravels) with subordinate silty, or less frequently, silty-clayey, fractions and/or lenses.

A determining element in the morphology of the territory surrounding the Expo site is the Olona river, along with a dense network of primary and secondary canals.

The area slopes downward imperceptibly towards the south. The superficial aquifer is found at a depth ranging from 3 to 8 metres below ground level.

No geotechnical soil tests have been carried out specifically on the Expo site. However, given the above geological and morphological characteristics of the zone, the geotechnical analyses performed in the nearby grounds of the new Milan Trade Fair prior to initiating construction work there provide reliable indications as to the geotechnical conditions on the Expo site.



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These tests have revealed that the percentage of fine fractions (clay and silt) in the soil is quite low, with clay content of less than 5% and silt content no greater than 20% (with most values clustered around 10%). The percentage of sand ranges from 20% to 40-50%, with rare peaks over 60%. As a rule, the main soil component is gravel, making up from 20% to 70% in each sample, peaking occasionally as high as 80%, with most values falling into the range of 50-60%.

10.9 Expo planning and construction regulations

The overall Expo site may be subdivided into three functional macro-areas:

- an area dedicated to country pavilions organised in clusters and located to the north and south of the central pedestrian boulevard running through the Expo site;
- an area for public spaces and a number of thematic pavilions located along and at the ends of the pedestrian boulevard;
- an area around the perimeter of the site serving as an environmental buffer between the Expo and the surrounding urban infrastructure.

Macro-area description	Area
Country pavilion clusters	392,000 m ²
Public spaces, thematic pavilions, etc.	236,000 m ²
Perimeter park	472,000 m ²
TOTAL	1,100,000 m²

Table 10.6 – Expo Macro-area

All plans for self-built pavilions must be approved by the Expo 2015 Organising Committee Infrastructure Business Unit, who will verify that such plans comply with Expo technical standards and building regulations. These plans must also be developed in compliance with pertinent construction legislation and regulations.

The following list is not intended to be complete or exhaustive, but merely to serve as an example. Pavilion plans must comply with national, regional, and municipal regulations as well as:

- standards regarding the elimination of architectural barriers;
- safety regulations;

- fire prevention and safety standards;
- building design and construction standards;
- standards and regulations regarding technical and utility systems.

In addition, such plans must also comply with the preliminary urban planning and architectural guidelines outlined in this Dossier, which will become integral parts of the Expo Building Regulations for the development of the Expo site. These regulations will give greater specifics as to pavilion design and construction.

Parameters and indices

- Lot size (sqm) = the maximum lot area assigned to each country;
- lot use ratio (sqm/sqm) = the maximum allowable ratio of gross floor area to lot size;
- gross floor area (GFA, sqm) = the maximum area measured as the sum of all floor areas in each pavilion;
- footprint to lot ratio (%) = the maximum ratio of building footprint to lot size expressed as a percentage;
- footprint (sqm) = the portion of the lot occupied by the pavilion measured as the total horizontal area of the aboveground portions of the building where they meet the ground.

The table below illustrates the ratios and usable areas depending on chosen lot size:

Pays	Pavilion type	Lot size	GFA	Footprint
Large	A	5,880 m ²	7,056 m ²	4,410 m ²
	B	4,312 m ²	5,174 m ²	3,234 m ²
Medium	C	3,136 m ²	3,763 m ²	2,352 m ²
	D	2,352 m ²	2,822 m ²	1,764 m ²
Small	E1	1,176 m ²	1,411 m ²	882 m ²
	E2	392 m ²	470 m ²	294 m ²
Joint	F	7,840 m ²	9,408 m ²	5,880 m ²
	G	5,880 m ²	7,056 m ²	4,410 m ²

Table 10.7 – Pavilion type and lot size



10.

Dimension parameters

All pavilions shall adhere to the following dimensional guidelines:

- lot use ratio = 1.2 sqm/sqm;
- footprint to lot ratio = 75%;
- maximum pavilion height = 12.00 m.;
- minimum pavilion height = 6.00 m.

APPENDIX CHAPTER 10

Number of participants

According to our estimates, the number of exhibitors requesting to participate in Expo 2015 Milan will fall into the range of 175 to 190.

The above total includes at least 120 guest countries, the Italian Government, 20 Italian Regions and national organisations, 10 international organisations, and 25 corporate exhibitors, for a total of 175 participants.

This estimate has been derived on the basis of the following:

- a) Historical World Exposition participation data;
- b) Foreign countries where Italy maintains a stable diplomatic presence;
- c) Foreign countries with stable diplomatic representation in Rome or Milan;
- d) Milan's cultural, economic, and diplomatic relations with other countries;
- e) Collaborative, cooperative or commercial relations maintained by Milan and Lombardy with other Italian cities, provinces or Regions.

a) Historical World Exposition participation data

From the first World Exposition in 1855 to the most recent, the average number of participating countries has been just below 50, with participation increasing steadily over the years. In fact, this average rises to 70 if we exclude the period prior to the Brussels World Fair in 1958 (thus including the following Expositions: Brussels 1958, Seattle 1962, Munich 1965, Montreal 1967, San Antonio 1968, Osaka 1970, Budapest 1971, Spokane 1974, Okinawa 1975, Knoxville 1982, New Orleans 1984, Tsukuba 1985, Plovdiv 1985, Vancouver 1986, Brisbane 1988, Genoa 1992, Seville 1992, Taejon 1993, Lisbon 1998, Hanover 2000, and Aichi 2005).

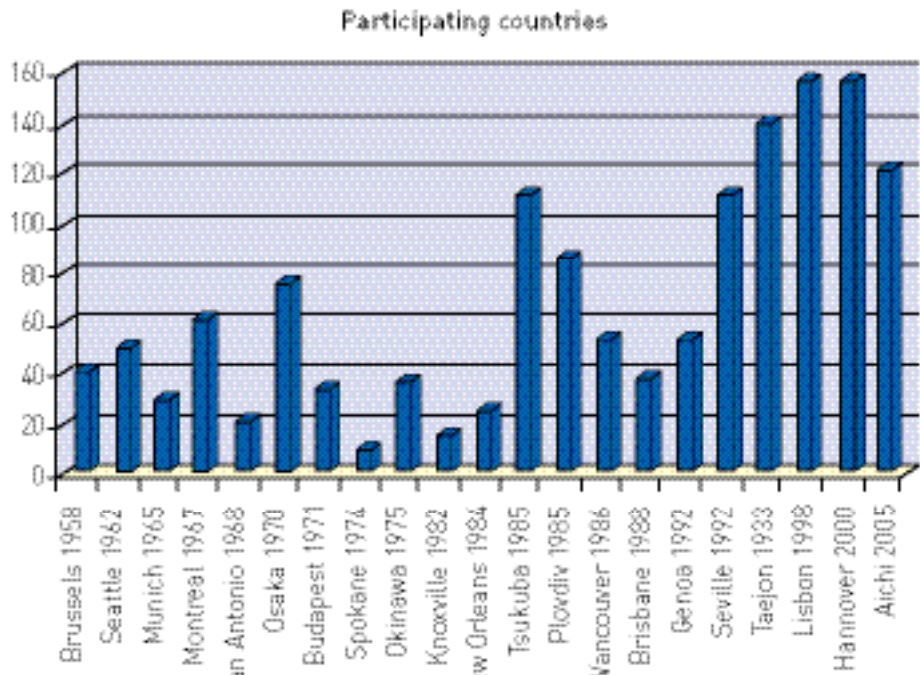
The graph below illustrates historical participation in BIE-sanctioned World Expositions.

Focusing on the five most recent Expos (**Seville 1992, Taejon 1993, Lisbon 1998, Hannover 2000** and **Aichi 2005**), we note that the Taejon and Lisbon events were classified using the old nomenclature "Specialized Exhibitions" since no Expos had yet been recognised according to the new BIE standards. The other three were Universal Exhibitions, and Hanover and Aichi were also Registered Exhibitions.



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An average of 114 guest countries participated in these five Expos,



whereas if we look only at the registered ones, Hanover and Aichi, which are also the most recent, the average rises to **136 guest countries**.

Some data on these 5 Expos:

- **38 countries participated all 5 times:** Angola, Benin, Egypt, Guinea Republic, Kenya, Mauritania, Morocco, Senegal, Zimbabwe, Tunisia, Bolivia, Canada, the Dominican Republic, Peru, the U.S.A., India, Japan, Pakistan, Sri Lanka, Bulgaria, Denmark, France, Germany, the United Kingdom, Italy, Lithuania, the Netherlands, Norway, Poland, Rumania, Russia, Spain, Sweden, Switzerland, Fiji, Solomon Islands, Vanuatu;
- **45 countries participated 4 times:** Cameroon, Congo D.R., Guinea Bissau, Sao Tomè, South Africa, Sudan, Tanzania, Uganda, Zambia, Antigua & Barbuda, Argentina, Brazil, Colombia, Costa Rica, Cuba, El Salvador, Grenada, Mexico, Saint Kitts & Nevis, Saint Lucia, Saint Vincent & The Grenadines, Indonesia, Iran, Mongolia, Malaysia, Nepal, the Philippines, Saudi Arabia, Thailand, Vietnam, Austria, Belgium, Bosnia & Herzegovina, Croatia, the Czech Republic, Estonia, Finland, Greece, Hungary, the Vatican, Slovakia, Turkey, Australia, Papua New Guinea, and Tonga; and
- **28 countries participated no more than 3 times.**

Hence, 111 countries participated in at least three of the five most recent World Expositions.

b) Foreign countries where Italy maintains a stable diplomatic presence

Italy maintains a presence in 193 countries around the world via embassies, consulates, or other forms of diplomatic representation. This group includes 49 embassies in Europe, 38 in the Americas, 55 in Africa, 39 in Asia, and 12 in Oceania.

Regarding participant countries in the last 5 Expos, Italy maintains diplomatic offices in each of the 37 countries (excluding Italy of course) that participated in all of them, in 43 of the 45 countries who participated 4 times, and in all the 28 countries that participated no more than 3 times.

c) Foreign countries with stable diplomatic representation in Rome

The city of Rome hosts the embassies or other forms of stable diplomatic representation of 174 countries, of which 45 are European: Algeria, Angola, Benin, Botswana, Burkina Faso, Burundi, Cameroon, Cape Verde, Central Africa Republic, Chad, Comoros, Congo D.R., Ivory Coast, Egypt, Eritrea, Ethiopia, Gabon, Ghana, Gambia, Guinea, Djibouti, Guinea Bissau, Guinea Republic, Kenya, Lesotho, Liberia, Libya, Madagascar, Malawi, Mali, Mauritania, Mauritius, Morocco, Mozambique, Namibia, Niger, Nigeria, People's Rep. of the Congo, Rwanda, Sao Tomè, Senegal, Sierra Leone, Somalia, South Africa, Sudan, Swaziland, Tanzania, Togo, Tunisia, Uganda, Zambia, Zimbabwe, Antigua & Barbuda, Argentina, Bahamas, Barbados, Belize, Bolivia, Brazil, Canada, Chile, Colombia, Costa Rica, Dominica, Cuba, Dominican Republic, Ecuador, El Salvador, Grenada, Guatemala, Guyana, Haiti, Honduras, Jamaica, Mexico, Nicaragua, Panama, Paraguay, Peru, Suriname, Trinidad & Tobago, the U.S.A., Uruguay, Venezuela, Azerbaijan, Afghanistan, Brunei Darussalam, Bangladesh, Cambodia, China, Georgia, Indonesia, India, Iran, Iraq, Israel, Jordan, Japan, Kazakhstan, Kyrgyzstan, South Korea R.D., North Korea, Kuwait, Laos, Lebanon, Malaysia, Myanmar, Mongolia, Nepal, Oman, Pakistan, the Philippines, Qatar, Saudi Arabia, the Seychelles, Singapore, Syria, Sri Lanka, Thailand, the United Arab Emirates, Uzbekistan, Vietnam, Yemen, Albania, Armenia, Andorra, Austria, Belarus, Belgium, Bosnia and Herzegovina, Bulgaria, Cyprus, Croatia, the Czech Republic, Denmark, Estonia, Finland, France, Germany, the United Kingdom, Greece, Hungary, Iceland, Ireland, Latvia, Lithuania, Luxembourg, Macedonia, Sovereign Order of Malta, Malta, Moldavia, Monaco, the Netherlands, Norway, Poland, Portugal, Romania, Russia, the Vatican, San Marino, Serbia, Slovakia, Slovenia, Spain, Sweden, Switzerland, Turkey, Turkmenistan, Ukraine, Australia, Fiji, New Zealand, Papua New Guinea, Samoa, Tonga.



a) Milan's cultural, economic, and diplomatic relations with other countries

Milan maintains a very widespread and far-reaching network of international relations whose complexity defies exhaustive description. Milan is interconnected with the rest of the world via a quantity of active relations that cannot possibly be listed in their entirety. However, we shall cite some of the best known. La Scala theatre is a world reference point and symbol of lyric opera. Milan's two powerhouse football teams, Inter and Milan are always a force to be reckoned with at any international soccer event. Leonardo da Vinci's Last Supper is a primary destination for myriads of tourists from all over the world. Milan is also engaged in flourishing international business relations via its outstanding and universally recognised fashion houses. Its public institutions, such as the Milan Trade Fair and the Chamber of Commerce, are very active in developing international trade relations. **Fiera di Milano has established 43 foreign offices**, which maintain stable relations with 64 different countries around the world. Through its Promos network in 17 different countries, the Milan Chamber of Commerce implemented 106 internationalisation initiatives in 2006 and is developing another 133 for 2007. On the reciprocal side, Italy also hosts **29 Chambers of Commerce of foreign countries or focussing on international trade with Italy**, most of which have offices in Milan (American Chamber, Spain in Italy, Japan in Italy, India in Italy, Italy-Central Africa, Italy-Senegal and Western Africa, Italy-Uzbekistan, Italy-Iran, Southeast Asia, Serbia and Montenegro, Italy-Vietnam, Italy-Arabia, Italy-Argentina, Italy-Bosnia, Italy-Brazil, Italy-Chinese, Italy-Philippines, Italy-Germany, Italy-Israel, Italy-Orient, Italy-Poland, Italy-Romania, Italy-Russia, Italy-Sweden, Italy-Libya, Switzerland in Italy, Chambre Française, British Chamber).

An important indicator in assessing the breadth of Milan's international relations is the number of **consulates** it hosts in spite of the fact that it is not the nation's capital: Burkina Faso, Cape Verde, Central Africa Republic, Congo D.R., Ivory Coast, Egypt, Eritrea, Gabon, Ghana, Gambia, Lesotho, Lebanon, Libya, Madagascar, Mauritius, Morocco, Senegal, South Africa, Tanzania, Tunisia, Uganda, Argentina, Bolivia, Brazil, Canada, Chile, Colombia, Costa Rica, Cuba, the Dominican Republic, Ecuador, El Salvador, Guatemala, Mexico, Panama, Paraguay, Peru, the U.S.A., Venezuela, Bangladesh, China, Jordan, Japan, Kazakhstan, Kuwait, Malaysia, the Philippines, the Seychelles, Thailand, Austria, Belgium, Bosnia & Herzegovina, Cyprus, Croatia, the Czech Republic, Denmark, Finland, France, Germany, the United Kingdom, Greece, Malta, Moldavia, Monaco, the Netherlands, Norway, Poland, Portugal, Romania, Russia, San Marino, Spain, Switzerland, Turkey, Hungary, Australia, New Zealand.

c) Collaborative, cooperative or commercial relations maintained by Milan and Lombardy with other Italian cities, provinces or Regions

A preliminary, conservative estimate of participation by Italian organisations and institutions may be based on the support and encouragement received from other Italian Regions.

The Italian Government has also expressed its desire to participate in Expo 2015 Milan and inaugurate the Italy pavilion.

The following tables, one for each continent, have been developed to account for all the above factors. They highlight potentially participating countries that:

- 1) maintain permanent consular offices in the city of Milan;
- 2) maintain a permanent representative entity in Rome;
- 3) host bilateral Italian diplomatic offices;
- 4) participated in the Aichi 2005 registered universal exhibition;
- 5) participated in the Hanover 2000 registered universal exhibition;
- 6) participated in the Lisbon 1998 specialized exhibition;
- 7) participated in the Taejon 1993 specialized exhibition;
- 8) participated in the Seville 1992 universal exhibition.



AFRICA									
	EMBASSY IN ITALY	HQST COUNTRY OF ITALIAN EMBASSY OR DIPLOMATIC REPRESENTATION	AJC HI '05	HANNOVER 2000	LISBON '98	TAJEON '93	SEVILLE '92	N. of factors	At least 50% of factors
Algeria	1	1			1	1	1	5	1
Angola	1	1	1	1	1	1	1	7	1
Benin	1	1	1	1	1	1	1	7	1
Botswana	1	1		1	1	1		5	1
Burkina Faso	1	1	1	1				4	1
Burundi	1	1	1	1		1		5	1
Cameroon	1	1	1	1		1	1	6	1
Cape Verde	1	1		1	1		1	5	1
Central Africa Republic	1	1		1	1		1	5	1
Chad	1	1	1	1				4	1
Comoros	1	1			1			3	0
Congo D.R.	1	1	1	1	1		1	6	1
Djibouti	1	1	1	1	1			5	1
Egypt	1	1	1	1	1	1	1	7	1
Eritrea	1	1	1	1	1			5	1
Ethiopia	1	1	1	1		1		5	1
Gabon	1	1	1	1			1	5	1
Ghana	1	1	1	1		1		5	1
Gambia	1	1		1				3	0
Guinea	1	1		1				3	0
Guinea Bissau	1	1		1	1	1	1	6	1
Guinea Republic	1	1	1	1	1	1	1	7	1
Ivory Coast	1	1	1	1				4	1
Kenya	1	1	1	1	1	1	1	7	1
Lesotho	1	1		1	1	1		5	1
Liberia	1	1						2	0
Libya	1	1	1		1			4	1
Madagascar	1	1	1	1	1			5	1
Malawi	1	1		1	1			4	1
Mali	1	1	1	1	1			5	1
Mauritania	1	1	1	1	1	1	1	7	1
Mauritius	1	1		1	1			4	1
Morocco	1	1	1	1	1	1	1	7	1
Mozambique	1	1		1	1		1	5	1
Namibia	1	1		1	1		1	5	1
Niger	1	1		1				3	0
Nigeria	1	1	1	1				4	1
People's rep. of the Congo	1	1						2	0
Rwanda	1	1	1	1				4	1
Sao Tomé	1	1	1	1	1		1	6	1
Senegal	1	1	1	1	1	1	1	7	1
Seychelles		1		1	1			3	0
Sierra Leone	1	1						2	0
Somalia	1	1						2	0
South Africa	1	1	1	1	1		1	6	1
Sudan	1	1	1	1	1	1		6	1
Swaziland	1	1		1				3	0
Tanzania	1	1	1	1	1	1		6	1
Togo	1	1		1				3	0
Tunisia	1	1	1	1	1	1	1	7	1
Uganda	1	1	1	1	1	1		6	1
Zaire						1		1	0
Zambia	1	1	1	1	1	1		6	1
Zimbabwe	1	1	1	1	1	1	1	7	1

AMERICA									
	EMBASSY IN ITALY	HOST COUNTRY OF ITALIAN EM BASSY OR DIPLOMATIC REPRESENTATION	AICHI '06	HANNOVER 2000	LISBON '98	DALEJON '93	SEVILLE '92	N. of factors	At least 50% of factors
Antigua and Barbuda	1	1		1	1	1	1	6	1
Argentina	1	1	1	1	1		1	6	1
Bahamas	1	1			1		1	4	1
Barbados	1	1		1	1	1		5	1
Belize	1	1	1		1	1		5	1
Bolivia	1	1	1	1	1	1	1	7	1
Brazil	1	1		1	1	1	1	6	1
Canada	1	1	1	1	1	1	1	7	1
Chile	1	1			1	1	1	5	1
Colombia	1	1		1	1	1	1	6	1
Costa Rica	1	1	1	1	1		1	6	1
Cuba	1	1	1	1	1		1	6	1
Dominica	1	1		1				3	0
Dominican Republic	1	1	1	1	1	1	1	7	1
Ecuador	1	1	1	1				4	1
El Salvador	1	1	1	1	1		1	6	1
France adm. terr		1						1	0
Grenada	1	1		1	1	1	1	6	1
Guatemala	1	1	1	1				4	1
Guyana	1	1		1				3	0
Haiti	1	1		1				3	0
Honduras	1	1	1	1				4	1
Jamaica	1	1		1				3	0
Mexico	1	1	1	1	1		1	6	1
Netherlands adm. Terr.		1						1	0
Nicaragua	1	1	1	1				4	1
Panama	1	1	1	1				4	1
Paraguay	1	1		1				3	0
Peru	1	1	1	1	1	1	1	7	1
Saint Christopher and Nevis		1		1	1	1	1	5	1
Saint Lucia		1		1	1	1	1	5	1
Saint Vincent and the Grenadines		1		1	1	1	1	5	1
Suriname	1	1						2	0
Trinidad and Tobago	1	1		1				3	0
United Kingdom territ. adm.		1						1	0
U.S.A.	1	1	1	1	1	1	1	7	1
Uruguay	1	1						2	0
Venezuela	1	1	1	1				4	1



ASIA									
	EMBASSY IN ITALY	HQST COUNTRY OF ITALIAN EMBASSY OR DIPLOMATIC REPRESENTATION	A ICHI '06	HANDOVER 2000	LISBON '98	TAJEON '93	SEVILLE '92	N. officers	At least 50% of factors
Armenia	1	1	1	1				4	1
Afghanistan	1	1						2	0
Azerbaijan	1	1	1	1		1		5	1
Brunei Darussalam	1	1	1	1				4	1
Bahrain		1						1	0
Bangladesh	1	1	1	1				4	1
Bhutan			1	1				2	0
Cambodia	1	1	1	1				4	1
China	1	1	1	1				4	1
Georgia	1	1	1	1				4	1
Indonesia	1		1	1		1	1	5	1
India	1	1	1	1	1	1	1	7	1
Iran	1	1	1	1	1	1		6	1
Iraq	1	1						2	0
Israel	1	1		1	1		1	5	1
Jordan	1	1	1	1				4	1
Japan	1	1	1	1	1	1	1	7	1
Kazakhstan	1	1	1		1			4	1
Kyrgyzstan	1	1	1		1	1		5	1
South Korea R.D.	1	1	1	1	1	1	1	7	1
North Korea	1							1	0
Kuwait	1	1			1		1	4	1
Laos	1	1	1	1				4	1
Liban	1	1						2	0
Malaysia	1	1	1	1		1	1	6	1
Maldives		1						1	0
Myanmar	1	1				1		3	0
Mongolia	1	1	1	1	1	1		6	1
Nepal	1	1	1	1	1	1		6	1
Oman	1	1					1	3	0
Palestinian National Authority				1				1	0
Pakistan	1	1	1	1	1	1	1	7	1
Philippines	1	1	1	1	1		1	6	1
Qatar	1	1	1					3	0
Samoa		1						1	0
Saudi Arabia	1	1	1		1	1	1	6	1
Seychelles	1	1						2	0
Singapore	1	1	1	1			1	5	1
Syria	1	1		1			1	4	1
Sri Lanka	1	1	1	1	1	1	1	7	1
Taiwan								0	0
Tadjikistan		1	1	1				3	0
Thailand	1	1	1	1		1	1	6	1
Turkmenistan		1				1		2	0
United Arab Emirates	1	1		1	1		1	5	1
Uzbekistan	1	1	1	1				4	1
Vietnam	1	1	1	1	1	1		6	1
Yemen	1	1	1	1	1			5	1

EUROPE									
	EMBASSY IN ITALY	HOST COUNTRY OF ITALIAN EMBASSY OR DIPLOMATIC REPRESENTATION	AICH'06	HANNOVER 2000	LISSBON '98	TALINON '03	SEVILLE '92	N. of pavilions	At least 50% of pavilions
Albania	1	1		1	1			4	1
Andorra	1	1		1	1			4	1
Austria	1	1	1	1		1	1	6	1
Belarus	1	1		1		1		4	1
Belgium	1	1		1	1	1	1	6	1
Bosnia and Herzegovina	1	1	1	1	1		1	6	1
Bulgaria	1	1	1	1	1	1	1	7	1
Cyprus	1	1		1				3	0
Croatia	1	1	1	1	1		1	6	1
Czech Republic	1	1	1	1		1	1	6	1
Denmark	1	1	1	1	1	1	1	7	1
Estonia	1	1		1	1	1	1	6	1
Finland	1	1	1	1	1	1		6	1
France	1	1	1	1	1	1	1	7	1
Germany	1	1	1	1	1	1	1	7	1
United Kingdom	1	1	1	1	1	1	1	7	1
United Kingdom adm. Terr.		1						1	0
Greece	1	1	1	1	1		1	6	1
Hungary	1	1		1	1	1	1	6	1
Iceland	1	1	1	1	1			5	1
Ireland	1	1	1	1			1	5	1
Italy			1	1	1	1	1	5	1
Latvia	1	1		1	1	1		5	1
Lichtenstein		1		1				2	0
Lithuania	1	1	1	1	1	1	1	7	1
Luxembourg	1	1		1	1		1	5	1
Macedonia	1	1		1				3	0
Sovrano Militare Ordine Malta	1	1						2	0
Malta	1	1		1	1			4	1
Moldavia	1	1		1		1		4	1
Monaco	1	1		1	1		1	5	1
Montenegro		1						1	0
Netherlands	1	1	1	1	1	1	1	7	1
Norway	1	1	1	1	1	1	1	7	1
Poland	1	1	1	1	1	1	1	7	1
Portugal	1	1	1	1	1	1	1	7	1
Macedonia				1	1			2	0
Romania	1	1	1	1	1	1	1	7	1
Russia	1	1	1	1	1	1	1	7	1
San Marino	1	1						2	0
Serbia	1	1						2	0
Slovakia	1	1		1	1	1	1	6	1
Slovenia	1	1		1	1			4	1
Spain	1	1	1	1	1	1	1	7	1
Sweden	1	1	1	1	1	1	1	7	1
Switzerland	1	1	1	1	1	1	1	7	1
Turkey	1	1	1	1	1		1	6	1
Ukraine	1	1						2	0
Vatican	1	1		1	1	1	1	6	1



10.

OCEANIA									
	EMBASSY IN ITALY	HOST COUNTRY OF ITALIAN EMBASSY OR DIPLOMATIC REPRESENTATION	AICHI '06	HANNOVER 2000	LISBON '98	TAEJON '93	SEVILLE '92	N. of factors	At least 50% of factors
Australia	1	1	1	1		1	1	6	1
Fiji	1	1	1	1	1	1	1	7	1
Francia territ. amministrativi		1						1	0
Kiribati		1	1	1				3	0
Marshall Islands		1	1					2	0
Micronesia		1	1					2	0
Nauru								0	0
New Zealand	1	1	1					3	0
Palau			1			1		2	0
Papua New Guinea	1		1	1		1	1	5	1
Samoa	1	1	1	1				4	1
Solomon Islands		1	1	1	1	1	1	6	1
Tonga	1	1	1		1	1	1	6	1
Tuvalu		1	1	1				3	0
Vanuatu		1	1	1	1	1	1	6	1
TOTAL	174	193	118	158	111	89	92		147

As we see above, 147 countries are scored for at least half of the factors.

On the basis of our analysis, we conclude that there is a high probability of at least 120 guest nations participating in Expo Milano 2015.

CHAPTER 11

THE NUMBER OF VISITS ANTICIPATED, AND THE TYPES OF VISITOR LIKELY TO ATTEND THE EXPOSITION



ABSTRACT CHAPTER 11

VISITOR FLOW PROJECTION

OUTLINING POTENTIAL CATCHMENT AREAS

The appeal of an event like Expo Milan 2015 depends largely on gravitational pull, but is also linked to the location's tourist attractiveness. From the gravitational standpoint we identified the following areas :

- Area 1: this is an area bounded by a maximum travelling time of around three hours by car or train, allowing people to come in for the day from their place of residence;
- Area 2: day trips by road are out of the question, but possible by air, especially from places with low-cost flights;
- Area 3: distant countries whose potential has been assessed through an analysis of tourist flows.

ANALYSES BASED ON ANTICIPATED VISITS AND FREQUENCY OF ATTENDANCE

- The estimates for the attraction potential of Area 1 were entrusted to Eurisko and determined using a specific survey in 2007.
- For Area 2, we both used a Eurisko survey (on the other Italian regions) and an analysis of tourist flows collected over the past few years in the Milan area.
- For Area 3, we simply considered normal tourist flows projected to 2015 and then factored in an increase due to the Expo 2015 factor.

We carried specific analyses to support our projections:

- price positioning (was also tested by the Eurisko survey) and a benchmarking analysis with comparable events;
- anticipated frequency of visits (tested by the Eurisko survey);
- ethnic links between Italy and other countries;
- promotional activities that will be used to increase the appeal of the event.

SUMMARY OF EXPECTED VISITORS

- The total number of expected visitors is 29 million (that is, total visits), considering an average visit frequency of 1.4 entries per person calculated across 21 million expected visitors. This would mean an average 160,000 visitors per day over the 6 months of the event.
- In terms of visitor nationality, we expect 27% to be from outside Italy, in line with the data from other major events in Europe.

11.1 Where the visitors come from: an audience from five continents

A broad public participation is expected for Expo 2015, estimated at around 21 million visitors (of which 73% Italian and 27% foreign). Taking into account repeat visits, that should generate around 29 million visits.

Our projection of the possible visitor flows to Expo 2015 was made in collaboration with the Economics of Tourism Department at Bocconi University using quantitative statistical analysis. This was subsequently integrated with the findings of a qualitative demoscopic survey conducted by Eurisko, which analysed the main areas of origin of visitors. The indicators behind the analysis were developed on the following assumptions:

1. the attraction of an event like Expo Milano 2015 depends largely on a **gravitational pull**: i.e. the further away from the site of the event, the weaker the force of attraction, other things being equal. It is important to bear in mind that it is not so much the distance that counts in these cases but the travelling time and costs of the journey;
2. **the tourist attraction** of the event in itself, taking into account that although the average tourist may not necessarily visit the Expo, it is highly probable, especially for large events.

From the gravitational standpoint we identified the following areas:

Area 1: this is an area bounded by the maximum travelling time of around three hours by car or train, allowing people to come in for the day from their place of residence; geographically this area includes:

the Italian Regions of Lombardy, Piedmont, Liguria, Emilia Romagna, Triveneto and Valle d'Aosta¹.

Area 2: day trips are possible by air, especially where there are low-cost flights. This area includes the remaining Italian Regions and Europe as a whole, except for Russia.

Regarding tourist attraction, a macro-area was defined, **Area 3**, which comprises the more distance countries where a gravitational logic doesn't apply. Area 3, comprising the Rest of the World, is in turn divided into 5 sub-areas:

- **North America**, where the propensity to visit Milan is high (US tourists are one of the biggest shares of foreign tourists with a sharply rising long-term trends);

¹ Logically this also includes the Canton Ticino in Switzerland. However this zone was included in Area 2 since it was excluded from the Eurisko study which only looked at flows from Italian visitors



- **Middle East, Russia and Africa**, where the propensity to travel is much lower and high disparity of wealth (apart from Russia);
- **Far East**, where the propensity to travel is very high in Japan and growing rapidly in China and India. The large disparity of income in these countries is offset (from the point of view of tourist flows) by their huge populations;
- **Central and South America**, where economic development is good (although again unevenly distributed) and there is a fair propensity to travel;
- **Oceania and the South Pacific**, where the share of tourists is marginal compared with the other areas, though not entirely negligible.

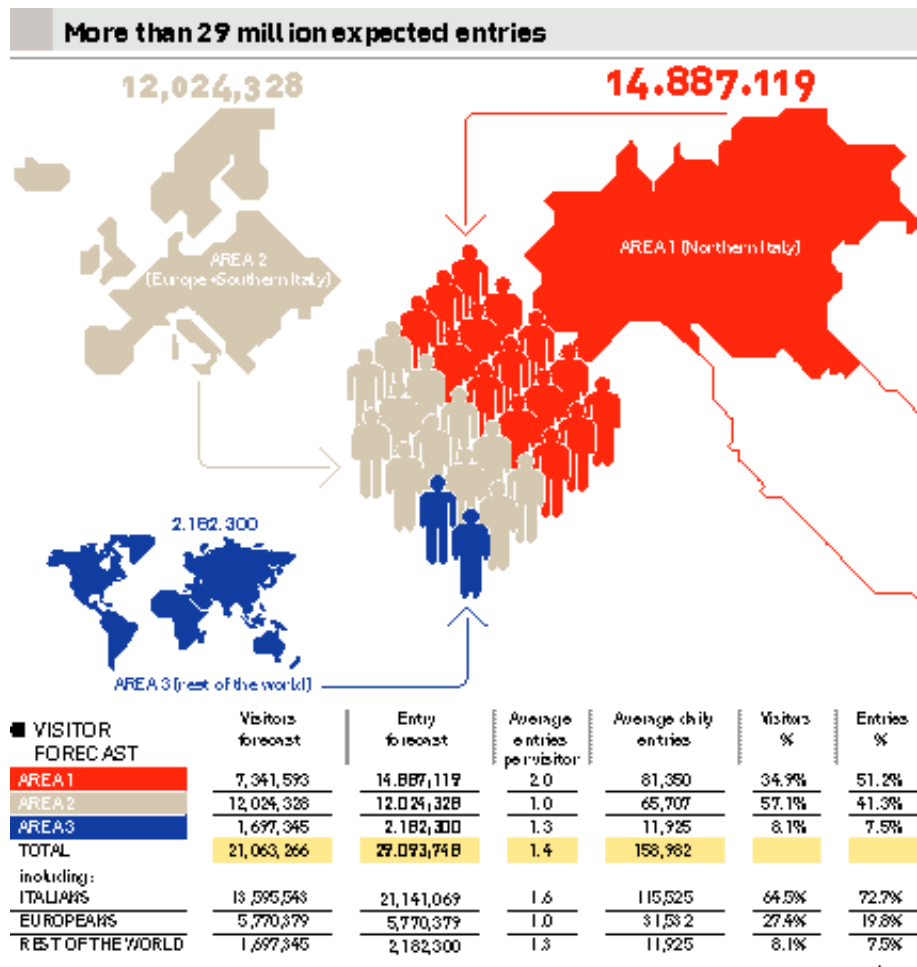


Figure 11.1 - The visitors' origin

11.2 Methodology for estimating tourist flows from the three areas of origin

Each of the three macro-areas of attraction required a specific method for estimating the number of visitors, depending on the nature of the area and the force of attraction Expo Milano 2015 might have on it.

Area 1

Area 1 has the highest population participation rate given its closeness to the site of the event. In addition, the fact that Expo Milano 2015 can be reached in a day from anywhere in the area it is reasonable to expect a high rate of repeat visits from people resident there. Given the size of potential flows from this region, the biggest quota of expected visitors for the Expo overall, we decided to hand the task of assessing the coefficients of potential attraction of the population to a specific survey conducted in 2007 by Eurisko, Italy's biggest centre for demoscopic and social research. The Eurisko study found a rate of participation of the Italian population for Area 1 of 27%, as we shall see in the next section.

Area 2

The EURISKO study not only covered Area 1 but also the Italian regions in **Area 2**, where the average rate of participation is estimated at 19%.

For the rest of **Area 2**, i.e. geographical Europe, a slightly different methodology was used, based on the following steps:

1. European countries were further split into those with **high intensity tourism** to Milan and those with **low intensity tourism**². Countries belonging to the first group are France, Germany, Spain, United Kingdom, Switzerland, Belgium, Sweden, Austria, Finland, Denmark and the Netherlands, while the second group covers all other European countries;
2. for each of these two clusters a projection was made of the aggregate population for 2015, as well as the expected tourist flows to the Milan area (using the average historic trend from 2000 to 2005 of tourist arrivals parameterised over the six months from May to October, as explained below);

² A country is counted as having High intensity tourism when arrivals exceed 15,000 annually



11.

3. the ratio of the aggregate tourist flow from each of the two areas to 2015 and the size of the aggregate population, to find the *average propensity to visit Milan* of people from these European countries. The high intensity tourism area gave a propensity to travel to Milan of the 0.7%, while for the second area this value was 0.15%³;
4. based on previous studies of events in the Milan area (in particular annual trade fairs) and flows catalysed by other big events (such as Expo Seville 1992 and the 2006 Turin Olympics), assumptions were developed as to how these two values might increase for Expo Milano 2015. On a conservative assumption it was estimated that the rate of propensity of the population to visit Milan might roughly double;
5. the average of these participation coefficients was subsequently remodelled on the individual countries of origin, based on the ratio of flows to Milan to population.

Area 3

As regards **Area 3**, given the distance and hence the low gravitational pull, we opted to ignore population as a parameter, but **simply considered normal tourist flows** projected to 2015 (as was done for the non-Italian component of Area 2, where we estimated an increase due to the Expo Milano 2015 factor).

11.3 Estimated potential visitors to Expo Milano 2015

11.3.1 Estimated visitors from Area 1 (Northern Italy)

The Eurisko study⁴ found that the estimated participation rate for each Region of Area 1 varies from 24% to 29%, with an average for the whole of Area 1 of 27%. According to ISTAT, the population of Italy will grow very slowly over the 2006 – 2015 period to reach a little over 59 million in 2015 (annual average growth rate of 0.071%).

From analysis of the two above factors we can predict that the number of potential visitors from this area should be around 7.4 million. It should be stressed that visitors from this area show a significant rate of repeated visits: indeed, the Eurisko focus groups found an average of 3 visits per person for Lombardy, compared with an average 1.5 for the other Area 1 regions. Overall the average for **Area 1 will therefore be 2 visits per person**, taking the projected figure for potential visits to 14.8 million.

Types of visitors

The participation rate in the first area implies several possible targets which the Eurisko study classifies into three main groups:

- **individuals or groups who come for work reasons.** This without question represents a very important motivation as is usual for all big Milan trade fairs;
- given the nature of the event, the **participation of families will certainly be very high**, especially in Northern Italy and Greater Milan, where the return frequency will certainly be higher than 1. The same people coming for business will be very likely to return with their families or friends **for leisure motives**;
- finally, **we must not neglect the presence of organised groups**, mainly school trips, but also from the many associations. This represents an increasingly significant portion of visitors to events and in the case of a World Exposition might easily be a very big share of the total flow.

More generally, we can assume that the first group might also generate a visit frequency much higher than 1 (even more than 4-5 days), while families might reach 1 to 3 days. As regards the associations or schools, visitor frequency is based on day trips.

⁴ Area 1 might include the Swiss Canton Ticino. However, since the Eurisko survey only covered Italy, to maintain a uniform methodology, we chose to put Canton Ticino in Area 1 together with the rest of Switzerland, while taking into account the high participation rate the region could generate.⁴



11.3.2 Estimated visitors from Area 2 (Central/ Southern Italy + Europe)

With **Area 2** we have to distinguish between the data for the non-Area 1 Italian Regions, which were covered by the Eurisko survey, and the figures for geographical Europe, which were analysed using a different methodology.

The Eurisko survey of the Central and Southern Regions of Italy shows a participation rate ranging from 23% for the Centre to 16% for the South, and an average of 19%. Considering the average growth rate of the Italian population, potential visitors from this area could be around 6.3 million. While they may be a certain degree of return from these Regions, we preferred to take a conservative estimate, considering one entry per visitor.

A summary of projections on Italian visitors (Area 1 + part of Area 2) is shown in Table 11.2

Region of origin	2005 population (Source ISTAT)	% expected participation rate (Eurisko 2007)	No. of visitors (Eurisko 2007)	CAGR population growth 2006-2015	2015 resident population (ISTAT-CAGR)	No. visitors in line with Eurisko participation forecasts adjusted to 2015	Average no. of visits per visitor (Eurisko 2007)	Total no. of visits forecast
Total Area 1 (Northern Italy)	26,659,900	27.3%	7,290,000	0.07%	26,858,650	2,341,593	2.0	14,887,119
Partial Area 2 (Central / Southern Italy)	32,081,000	19.4%	6,210,000	0.07%	32,308,045	6,253,950	1.0	6,253,950
Total Italy	58,750,900	23.0%	13,500,000	0.07%	59,166,695	13,595,543	1.6	21,141,069

Table 11.2 – Visitors and potential entries from Area 1 and Area 2 Regions of Italy
Source: Analysis by the Economics of Tourism Department at Bocconi University based on data from Eurisko and ISTAT

The European countries were considered as two sub-areas. For the nations included in the **high intensity tourism** area, i.e. those with tourist flows to Milan of at least 15,000 units p.a., we used the detailed figures for 2005, whereas the rest of Europe was aggregated in a second area called **low intensity tourism**. The 2005 figures were projected to 2015 by calculating the average annual trend from 2000 to 2005 on the prudential assumption that this rate would persist through 2006 – 2015, and parametering the result over the six months' opening period of the Expo.

We now have to assess how the Expo might increase these flows. To do this we need to take into account two important factors, i.e. population growth and the capacity of a large event to attract more people.

To estimate the European population in 2015 we took the 2011 growth forecasts per country and extended the same level of growth to 2015.

This gave us an average annual growth rate (CAGR) for the population of geographical Europe of 0.265%. At this rate, the total population for the high intensity tourism area will reach around 320 million by 2015. In the same area estimated tourist flows for the six months from May to October 2015 is 2.26 million arrivals. The ratio of expected arrivals in 2015 and the forecast 2015 population gives a propensity to travel for this component of Area 2 of 0.7%.

To assess how far the rate of involvement of the population might increase normal tourist flows, we decided to take an average of two situations: the big annual trade fairs in the Milan area and large events like Expo Seville 1992 and the 2006 Winter Olympics in Turin. During the biggest Milanese trade fairs (such as Smau) ordinary flows of foreigners from European countries increase by 50%.

Instead, the two events mentioned saw short-range tourist flows rise by a factor of two to four times the normal value. It is therefore reasonable to assume that tourism strictly connected to Expo Milano 2015 might increase the 0.7% propensity of the high intensity portion of Area 2 by between 40% and 400%. Taking an average figure would give us an average increase of 220%, but we preferred a more conservative and cautious assumption of 110%. This assumption takes the level of involvement of the 2015 population of this specific part of Area 2 from 0.7% to roughly 1.5%.

Intensity of tourism	Geographical Europe	Tourist flow to Milan 2005	CAGR growth in annual tourism 2006-2015	Normal tourism to Milan 2015 over 6 months	2015 resident population	% Normal arrivals (6 months)	Increase on normal flows due to Expo	% Participation forecast
High tourism intensity	France	156,613	13.1%	283,211	66,683,606	0.41%	110%	1.50%
	Switzerland	85,394	13.8%	119,658	7,659,169	1.58%		3.00%
	UK	221,681	14.2%	419,495	62,013,699	0.68%		1.50%
	Germany	188,224	14.3%	358,159	84,649,269	0.42%		1.50%
	Spain	155,348	22.5%	591,511	46,932,284	1.32%		1.40%
	Belgium	44,232	14.4%	84,991	10,793,002	0.79%		1.30%
	Sweden	33,105	15.2%	67,849	9,289,704	0.73%		0.90%
	Austria	28,891	10.6%	39,541	8,436,798	0.47%		1.10%
	Finland	15,284	11.1%	21,912	5,394,022	0.41%		0.50%
	Denmark	24,354	20.7%	79,710	5,522,638	1.43%		1.45%
Netherlands	89,594	19.5%	206,467	16,772,337	1.23%	1.45%		
	All countries	1,003,122	14.2%	2,257,705	300,253,678	0.70%		1.47%
Low tourism intensity	Other countries	289,933	0.7%	332,798	214,604,589	0.15%	220%	0.50%
	Total Europe	1,293,055	14.9%	2,590,503	514,858,267	0.48%	1.23%	1.06%

Table 11.3 – Estimated percentage participation of visitors from European countries
 Source: Analysis by the Economics of Tourism Department at Bocconi University based on data from Eurisko and ISTAT, EIU, Region of Lombardy, Other sources



11.

The low intensity tourism area, including all other European countries, has an average propensity to travel of 0.15%. Nevertheless, we thought it reasonable to raise this figure by 220%, given the relatively low absolute numbers and considering the very high propensity to travel of some of these countries (especially in Eastern Europe) in recent years. This gives us the overall picture of potential visitors from Area 2 shown in Table 11.4.

Intensity of tourism	Geographical Europe	2015 resident population	% Participation forecast	No. visitors forecast	Average no. visits per visitor	Total no. of visits forecast
High tourism intensity	France	66,688,606	1.50%	970,329	1.00	970,329
	Switzerland	7,658,169	3.00%	229,775	1.00	229,775
	UK	62,073,699	1.50%	930,205	1.00	930,205
	Germany	84,649,269	1.50%	1,269,739	1.00	1,269,739
	Spain	44,932,288	1.40%	629,052	1.00	629,052
	Belgium	10,793,072	1.30%	140,310	1.00	140,310
	Sweden	9,289,786	0.90%	83,608	1.00	83,608
	Austria	8,686,798	1.10%	93,355	1.00	93,355
	Finland	5,396,022	0.90%	26,980	1.00	26,980
	Denmark	5,572,638	1.45%	80,803	1.00	80,803
	Netherlands	16,732,337	1.45%	243,199	1.00	243,199
	All countries	320,253,670	1.47%	4,697,356	1.00	4,697,356
Low tourism intensity	Other countries	214,604,589	0.50%	1,073,023	1.00	1,073,023
	Total Europe	534,858,267	1.08%	5,770,379	1.00	5,770,379

Table 11.4 – Estimated potential visitors and visits from European countries

Source: Analysis by the Economics of Tourism Department at Bocconi University based on data from Eurisko and ISTAT, EIU, Region of Lombardy, Other sources

The estimate of European visitors is based on tourist flows to the Milan area. However, it is safe to assume that other major resorts in Northern Italy can provide a potential source of visitors to the Expo, especially given the growth in ad hoc package tours. It is worth noting that foreign arrivals to Northern Italy over the May-October period amount to over 10 million people.

11.3.3 Estimated visitors from Area 3 (Rest of the world)

As we have seen, for the third area we need to base our assessment on normal tourist flows from each individual sub-area and then estimate how far an event like the Expo might multiply these.

Tourism to the Milan area originating from Extra European Areas are shown in Table 11.5.

Country	2000	2001	2002	2003	2004	2005	CAGR growth in tourism 2000-2005
USA and Canada	175,556	200,875	243,098	227,092	260,766	245,119	6.9%
Russia	18,217	28,084	34,596	43,735	50,511	56,379	25.4%
Japan	191,374	256,014	357,656	311,549	325,400	320,912	10.9%
South Korea	20,932	40,308	58,859	47,133	63,585	77,252	26.4%
China	24,597	37,523	50,074	46,308	77,349	85,577	28.2%
Other Asia	33,413	57,901	70,660	58,365	74,966	78,946	18.8%
Central/South America	63,428	73,964	88,443	94,556	100,826	99,606	9.4%
Middle East	27,212	41,528	54,857	52,068	53,767	50,917	13.3%
Africa	25,054	40,333	44,513	50,332	51,231	50,089	7.4%
Oceania	18,314	16,247	21,913	24,580	28,109	31,941	11.8%
Other non-European countries	-	-	-	65,068	81,594	55,266	-7.8%
TOTAL	611,097	792,777	1,028,669	1,020,766	1,168,804	1,152,004	7.7%

Table 11.5 – Tourist trends for the major segments of Area 3

Source: Analysis by the Economics of Tourism Department at Bocconi University based on data from the Region of Lombardy

We can see that flows of foreign tourists, despite phases of stagnation and contraction (hit by the economic crisis following 11 September), have shown a rising trend in the last few years. In view of the dynamics of the last decade and the inevitable periods of stagnation that can occur over such a long period, we think it is reasonable to assume average annual growth between 2006 and 2015 at least as high as for 2000-2005, or around 7.7%. If we examine the data in greater detail, we can see that:

- American and Canadian tourists, who numbered around 245,119 in 2005, recording an yearly average increase of 6,9% (CAGR) have grown markedly. This figure could rise over the next eight years to around 477,858 in 2015, or 238,929 for the 6 months of the Expo⁵;
- Japanese tourists are currently a little over 320,000 recording an yearly average increase of 10,9%. This figure could rise to around 902,386 in 2015, and 451,193 for the 6 months of the Expo;
- tourists from Russia were 56,379 in 2005, recording an yearly average increase of 25,4%. This figure could rise to 540,006 in 2015 or 270,003 for the 6 months of the Expo;

⁵ Note that the high season for Americans and Canadians is concentrated between March and October



11.

- Central and South American tourism has shown average annual growth (with considerable disparity between the various countries) of 9,4%. We can therefore assume a figure of around 122,819 arrivals for the 6 months of the Expo;
- as for the other areas considered, they may have less of an impact in terms of visitors to Expo 2015, but they do represent a not inconsiderable share of Milan's tourists (nearly 37% of all arrivals), further proof of the city's international reputation. We can therefore expect arrivals to reach 1,341,834 over the opening period of Expo Milano 2015.

All told we estimate that extra-European tourism could, on current trends, amount to 2,425 million arrivals for the period May – October 2015. This figure represents the forecast for normal tourist flows, even without Expo Milano 2015.

It is important to bear in mind, though, that long haul travellers have a variety of reasons for travelling. We therefore preferred to make a prudent assumption that only 50% of these tourists will combine a visit to Expo 2015 with their other plans.

This hypothesis reduces the number of potential tourists to 1,212 million visitors over the May-October 2015 period of time.

As was done for Area 2, we must now assess how far an event like Expo 2015 might increase the normal flows of tourists to Milan.

We therefore decided to take a cautious assumption that the pull of Expo Milano 2015 is at least as strong as Milan's biggest annual trade fairs. During such shows, tourists from Extra European regions rise on average by 20% to 30%. Thus a prudent assumption would be an average increase of 20%. It is likely that the non-Europeans who are drawn to Milan by the Expo would visit the event on average twice. Applying this hypothesis to all areas, we can estimate an increase of around 970,000 visitors to Expo. Considering the sum of the two indicators, we have a total figure of 2,182 million visitors from Area 3. The details behind this analysis are shown in Table 11.6.

Tourist flows	Country	Normal tourism to Milan 2015 over 6 months	% Participation forecast	No. visitors forecast	Average no. visits per visitor	Total no. of visits forecast
Normal flows	USA and Canada	239,929	50%	119,445	1.0	119,445
	Russia	270,003		135,001		135,001
	Japan	451,193		225,596		225,596
	South Korea	402,477		201,239		201,239
	China	517,937		258,968		258,968
	Other Asia	220,358		110,179		110,179
	Central/South America	122,819		61,409		61,409
	Middle East	89,133		44,566		44,566
	Africa	51,135		25,568		25,568
	Oceania	49,579		24,790		24,790
	Other non-European countries	12,215		6,107		6,107
	TOTAL NORMAL FLOWS	2,434,778		1,217,389		1,217,389
Ad hoc flows (20% of normal flows)	USA and Canada	47,786	100%	47,786	2.0	95,572
	Russia	54,001		54,001		108,001
	Japan	90,239		90,239		180,477
	South Korea	80,495		80,495		160,991
	China	103,587		103,587		207,175
	Other Asia	44,072		44,072		88,143
	Central/South America	24,564		24,564		49,127
	Middle East	17,827		17,827		35,653
	Africa	10,227		10,227		20,454
	Oceania	9,716		9,716		19,432
	Other non-European countries	2,443		2,443		4,886
	TOTAL AD HOC FLOWS	484,956		484,956		969,911
Total flows	TOTAL	2,919,734	50%	1,702,345	1.3	2,187,300

Table 11.6 – Tourist trends for the major segments of Area 3

Source: Analysis by the Economics of Tourism Department at Bocconi University based on data from ISTAT, Region of Lombardy, EIU, Other sources

For reasons of prudence, our analysis is based on tourist flows to the Milan area. However, it is safe to assume that other major resorts in Northern Italy can provide a potential source of visitors to the Expo, especially given the growth in ad hoc package tours.



Concluding remarks

Even on very conservative assumptions, the estimates on expected visitors to Expo Milano 2015 come to around 21 million, corresponding to 29.1 million entries (taking into account repeat visits).

The same assumptions lead to a forecast mix of Italian and foreign visitors of 73% and 27% respectively. This finding is in line with other big events of comparable success in Europe (e.g. Expo Seville 1992, Turin 2006 Olympics).

TOTALS	No. of visitors forecast	No. of visits forecast	Average no. of visits	Average entrances / day	% Participation	% Visits
AREA 1	7,347,593	14,697,119	2.0	91,350	34.9%	51.2%
AREA 2	12,024,328	12,024,328	1.0	65,707	57.1%	41.2%
AREA 3	1,697,345	2,182,300	1.3	11,925	8.1%	7.5%
TOTAL	21,069,266	29,093,748	1.4	159,982		
Of which Italians	13,585,543	21,141,069	1.6	115,525	64.5%	72.7%
Of which Europeans	5,770,379	5,770,379	1.0	31,532	27.4%	19.8%
Of which Rest of the World	1,697,345	2,182,300	1.3	11,925	8.1%	7.5%

Table 11.7 – Overview of visitors forecast for Expo Milano 2015

Source: Source: Analysis by the Economics of Tourism Department at Bocconi University based on data from Eurisko and ISTAT, EIU, Region of Lombardy, Other sources

11.4 Strategies for promoting the Expo: an alliance with foreign tour operators and Italian tourism

To guarantee maximum visibility and marketing for the Expo and hence the maximum number of visitors, the Bidding Committee has already begun to make contacts and planning agreements with the main Italian and foreign tour operators.

Steps have been taken to raise awareness of the event and several recommendations have been made to increase the likelihood of travel to the event which have received the **official backing** of the following entities:

- **the Association of Italian Tour Operators (ASTOI)** comprising 59 companies operating in nearly 90 of the 102 BIE nations. ASTOI has also reinforced its intention to stimulate tourism with the creation on 1 May of a group of tour operators inside the Association interested in developing products to attract tourists to Italy;

- **the main overseas tour operators.** To date we have contacted the biggest TOs in 16 countries and have received more than 100 letters of commitment and support⁶;
- **the National Tourism Authority (ENIT)** which will back the Committee in its official promotion of the exposition.

In addition Milan can count of the support of the network of diplomatic and commercial relations of the Italian government and the main local and national institutions.

These include:

- the Milan Chamber of Commerce. PROMOS, the Chamber's Special Agency for international affairs, and a member of the Committee, is present in 17 countries;
- Fiera Milano, again one of the Committee's members, has more than 43 offices in 64 countries;
- the Institute for Foreign Trade, which is present in 80 countries.

We should recall that Milan is second only to New York for consular and economic representation (see paragraph 11.6).

In the proposals made to the tourism bodies and tour operators we focused on an area within a 3-hour radius of the site, considering that Milan is centrally located in one of the world's most attractive tourist areas. Several lines of action have been proposed.

11.4.1 Possible package tours for visiting the Expo

A. Day trips to Milan

The resident population that can reach Milan in 3 hours by traditional means (coach or train) is usually willing to go on day trips, mainly at the weekend and on holidays, but not only, and this includes people in the medium-low income bracket who cannot afford trips lasting 2/3 days.

The area can already boast **an established offering of one-day tourism products**, thanks to the rich variety of sights suited to this type of tourist in Northern Italy (art centres and exhibitions, winter tours, amusement parks, feasts/festivals/street markets etc.), which can be extended and combined with other attractions to coincide with the Expo.

⁶ European countries :

Austria	Denmark	France	Germany	Netherlands	Portugal	Poland	Russia	Sweden	Switzerland
25	2	7	24	4	3	1	2	3	5

Non-European countries:

Australia	Canada	China	South Korea	India	USA
5	2	2	5	2	1

The letters are attached with this dossier.



To capture this segment of visitors we are proposing agreements with tour operators in Italy and neighbouring countries (Switzerland and France in particular) to offer all-inclusive ticket-plus-travel packages at relatively affordable prices.

We are also looking at agreements with non-profit entities which organise travel for specific categories of visitors (CRAL, associations for the elderly, cultural and recreational groups, etc. ...).

This proposal especially targets third age tourists who are less inclined to travel in their own vehicles and more likely to join an organised trip, but also families.

Ad hoc products will also be developed to stimulate school trips, a longstanding tradition in Italian education, usually in the spring and autumn.

B. Travel + stopover in Milan for a weekend or short break

With its rich offering of tourism and cultural sights Milan represents a destination of definite interest for many potential visitors.

According to estimates by ISTAT (National Statistics Institute), Lombardy ranks first in Italy for the number of tourists on short breaks (less than 3 days).

This is surely due to the huge variety of tourist attractions and the relative ease with which these can be combined to form different types of holiday to suit many types of tourist:

- art centres (Milan, Como, Mantua, Bergamo, Pavia, etc.);
- spas and thermal baths;
- shopping (fashion week, the sales);
- sport (Champions' League football with Milan and Inter, cycling, etc.);
- culture/music: shows, concerts, opera season.

On this second line, too, the TOs have said they are ready to back the Expo in developing and marketing all-in package tours tailored to the customer:

- **Expo-art;**
- **Expo-music;**
- **Expo-relaxation;**
- **Expo-sports;**
- **Expo-shopping;**
- **Expo-mountains ;**
- **Expo-lakes.**

C. Inclusion of Milan in existing packages to expand the Italian offering

Besides offering to develop and market the package tours described above, all TOs we have contacted say they are eager to add the Expo to their established itineraries.

In addition, still within 3-hours' drive from Milan are numerous areas of huge tourist appeal and longer stay holiday destinations (7 days or less):

- Venice, the Veneto Riviera, Padua, Verona;
- the Romagna Riviera (Rimini);
- Spa towns (Salsomaggiore, Montecatini, Abano, S. Pellegrino, etc.) of international renown;
- lakes (Maggiore, Como, Garda, Lugano, Iseo);
- Tuscany (Florence, Pisa and the smaller towns);
- the Ligurian Riviera (San Remo, Alassio, S.Margherita Ligure, Portofino, Cinque Terre) and the Tuscan coast (Forte dei Marmi);
- Côte d'Azur and the Principality of Monaco;
- Turin and Piedmont;
- Aosta Valley (Mont Blanc);
- Switzerland and Canton Ticino in particular;
- the mountains of Lombardy, Trentino and Engadina (St. Moritz).

In these cases it is possible to propose **optional trips for Expo visitors lasting one or more days.**

11.5 Peak visiting periods

The proposal to keep the Expo open between May and October is not merely based on the desire to spread the expected 29 million visitors over the longest possible timeframe, but also to capture the widest range of different targets.

To determine the peak visiting period, a look at existing tourist flows to Milan and the Province reveals that the Expo can already count on a solid base of tourism. Between May and October over 5.3 million arrivals represented more than 2.5 million guest nights. Obviously, an event of this scale and international importance means we can safely expect these figures to rise.



Having made these introductory considerations, we can now go on to examine the peak visiting period for the Expo. To begin with we broke the target down into the following categories:

- individual Italians;
- Italian organised trips;
- business and professional;
- schools;
- foreign individual or organised tourism.

These categories all behave differently and will visit the Expo in different periods over the 6 months:

- **business and professional visitors** will be distributed evenly over the entire period with peaks coinciding with the major Milanese fairs and a falloff in July and August. On a weekly basis, they will be mainly concentrated between Monday and Thursday focused around the rich offering of cultural and professional events (conventions, conferences, workshops);
- **individual Italian visitors** will be concentrated primarily in May and June and then again in September and October, with peaks coinciding with the biggest events in Milan and a falloff in July and August; they will be mainly concentrated between Friday and Sunday, as well as public holidays;
- **Italian groups** will be concentrated mainly in May, June and July and then in September and October, with peaks coinciding with the main Milanese exhibitions and a falloff in August; on a weekly basis, they will be mainly concentrated on Saturday and Sunday;
- **school trips** will be concentrated in May and June and September and October, spread over two academic years (2014-2015 and 2015-2016); visits will be exclusively on schooldays, hence Monday to Friday;
- **individual and organised foreign tourism** will be concentrated mainly in July, followed by August, June and September, especially from North America. Tourists from emerging Asian countries will mostly arrive in April-May-early June.

As we have seen in previous editions of the Expo, we expect a significant surge in visitors over the final weeks of the event and especially in the last few days.

Evening opening will be particularly important, attracting audiences especially during the summer months from June to September. The various entertainments and shows to be staged at the exposition site will draw enormous numbers of people (see chapter 1).

We do not believe the weather will have a big effect on the distribution of visitors over the season, although the cooler months of May and especially October might attract some categories of tourists such as the elderly.

11.6 Milan reflects the world: a broad diplomatic presence

Milan is home to 98 foreign consulates (55 general and 34 honorary), 34 foreign government trade bureaux, 28 national tourism offices and 17 bilateral chambers of commerce making it one of the non-capital cities with the highest density of consular representation in the world (second after NYC) and reflecting its international prestige.

In a joint collaboration with Milan's Chamber of Commerce, the City Council operates a program to promote the city and its competitiveness through its 17 PROMOS offices in New York, Mexico City, Cairo, Moscow, Shanghai, San Paolo and Tokyo, giving it an existing active international presence.

Milan is twinned with 14 foreign countries (Bethlem, Birmingham, Chicago, Cracovia, Dakar, Frankfurt, Lyon, Melbourne, Osaka, San Paolo, Shanghai, Tel Aviv, Toronto, Saint Petersburg) and numerous memorandum of cooperation (Buenos Aires, Jerusalem, Guadalajara, Lima, Medellin, Montréal and Lugano).

Another area of particular importance is territorial marketing which aims to attract foreign investment to the area to bolster its growth and competitiveness.

Efforts to project Milan internationally have been greatly stepped up over the last year, also in consideration of the Expo 2015 bid. From May 2006 (the start of Mayor Moratti's term) to July 2007, the City Administration has met with 16 heads of state, 7 government heads, 59 ministers, 4 governors, 7 deputy ministers, 1 secretary of state, 8 under-secretaries, 2 advisors to secretaries of state and ministries, 31 foreign mayors, 9 members of the European Parliament, 20 political figures (including secretary generals of international organisations and their former ones, former heads of state, former heads of government) and, finally, 35 heads of agencies, institutions and associations.

In addition 35 official overseas missions were made to a total 61 countries for the purpose of promoting Milan's bid Expo 2015.

Some other 36 countries out of BIE 102 voting countries, proved really interested in the theme chosen by Milan. The interest arose during international missions in 97 countries, planned by the Council of Presidency, the Ministry of Foreign Affairs, the Region of Lombardy and the Province of Milan.



Milan gives a helping hand

Milan also focuses considerable attention on developing countries, thanks to a strong tradition of decentralised co-operation. In recent years, numerous NGOs, charity organisations, Milanese associations, universities, institutes and research centres have benefited from working with the Milan City Council in the form of co-financing or sponsorship for co-operation projects.

Milan has also demonstrated a powerful commitment to developing countries. This can be seen in its adhesion to the Millennium Goals Campaign, promoted by United Nations in 2000 and by its participation in the Local Governments' International Mid-Term Evaluation Conference on the Millennium Development Goals. During the conference, held in Rome in June 2007, the City of Milan reiterated its concern for the themes at the centre the campaign and offered further commitment to achieving its goals by signing the summit declaration. Milan and Lombardy can thus count on a network of independent relationships, to actively promote Milan's Expo bid around the world, efforts that will be further strengthened by the diplomatic initiatives of Ministry for Foreign Affairs and the Foreign Trade Institute.

Two examples of Best Practice

One **emblematic project** is the "Consolidation of microjardins for improved food safety" **in Dakar** to promote a cultivation technique in the city that requires very little space and yields excellent harvests.

A similar scheme to improve milk production and cattle rearing **in Niamey (Niger)** was promoted in co-operation with the School of Animal Husbandry, Faculty of Veterinary Science, Università degli Studi, Milan in the area of farming security and healthcare.

The City has allocated funding to Eastern Europe (22%), Africa (20%), Latin America (14%), the Middle East (11%) and Asia (7%). 60 co-operation projects in 18 countries have been originated and funded by the City. The City has worked in collaboration with 40 international partners. Milan has also organised or contributed to the realisation of 20 conventions on co-operation, on solidarity and on dialogue. Milan therefore represents a highly credible partner for developing countries.

A meeting point for ethnic groups

Milan can rightly be considered Italy's most multiethnic city: on the 31st December 2006, as many as 170,000 of Milan's 1.3 million inhabitants were non-Italian (around 13%), against an average of around 6% in the country at large. With numbers like this, Milan has more in common with the main European cities than with other Italian cities, as regards foreign inhabitants.

More and more migrants have joined their families, since the right to a united family was introduced with the new law combining all previous legislation on immigration. In Milan, this has meant an annual increase of 20,000 new families.

The most important initiatives by the Milan City Council as regards immigration include:

- undertaking to open up all local government sectors (social services, health, education, administration) to non-Italian inhabitants, with special attention given to personal care services. Between 1997 and 2006, more than 500 specific initiatives to help cultural integration were undertaken, aiming both to help foster an intercultural environment in schools, and also to provide social protection, in areas related to migration phenomena such as the trade in women forced into prostitution;
- organising and managing housing resources, through residential council housing and the establishment of migrant centres. In particular:
 - extending the allocation of council houses to resident non-Italians; in 2006 the Council housing department reported that 39% of annual allocations went to non-Italians;
 - establishing migrant reception centres, first set up in 1995. There are now 5 (recently renovated), 3 for men, and 2 for women (also with children). On average, over 600 new arrivals go through Milan's migrant centres every year;
- providing attention and support at key stages for initiatives for positive integration, like the Home-Work-Respect initiative. Milan is particularly good at attracting migrants because of the city's excellent work opportunities in sectors such as catering, personal care services, and small enterprises.

In the belief that it would be useful to know where Milan's over 170,000 non-Italian residents come from, we decided to look into this data, both at macro /continental level, and at micro /country level, to see which were the largest and most important groups.

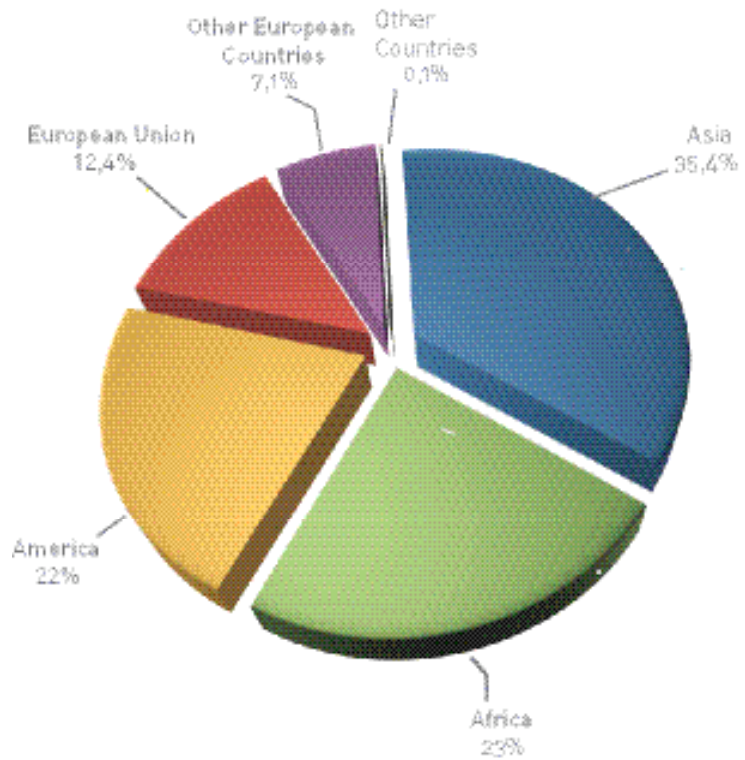


Figure 11.8 - Continent of origin of non-Italian residents in Milan. Source: Office for Foreigners, Milan City Council, 31/12/2006

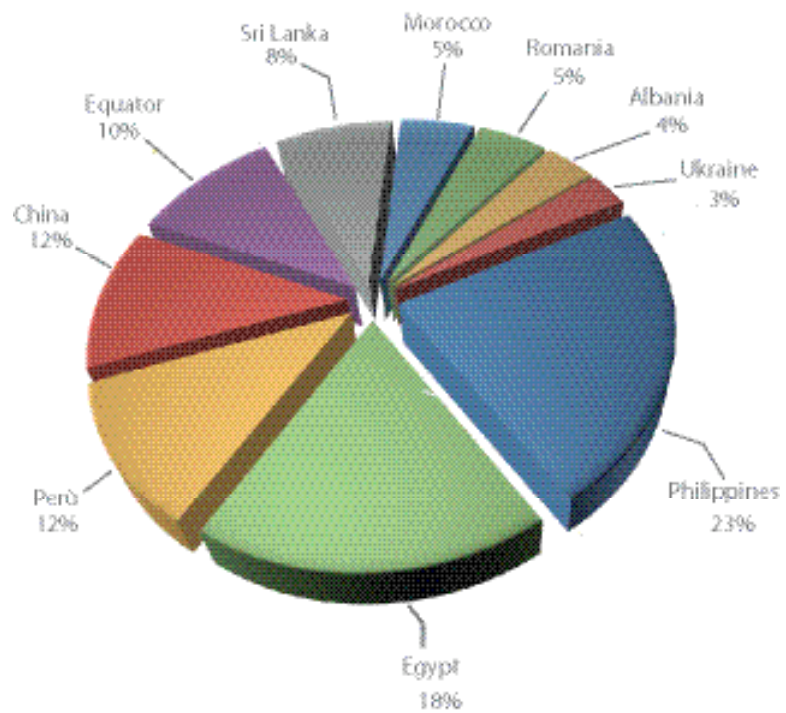


Figure 11.9 - Country of origin of non-Italian residents in Milan. Source: Office for Foreigners, Milan City Council, 31/12/2006

As the figure shows, **the largest group of non-Italian residents come from Asia (35.4%), and specifically from the Philippines (23%) and from China (12%). The next largest group is from Africa (23%), with Egyptians accounting for 18%.** By tracking flows from 2001 to 2006, it was possible to gain a picture of trends in the various groups of differing origins 2006. The data reveal a considerable increase in the number of Peruvians, as well as Philippine and Egyptian migrants. Peruvian residents in Milan increased from 9,031 to 14,188, and Ecuadorians from 2,710 to 12,672, confirmation that **Latin America maintains an important position in Milan.**

Another important group are the countries of Eastern Europe, such as Ukraine and Romania, which, although their numbers are not particularly high, are showing very strong growth. These figures reveal the multicultural nature of Milan, and the city's role as a powerful magnet for international migratory networks in Europe.

The Milan City Council, which has responsibility for managing this delicate area, has proven its ability to study and adopt effective migrant reception and cultural integration strategies, in order to promote a multi-ethnic climate based on cultural exchange. We can therefore say without any question that Milan is a very privileged venue for encounter between peoples and cultures in line with the spirit and objectives of a World Exposition.

Italians abroad

In addition to the substantial groups of foreigners mentioned above, there are also considerable numbers of Italians who are resident abroad, and who should not be forgotten. The Expo could well be of interest for significant numbers of this group, who regularly return to Italy for visits at various times.

A recent study on Italians living abroad by the Migrants Foundation (*Report on Italians Worldwide 2006*), based on data from Aire (Register of Italians Living Abroad) found that over 3 million Italian citizens live abroad, and between 30 and 60 million people of Italian descent, with particularly high numbers in Argentina and Brazil. The distribution of Italian citizens abroad is as follows: Europe 60%, America 34% (particularly Latin America but also the USA and Canada), Oceania 4%, and Africa and Asia 1% respectively.

Sicily is the region of origin of the greatest number of Italians living abroad, followed by Campania, Calabria and Puglia. At present, there are over 7,500 associations for Italians, with over 2 million members, and 14,500 companies run by Italians overseas.

To encourage Italians living abroad to participate in EXPO, the Organising Committee will maintain close links with representatives of Italian communities abroad.



11.7 Promotion of the Expo to specific interest groups

Expo 2015 offers a global opportunity to focus on Italy and Milan the attention of all those who, for work or interest, are committed to the questions surrounding food and sustainable development of the planet.

It will be an unique occasion to bring together in one place and share everything we know about food and the related issues of quality, safety, culture, production and innovation.

Many national and international audiences from NGOs, academics, scientists, intellectuals and business people working in areas pertinent to the Expo themes and might have a special interest in taking part in the Expo and exploring the topics it deals with.

The audiences concerned: a profile and strategy for action

The institutions

Numerous national and international bodies take their mission and purpose from one or more aspects of the food supply chain. These represent a major resource for Expo 2015, who could be brought in to help with the planning of the programme of exhibitions and cultural events. They could also encourage other national and international bodies and help circulate information to promote and publicise Expo 2015.

National institutions:

- Ministries (of health, agriculture, food and forestry, foreign trade);
- Regions (departments and agencies pertaining to the supply chain, the environment, agriculture, research and education, etc.);
- the National Forestry Commission;
- ENEA – National Agency for New Technologies, Energy and the Environment;
- INEA - National Institute of Agrarian Economics;
- ISS - National Healthcare Institute;
- NAS (the antifraud and healthcare arm of the police).

International bodies:

- UN;
- FAO;
- UNICEF;
- UNESCO;
- WFP World Food Programme;
- IFAD - International Fund for Agricultural Development;
- EU;
- OECD Organization for Economic Development and Co-operation;
- EFSA (European Food Safety Authority);
- WTO;
- Red Cross;
- Representatives of ACP countries (Africa - Caribbean - Pacific);
- Regional Development Banks.

Charter of Opportunity

A special “Charter of Opportunities” will be drawn up regarding the possible synergies offered by the various players, participant countries and the Organising Committee, with a view to staging joint meetings, workshops, thematic talks, seminars, cultural events, art and photographic exhibitions.

Promotion in the target community

Collaborations will be proposed to help spread knowledge about the event within the target community (staff, members, activists, sympathisers). This will be achieved through links to Web sites, distribution of the Expo 2015 newsletter, internal meetings to present Expo 2015 and workshops.

Scientists, researchers and academics

This group is made up of experts including acknowledged opinion leaders and spokespersons.

This target includes:

- national and foreign universities and most particularly schools producing courses and research in food safety, quality, education, and innovation in the food supply chain;



- public R&D centres (e.g.: the CNR Institute of Food Science, National Institute of Nutrition, National Research Institute on Food and Nutrition);
- Italian and foreign experts and academics (agronomists, nutritionists, climatologists).

Involving these figures will be fundamental to positioning Expo 2015 not just as an exhibition but as an intellectual, scientific and cultural encounter of great merit.

Lectio magistralis

Well known professors will be asked to give a *Lectio magistralis* on themes pertaining to the Expo. This will be an important scientific event that will interest and attract students as well as teachers and experts in the field.

NGO's and charities

NGO's and charities represent and include as active and committed members workers in projects, missions and aid schemes aimed at the poorest and least developed countries.

They are also important points of reference for a vast national and international public who are interested in voluntary work and social commitment. The involvement of these institutions will raise interest and attract a large number of visitors and contribute to transmitting the image of a high profile event, both in terms of values and content. Communication actions will therefore be aimed at the activists and sympathisers of every NGO and charity. Spaces will be dedicated in newsletters, Web sites and association publications to promote Expo 2015 and the various themes covered.

Industry associations

This groups comprises the national associations⁷ which represent the various sectors of industry that operate in the food supply chain. The official involvement of the industry associations will enrich the offering of initiatives and content on the themes proposed. They also represent a broad source of potential visitors sensitive to the content of Expo 2015.

Trade fairs

Expo 2015 will also target the big international trade fairs which deal with themes relating to food and its many implications. The trade fairs represent an important moment for aggregation for the firms and public with an interest in a specific industry.

Initiatives for schoolchildren and visitors

A series of educational initiatives will be staged to involve schoolchildren directly and stimulate learning.

A series of programmes will be developed on various food related themes. They will be shared with the teachers and the children's work will be exhibited inside the Expo, providing a further attraction for the kids themselves and their families.

11.8 Celebrations, events and special shows

One of the aims of Expo 2015 is undoubtedly to achieve the biggest possible media presence for the event and ensure international visibility worthy of the world's biggest event by number of participants and duration.

An agenda has been drawn up of around 7,000 events to be staged during the six months of the Expo, which is described in Chapter 1.

11.8.1 The opening and closing ceremonies

One of the aims of Expo 2015 is certainly to attract a level of media attention in line with the scale and universal scope of the Exposition. Given the special nature and duration of the World Exposition where the presence of visitors is key, Expo 2015 is setting itself an ambitious target of creating an Opening Ceremony with high media impact which can attract the world's major TV networks and hence a global audience to this outstanding event.

This would serve to present the city and the country to those who cannot be present at the Expo, while also motivating potential visitors to come.

A more general purpose, however, is to promote the values underlying the Expo regulations which are integral to the BIE philosophy and, though they are almost a century old, can profit from additional media attention. The idea is to characterise the Expo as powerfully as possible as **an event of great cultural significance in terms of debate and knowledge** in which one country makes available the necessary facilities to display the best of human achievement.

The idea is to produce an event with its own distinctive identity capable of appealing to the widest possible audience, yet potentially repeatable in the same format at each future edition of the Exposition.



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There are four elements that can give the Opening Ceremony maximum dignity and relevance:

1. the "Protocol";
2. media distribution;
3. entertainment and artistic content;
4. live audience participation.

The Protocol

A ceremony is a set of actions of ritual significance performed to celebrate a special event or recurring occasion. Such appointments can be meaningful for a single individual, social group, nation or, more rarely, the whole world. Some ceremonies recur with a certain frequency and others are occasional. Normally all ceremonies include a theatrical or choreographed component (movements, dance, processions, etc.) almost always associated with a spoken declaration that sums up the purpose of the ceremony. The physical and verbal aspects of every ceremony form a sort of liturgy that assume a special significance for all the participants, integrating both protagonists and public.

The ceremonial and ritual aspect of a big Opening Ceremony determines its symbolic value and formal significance. It is important not to underestimate the elements that form part of the liturgy which in time can become rooted in the public's imagination and give continuity to this type of ceremony, reinforcing the potential to communicate the values of the World Exposition.

These ritual aspects must however be kept simple, clear and as closely bound to the cultural, artistic and spectacular aspects of the event as possible.

We must foresee the presence of the highest authorities of the host nation (head of state and/or of the government) and of the exposition's governing body (BIE). A key role will be assigned to the Mayor of the host City as representative of the organising body.

The protocol will include the national anthem and flag raising of the host country, following the flag raising of the BIE accompanied by the World Exposition anthem.

A further element of protocol could be a **flag procession** of the participating countries and the international organisations. **Each country will elect a noted personality as its flag bearer**, an element which can in itself become newsworthy and add to the spectacle.

Space must be set aside for a brief address (max. 3 minutes) by a representative of the organising body, for example the Mayor of the host city.

To close a short formula declaring the World Exposition open.

These elements, if kept simple and as closely integrated as possible with the rest of the event, can lend a tone of solemnity to the inauguration and lay the basis for a future consolidation and acknowledgement of the ritual.

Broadcasting

The first goal of a big Opening Ceremony for Expo 2015 must be global visibility. The way to achieve this is to attract the interest of the world's TV networks so that the Ceremony becomes a media event.

Starting in the second half of 2008, intense efforts must be made to contact the major networks.

The aim will be to set up a series of partnerships guaranteeing broadcast of the event and, possibly potential revenues from exclusive television rights. Besides the exclusive, agreements should be made to share content to ensure the appeal of the Opening Ceremony to widely differing cultures.

Hopefully such negotiations can be performed in partnership with the BIE, both to gain full official backing for the event and to guarantee the exclusivity and eventual continuity of the format for future editions.

We shall also need to monitor constantly the evolution of new media and especially their impact on big events. It is quite likely that developments will emerge providing a totally new platform for global communication, perhaps replacing traditional television.

Regarding the actual TV production, it will be Expo 2015's task to make the necessary infrastructure available, preferably through an agreement with the public broadcasting network.

Entertainment and artistic content

The artistic and cultural content of the Expo 2015 Opening Ceremony will be a further variable that can guarantee media appeal and overall impact for the audience, whether local or global.

Naturally it is very difficult to foresee today the creative content for the Opening Ceremony of Expo 2015. An investigation will be launched involving numerous national and international celebrities aimed at identifying a central theme on which to build the show integrated with the elements of protocol. The theme and content will in any case be co-ordinated and coherent with the overall image of Expo 2015. The evocative and communicative power of the Opening Ceremony will be all the stronger the more closely integrated it is within the overall development of the Exposition.

Live audience participation

While the main target of the Opening Ceremony is the vast global TV audience, we must not forget the importance of the live public. This is made up of three categories:



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1. the Authorities (BIE, National, International);
2. the Hosts (Sponsors and Partners)
3. the public.

For all three it is important to feel part of a unique and special atmosphere which makes the event an extraordinary moment in one's personal experience. If we are successful, the effect will be evident to television viewers making the Opening Ceremony even more effective. In practice we cannot provide a truly global television even without the participation and emotional involvement of the people watching it live.

Other effects are also to be taken into account. To begin with, a big Opening Ceremony can be used as a tool to publicise the backing of the Sponsors who can invite their guests to a unique show. As regards the spectators, presumably in large part local people (Milan, Lombardy, Northern Italy), a feeling of pride will be generated and an extraordinary sense of belonging which can bear fruit in the following months.

Care must therefore be taken to choose a location for the Opening Ceremony which offers the correct symbolic value, the best TV production and the maximum participation of the public, both quantitative and qualitative.

Right now we can suggest three alternative solutions:

1. the entertainment space inside the Expo;
2. a dedicated space outside the Expo (for example the Arena in Milan, maintaining a link with Expo 1906);
3. a space within the Expo, combined with a big public space on the city.

The choice of location will also be determined by the technical and logistical requirements of a production of the highest international standards.

Suggested programme

For the moment we can imagine an Opening Ceremony comprising a series of protocol items and entertainment segments lasting (excluding the pre-show) a little over an hour and a half, a suitable length for a television show.

Duration

<i>Pre-show</i>	30'
1. Countdown (start TV broadcast)	2'
2. Artistic opening segment	4'
3. Entrance of Authorities	1'
4. Italian national anthem and flag raising	4'
5. Artistic segment	10'
6. Entrance of the nations	45'
7. Artistic segment	10'
8. Entrance of the BIE flag, flag raising and BIE anthem	4'
9. Speeches	6'
10. Expo declared open	1'
11. Artistic closing segment	5'
12. Finale (fireworks display)	3'



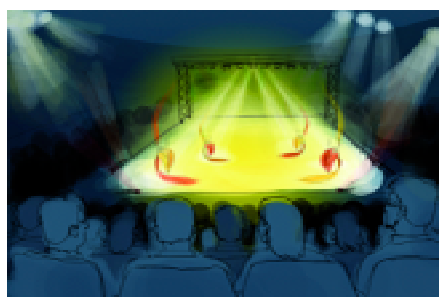
2. Artistic opening segment



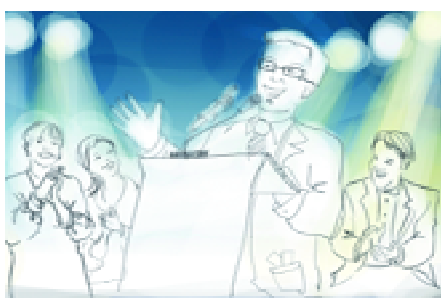
3. Entrance of Authorities



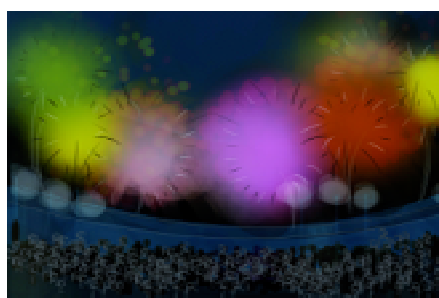
6. Entrance of the nations



7. Artistic segment



9. Speeches



12. Finale (fireworks display)



In this case too the presence of artists of international fame, national and international authorities and other possibilities, such as flag bearers designated by participant countries, could still give media visibility to the Opening Ceremony of Expo Milano 2015.

Other events: In chapter 1 are listed the shows and exhibitions that the city of Milan will organize for Expo 2015.

11.9 Studies on the predicted numbers of visitors

A study of potential visitors flows to Expo Milano 2015 was conducted by GFK Eurisko, one of Italy's leading Italian market research organisations, which has analysed the behaviour of Italians and in particular the main target for the event. The study was conducted in two parts:

- **extensive desk analysis** was done on the Eurisko Sinottica database (**an annual poll of Italian preferences and behaviour based on 10,000 interviews**) to **profile target visitors**: Behaviour, preferences and lifestyle were used to profile the target audience (visits to events, trade fairs, travel, holidays, etc.). This information was then used to break down the Italian population to identify the most interesting potential segments for **Expo Milano 2015**;
- **qualitative survey** – specific research based on 5 focus groups involving the potential core targets for the Expo. The group discussions:
 - gave actual confirmation of the expected intentions of the target focus groups for Expo Milano 2015. This was done by analysing reactions to the concept of the event (based on summarised extracts from the bid documentation);
 - highlighted that the event stirs both positive and negative responses;
 - produced results which were used to further interpret the relevant quantitative data.

11.9.1 The results of the study

The integrated qualitative and quantitative survey carried out by GfK Eurisko (April 2007) shows that Expo Milano 2015 is, for the majority of Italians, a high-profile international event that appeals to a wide range of visitors (families with middle-aged parents, the elite and professionals, young people and senior citizens) because of the multi-faceted nature of the event. Indeed, it offers a mix of broadly interesting themes:

- the food themes in all its manifestations: from the enjoyment of eating to international nutritional problems (organic food, research, famine, health);
- Milan's symbolic and economic centrality, especially as a city of change;
- a truly meaningful, international event;
- the cultural and entertainment programme on the fringe of the event.

11.9.2 The expectations of Milan

The focus groups were presented with the concept of the event. From this, it became clear that Expo Milano 2015's strength lies in the way it combines an international event, Milan the "capital" city, the accompanying entertainment programme and the focus on food. All these aspects come together to create something that appeals to people and builds expectations. As such, Expo Milano 2015 could be a truly international event. It should epitomise the Italian economy from its location in the fashion capital, highlighting that Milan is a model for development and an ideal venue for the Expo.

By holding the event in Milan, the location would become one of the strengths of the event. Furthermore, it is a choice that is enthusiastically backed by Italians.

The choice of Milan is also a symbolic one and this will only add to the attractiveness of the venue, making it an ideal World Expo location:

- an important global city;
- the only Italian city that has a genuine international and European outlook;
- the symbol of the Italian economy and the national trade capital: a leading city, the one that really matters;
- the city of change in line with the Expo's ideas;
- city of trends and burgeoning new ideas;



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- epicentre for all developments in the Italian economy;
- the emblem of “Made in Italy” success;
- capital of fashion, advertising, the economy and shopping.

By bringing together the World Expo and Milan, the event will receive further visibility and be taken to new levels.

11.9.3 A theme of broad interest to everyone

The Expo Milano 2015 mission - centred around a global approach to nutrition, food, health and well-being - is certainly key to the success of the event and a theme that is a central preoccupation of Italians. It also picks up on the following issues:

- **food as a central issue and value:** Italians feel strongly about food, a matter in which Italy can claim to lead the world;
- **the pleasure and the culture of food:** this topic plays right into the rediscovery of traditions, where the notions of wholesome and modern come together;
- **new nutritional trends and needs:** this theme covers emerging cultures, food-related knowledge, eating as a learning experience and new ideas about food;
- **nutrition and well-being:** food is central to lifestyle and a fashionable theme that attracts great interest with the general public. Caring about what you eat is also trendy. It captures people’s attention, especially if it is combined with science, health and dietary education;
- **food science and technology** for producers, consumers/end users and populations struggling with to get enough food to survive;

In this context, nutrition takes on a humanist value. The human being is pushed to the centre: the event highlights some important values, such as protecting consumers and producers, the battle against starvation, control over the agro food supply-chain and the quality of organic food.

The theme “Feeding the Planet, Energy for Life”, also adds true meaning to the event and translates into reality the public’s genuine interest in the following:

- in-depth analysis of food: a smart approach to nutrition;
- documentation and information about the food supply-chain;

-
- an opportunity for producers and world populations to exchange views and engage in dialogue;
 - global cultural integration: discovering distant populations through their food;
 - critical understanding of the themes of science, health, well-being and nutrition: gaining insight into and going beyond knowledge;
 - the social, scientific, industrial, cultural and political (Third World) implications of food;
 - consumer protection and a coalition between producers and consumers to safeguard food quality;
 - World hunger and international solidarity in the field of food and nutrition-related issues;
 - the importance of the environment, nature and protecting biodiversity in relation to nutrition.

Nutrition makes this event truly universal as “everyone” can relate to such a theme, whether young or old, male or female, learned or with a lower level of education.

- the educational side of the event focuses mainly on young people, but it is also of interest to families;
- the enjoyable side of wining and dining tends to have a more masculine bias, but it also appeals to other segments of the Italian population;
- the theme of health, well-being and nature is both trendy and of interest to many women.

11.9.4 Forms of participation in the Expo

The idea is to involve the whole family: mum, dad, the kids and, hopefully, the grandparents as well.

This event should attract a broad range of tourists since the topics have such a wide appeal, offering something for industry professionals and ordinary people:

- a large portion of the visitors will be tourists and, more specifically, families (60-70%);
- a sizeable portion of the visitors will be occasional visitors from Milan and with a professional interest (20-30%).



Proximity to the Rho-Pero fairgrounds, the substantial site for the event, the number and profile of exhibitors, all give good grounds to expect a great event and, above all, an entertaining and exciting time. The Rho-Pero fairgrounds were built using an innovative concept. They are part of a large green park, where everything has been designed with both humans and nature in mind.

Given this, it looks like it will be a very rich and eventful Expo. The image that seems to emerge from the above considerations is that of a potentially original, meaningful event that is both high profile and coupled with a rich, interesting cultural programme.

Based on the surveys of opinion, interest, a sense of belonging and high expectations, it appears that Italians are solidly behind the Expo bid and are very keen to participate in the event.

Indeed, it will appeal to:

- **elite segments of the population** (high-income, educated men and women with high-profile jobs) who desire a glimpse of what the future holds and wish to learn how their daily life can be made easier;
- **male segments** (middle-class men, with average education and jobs) who look for practical information as well as for the enjoyment of wining and dining and related subjects;
- **female segments** (middle-class women, with average education and jobs) who are more sensitive to the “soft” aspects of the Expo and events/stimuli that can boost their own aspiration and self-image;
- **young segments of the Italian population** (men and women under 35, with low to middle incomes and social status). They are more responsive to new languages, to trendy, popular events and to missions with a vision for the future.

11.9.5 Opinion on public transport services planned for the Expo

The likelihood of people visiting the Expo was examined by taking into account factors such as ticket prices, transport, accommodation, opening hours, the six-monthly calendar, the logistics of the venue and the planned cultural programme. The results gave a positive overall picture.

- in particular, the research highlighted that the venue is easy to reach:
 - via the public transport system that has already been created to cater for the new Milan Trade Fair in Rho;

- thanks to the location of the site, which is the hub of various forms of transport, including major motorways, a high-speed railway line, Malpensa international airport and the Milan underground network;
- the Greater Milan area (city, hinterland, outlying towns and bordering areas) has a good range of facilities and numerous large hotels. It is also conveniently located for many areas that tourists – both Italian and international – like to visit (e.g. the Lakes);
- the price of the admission ticket, roughly €42 in 2015, should not put people off visiting the Expo.

The target profiling (by Sinottica), which estimated a potential 28,800,000 visitors at the Expo, and the encouraging/discouraging factors arising from the qualitative survey were used to identify 3 potential scenarios:

- **1st scenario** (the food jubilee), with a flow of visitors between 16,5 and 22,5 million;
- **2nd scenario** (the city of the future), with a flow of visitors between 11,5 and 15,5 million;
- **3rd scenario** (the institutional show), with a flow of visitors between 5,5 and 9,5 million.

The different scenarios are influenced by the various combinations of factors that can contribute to the development of the event:

- media pressure and visibility;
- popularity of the event across the target audiences;
- Investment, sponsoring, licensing and advertising by major brands;
- commitment to invest in infrastructure by institutions, local authorities and central government;
- quality of the entertainment and cultural programme;
- development of the transport and service network, and the quality of organisation of the event.

All the components of each scenario have been fully analysed. We decided to opt for a conservative estimate of the numbers of Italian visitors for the middle scenario (scenario 2), namely about 13.5 million for the first six months of the Expo, which is the average between the two extremes of the estimated range for that scenario.



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The social and demographic profile of the visitors coincides with that of the Italian working population. The following charts and tables provide a quick overview of visitor numbers depending on their geographical origin and their social and cultural profile.

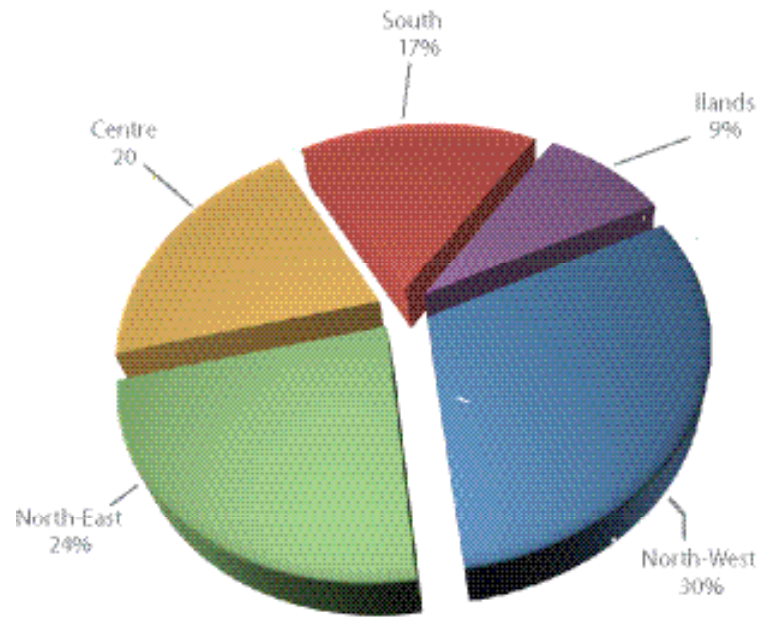


Figure 11.10 – Overview of the geographical origins of Italian visitors (scenario 2)

Scenario 2		
	Value in % 100	Total Estimate 13.500.000
Geographic Area		
North West	30	4,050,000
North East	24	3,240,000
Centre	20	2,700,000
South	17	2,295,000
Islands	9	1,215,000
Regions		
Piedmont/Valle D'Aosta	8	1,080,000
Lombardy	19	2,565,000
Liguria	3	405,000
Trentino/Veneto/Friuli	15	2,025,000
Emilia-Romagna	9	1,215,000
Tuscany	7	945,000
Marche/Umbria	4	540,000
Lazio	9	1,215,000
Abruzzo/Molise	2	270,000
Campania	8	1,080,000
Puglia	5	675,000
Calabria/Basilicata	2	270,000
Sicily	6	810,000
Sardinia	3	405,000
Sex		
Male	51	6,885,000
Female	49	6,615,000

Table 11.11 – Details of the geographical origins of Italian visitors (scenario 2)

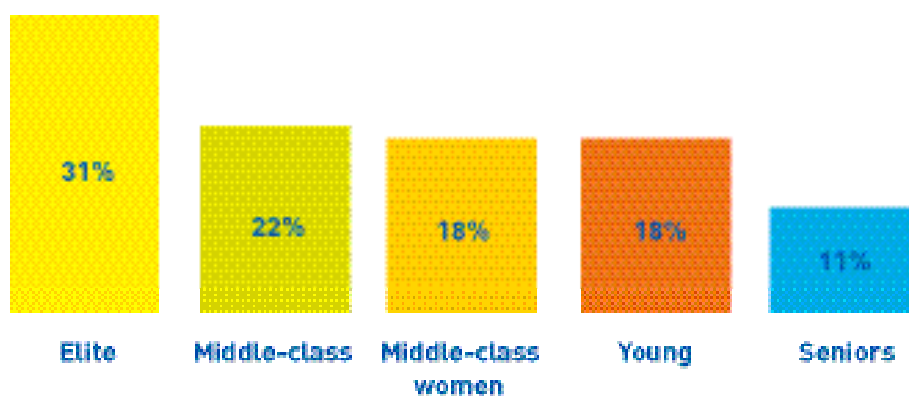


Figure 11.12 – Overview of the social and cultural profile for Italian visitors (scenario 2)



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	Scenario 2	
	Value in % 100	Total Estimate 13.500.000
Level of Education		
Primary school	17	2,295,000
Secondary School	39	5,265,000
High School	35	4,725,000
Degree	9	1,212,000
Job		
Entrepreneur/freelancer	4	540,000
Artisan/shop owner	11	1,485,000
Director/manager	5	675,000
Clerk/teacher	19	2,565,000
Worker	17	2,295,000
Housewife	12	1,620,000
Student	10	1,350,000
Retired	14	1,890,000
Unemployed	7	945,000
Income		
Low	7	945,000
Middle-low	21	2,835,000
Middle	40	5,400,000
Middle-high	18	2,430,000
High	14	1,890,000
Socio-cultural profile		
Elite	31	4,185,000
Central female segment	18	2,430,000
Central male segment	22	2,970,000
Youth	18	2,430,000
Retired or other senior	11	1,485,000

Table 11.13 – Details of the social and economic profile for Italian visitors (scenario 2)

11.9.6 Frequency of visits to the site: the size of the area is sufficient to accommodate all visitors

If we combine the research into the reasons for visiting Expo 2015 with the expected number of visitors, we can safely predict that, with a total flow 13.5 million visitors, the frequency with which people return to the Expo will be linked to where the visitors live:

- it is likely that people living near the Expo, namely in Lombardy, will visit the Expo on average 3 times per person;
- for those from Northern Italy – Piedmont, Aosta valley, Triveneto, Emilia-Romagna – 1.5 visits per person is a reasonable average;
- for those from Central-Southern Italy, the expected average is around one visit per person.

These estimates are obtained by merging the quantitative data on visitor flows from the Eurisko Sinottica survey (10,000 cases sampled) with the information produced by the focus groups organised throughout Italy with potential visitors to Expo 2015. Therefore, if we look at the percentages of the number of times an individual might visit the Expo, it is reasonable to expect a total of about 21 million Italian visitors. If we also add in visits from foreigners the total estimated number of visits comes to 29 million. This implies an average daily presence of 160,000 people with peaks of 250,000 visitors on certain days.

The area of the site therefore appears to be quite adequate to cope with the number of visitors expected⁸.

11.9.7 The average length of visit based on the region of origin: accommodation in Milan and the neighbouring areas is already more than adequate to meet the demand

- For people living in Milan:
 - half day/night is the expected average time;
 - it is likely locals will get a one/two month pass for multiple entries;
 - the tendency will be to visit throughout the duration of the Expo;
- for people living in Northern Italy (rest of Lombardy, Piedmont, Emilia-Romagna, Triveneto and Liguria):
 - one-day visits for the most interesting and popular events;

⁸ For the areas available for each individual visitor see Chapter 9



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- for people living in Central-Southern Italy and the islands:
 - a single visit to the event and the Rho fairgrounds;
 - a weekend, a long weekend or a one-week holiday in Milan or the surrounding area.

As explained in Chapter 12, the demand for accommodation was estimated on the basis of visitors from areas 2 and 3, estimated to be 13.7 million people, whereas area 1 visitors can go home at the end of the day.

The total supply for the area today was found to be more than 500,000 beds and growth projections to 2015 forecast a capacity of around 590,000 beds, which is more than sufficient to meet the needs of ordinary tourists and visitors to the Expo⁹.

11.9.8 Access to Milan and the Expo

The survey of people living outside of Lombardy confirmed views on the means of travelling to Milan described in Chapter 8.3.

In particular:

- different means of transport are available, with cars not appearing to play a primary role;
- large families tend to drive;
- trains, especially the new high-speed lines, offer some advantages;
- coaches are used by groups (schools and local churches);
- there are low-cost air carriers for specific target groups.

Remarks on local access the Rho-Pero fairgrounds:

- public transport is preferred (especially the underground);
- expectations will be up in terms of transport demand, especially at peak or critical times.

11.10 Ticketing plans for Expo Milano 2015

The goal for Expo Milano 2015 is to sell 29 million tickets. As such, the ticketing policy will play a pivotal role in ensuring Milano 2015 is a high quality, successful event¹⁰.

The ticketing service will be critical to the success of Milano 2015, responsible for the distribution, management, promotion and sale of both single-day and season tickets for the Exposition itself and collateral cultural and artistic events. It is vital that the general public, both abroad and in Italy, has ready access to tickets and that the sale and distribution tickets is both fair and rigorous.

The main aim is to design and implement a distribution scheme that can meet the needs of different groups of people and, at the same time, is perceived across the world as fair and unbiased.

Faultless IT systems and operating processes will also be vital, designed to ensure ticket-related errors are as low as possible. This requires:

- ensuring ticket prices are reasonable and competitive when compared to other major international events;
- encouraging target-oriented pricing policies (tickets for families, children, senior citizens, groups etc.);
- policies that encourage combining Expo 2015 tickets with tickets for other shows or exhibitions;
- special package deals through agreements with the major Italian and foreign tour operators;
- multiple sales methods to maximise access to tickets;
- excellent pre- and after-sales service via a dedicated call centre;
- targeted advertising and communication campaigns to encourage early bookings;
- special deals for different target audiences (evening tickets, multi-day tickets etc.) to ensure that visitor levels remain high even during “low” periods of the Expo.

¹⁰ Ticketing policies for Expo Milano 2015 were based on comparative studies described in the attachment to this chapter



11.10.1 The technology

In terms of technology, Milano 2015 will use an automated admission control system that uses RFID technology to identify tickets. This technology provides the highest possible level of security by preventing ticket counterfeiting or duplication. Moreover, as the Milano 2015 tickets will have a microchip, it will be possible to monitor the number of visitors in real time, thus optimising the flow of visitors. Ticket holders will also be able to buy products at discounted rates, access restricted areas and make use of additional services.

Milano 2015 tickets will not only be the means to access the event, but also a souvenir. Indeed, they will merge the RFID technology with stylish, graphic elements that will make them collectable.

Tickets will also be the ideal tool to provide visitors with practical information (transport, directions, exhibition areas, etc.).

The automated admission control system will be the main tool to control the physical flow of visitors and is thus the logical extension to the ticketing system. All of the access points to the Expo will be equipped with exactly the same ticketing system with an automated admission control system. This will enable staff to speed up admissions, to regulate the flow at peak times and to make the visitor identification system more secure. It will also make it easier to provide a high level of service, greater flexibility and comfort for visitors, guests and authorities.

RFID technology will also make it possible to have real-time statistics on visitor flows, what services are being used and which products are being bought.

11.10.2 Pre-sales

Tickets are to go on sale at least 18 months or - ideally - 24 months before the event.

If we exclude visitors from the local area, the decision to visit the Expo is a premeditated choice which involves planning how to get there and where to stay. Thus it is vital to give visitors sufficient time to plan their movements.

Putting tickets on sale well in advance will allow businesses to plan any reward trips, prizes or incentives linked to the Expo.

For tour operators and travel agents, early tickets sales will make it possible to design package holidays around the Expo. It will also mean they can market these packages through trade fairs and include them in their catalogues and brochures.

Finally, the involvement of schools – which is fundamental – will have to be co-ordinated in due time, with the help of the Education Ministry and the Ministry for University and Research, so that they will be able to include studies or specific seminars in the national curricula focussing on the subjects of the Milano 2015 Expo.

11.10.3 Sales channels to the public

In terms of the means used to sell tickets to the general public, the Internet is obviously going to be an irreplaceable tool that will be fundamental to ticket sales for Milano 2015. Some of the undeniable advantages of the web are:

- user-friendliness (24/7 access);
- continuous and free communication with the customers via email and newsletters;
- removal of typing errors and constant updating of email addresses;
- updated reports and statistics;
- streamlined surveys and research;
- low cost.

In addition to the Internet, Expo Milano 2015 will use more traditional sales channels (such as call centres, presale outlets, automatic machines and kiosks, etc.) in order to reach all potential targets.

The hospitality industry will also be involved in the selling process. Hotels, for example, will be equipped with special printers for issuing tickets and picking up the bookings made on the Internet or through call centres.

Tour operators and travel agents will receive special terms and there will be a specific area on the web site for them. Tickets can then be picked up from hotels, automatic kiosks or other presale offices.

The pricing strategies have four main objectives:

- fix the costs of individual tickets so that the prices attract a wide range of people;
- use aggressive pricing to offer season tickets for multiple admissions;
- structure prices to attract the most possible visitors during working days and in low season;



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- ensure maximum revenues and the maximum possible number of visitors.

The final rates will take into account not only the prices for the past World Expositions and the forthcoming ones (Zaragoza 2008 and Shanghai 2010), but also estimated inflation, economic and consumer trends, the capacity of the venues, and the costs connected to sales and promotion of Expo Milano 2015.

The final pricing structure adopted for Expo Milano 2015 will reflect the diversity of the expected visitors. It will take into account a wide array of variables, including numbers, whether people come during peak times or not, the day of the week they come, their age, and their social and economic status.

The result will be a pricing structure with a range of tickets at different prices, thus making it possible to target many different groups of people. The comparative analyses carried out already make it possible provide a proposed pricing structure. The details are given in the table below:

Ticket type	Buyer	Price	Terms of use
1 day ticket	Adult Youth Child Elderly	€ 42 € 23 € 13.5 € 33.5	Aged 19-64 Aged 14-18 Aged 3-13 Aged over 65
Reduced rate for 4 people (working days only)	Adult Youth Child Elderly	€ 147 € 79 € 47 € 115	Groups or families with 4 members
Reduced rate for a night ticket	Adult Youth Child Elderly	€ 21 € 11.5 € 7.5 € 17	For visitors who access the exhibition area after 8.00 pm
Reduced rate for the disabled	Adult Youth Child Elderly	€ 21 € 11.5 € 7.5 € 17	For disabled visitors and the people accompanying them
Group rate	Adult Youth Child Elderly	€ 33.5 € 18 € 10.5 € 27.5	For groups of at least 20 people
School rate	Secondary and vocational schools, primary schools and kindergarten	€ 10.5 € 5	For groups of at least 15 students accompanied by a teacher
Family rate (working days only)	1 adult + 1 child 1 adult + 2 children 2 adults + 1 children 2 adults + 2 children	€ 52.5 € 63 € 89 € 100	For families with at least one parent and one child under 14

Table 11.14 – Pricing structure (2015 face value inc. VAT) for admission to the Milan Expo

Ticket type	Buyer	Price	Terms of use
3 day pass	Adult	e 105	Pass for 3 admissions, not on consecutive days
	Youth	e 52.5	
	Child	e 31.5	
	Elderly	e 84	
7 day pass	Adult	e 168	Pass for 7 admissions, not on consecutive days
	Youth	e 89	
	Child	e 52.5	
	Elderly	e 131	
Unlimited pass	Adult	e 252	Pass for an unlimited number of admissions during the entire duration of the event
	Youth	e 84	
	Child	e 200	
	Elderly	e 265	
Unlimited night pass	Adult	e 126	For visitors who access the exhibition area after 8.00 pm
	Youth	e 68	
	Child	e 42	
	Elderly	e 100	

Table 11.15 – Pricing structure (2015 face value inc. VAT) for season tickets for the Milan Expo

No additional costs will be charged, even for presales. Therefore, the final price for tickets and season tickets will be the same as the published face value. Research will also be done into how to encourage presales, as happened for Zaragoza 2008.

All ticket types will be on sale in advance of the event. It will also be possible to book – especially for peak times – visits to specific pavilions, workshops and conferences where numbers are limited.

11.10.4 Booking specific days

The idea of selling tickets both for specific days and open tickets will be looked into. Tickets sold for specific days make it easier to monitor potential visitor flows, but tend to discourage sales as not everyone can book a specific day so far in advance. Visitors tend to prefer the second type of ticket, but it does not provide any information about the number of expected visitors on a given day.

The answer to this problem might be found with the RFID technology. It will be possible to buy a ticket in advance, but then book the specific day of the visit at a later stage via a web site or call centre. The actual booking would then be subject to availability for that day, with the system suggesting alternatives if the requested day is sold out.

This pricing structure was developed to encourage specific visiting patterns through targeted policies.



As noted above, the majority of visitors, and especially repeat visitors, will be from Italy and, more specifically, from Northern Italy. In order to encourage repeat visits, special 3 and 7 day tickets will be created along with an unlimited season ticket (these tickets will be sold at 2, 4, 5 and 8 times the cost of a single admission). The multi-day and season tickets will allow visits on different days, even if those days are not consecutive. This will help encourage visitors to come to the Expo throughout the event. Similar options will be available for the evening tickets (allowing admission after 8.00 pm).

Previous Expositions have taught us that a large number of visitors will opt for the season ticket approach. This will mean that the actual number of tickets sold will be less than the number of physical admissions, a fact that will have an impact on the related services.

Expo 2015 will try to make the most of the opportunities at a local level to attract visitors and encourage them to stay in the Milan area.

11.10.5 Bundling policy

In addition to season tickets, there will be combined tickets (e.g. combinations of tickets from different organisations). These will be available for permanent exhibitions (e.g. Leonardo da Vinci's Last Supper at Santa Maria delle Grazie, the National Museum of Science and Technology and the Triennale) and for temporary events held during the Expo (fairs, festivals).

In any case the face value of the Expo ticket will be safeguarded through special agreements with the entities concerned, to keep separate the share of the price owed to the Expo from that to other organisers. This distinction is necessary to be able to calculate precisely the portion of gate money attributable to the BIE, in fulfilment of the General Regulations of the Exposition.

The above bundling policies will be implemented through a special card, called Carta Milano 2015, equipped with RFID technology. In addition to the advantages described above, RFID technology makes it possible to have a single card that gives the holder access to a host of events in the city. The concept of the Carta Milano 2015 is based upon a centralised ticketing system that enables real-time access to information on the actual availability for single events and of additional, linked services.

By combining the allure of the Expo with the potential of the Carta Milano 2015, Milan is looking to implement a broad-based approach that has numerous benefits for visitors.

APPENDIX CHAPTER 11

Other studies supporting the estimates on the number of visitors

To ensure the event is a success, we have looked at previous Expos and other similar events to see what can be learned, especially in terms of providing support for the estimated 29 million visitors and ensuring appropriate ticketing policies are in place.

The Aichi Expo

This was a very successful Expo, with 22 million visitors over 185 days. A key part of this success was combining a variety of pricing options, which allowed people to visit the Expo more than once, with Radio Frequency Identification (RFID) Technology. The RFID allowed the creation of an advanced ticketing system that could handle over 29 different admission fees. In addition, this technology meant it was possible to monitor and manage the flow of visitors, thus ensuring that issues like overcrowding and security problems could be avoided, even at the busiest times (280,000 visitors/day).

Tickets went on sale a year and a half before the Expo, which is fairly common for such a major international event. The system adopted allowed people to register in advance to visit 11 specific pavilions, thus helping to make entry into the event easier.

Other Expos held in European cities of comparable size to Milan

The Aichi Expo was held in 2005, but there were two other such events held before that in Europe: Hanover, in 2000 (World Exhibition) and Lisbon (Official Specialised World Fair).

Year	Venue	Duration (days)	Total visitors	Visitors per day	1 day ticket	Night ticket	3 day ticket
1998	Lisbon	132	10,000,000	76,728	€25	€10	€64
2000	Hanover	153	18,000,000	117,647	€35	€25	€95

Table 1 – Concise data on the last two European Exposition

The table indicates the key features of the ticketing systems used for these European Expos:

The number of visitors at the Lisbon Expo was influenced both by the shorter duration of the event and by the small size of the host country. Yet, if one considers aspects like location, organisation and investment, the Portuguese event was doubtlessly a successful event.



However, despite the success of the Lisbon Expo, the table makes it clear that the Hanover event is of more interest when it comes to the Milan Expo because of the total number of visitors and daily visitors. The Hanover event welcomed a total of 18 million people, at a daily average that was only slightly under the one for the Aichi Expo (117,647 visitors per day against 119,186 in Aichi).

At the Hanover event, there was also a sharp increase in the number of visitors during the final phase, with the last week registering 1,380,000. This was mirrored in the daily averages, with the last Saturday recording a staggering 280,000 admissions.

In terms of pricing policies, it is interesting to note that Hanover 2000 used a variety of methods to encourage presales:

- discounts on tickets sold prior to the opening of the event;
- encouraging multiple admissions by selling passes valid for more than one day;
- creating different categories of visitors – with different fees – according to age.

The next Expos: Zaragoza 2008

BIE awarded the 2008 Expo to Zaragoza and this Expo deserves a special mention here. However, while it is already possible to examine some of the features of the ticketing policies, it is too early for a comprehensive overview in terms of numbers.

Ticket sales have been divided into 4 stages, with 3 of those stages before the event opens. Each stage marks a gradual price increase. For example, taking the prices for a 3 day ticket, the 4 stage system is as follows:

Stage	Beginning	End	Days	Discount
Stage 1	1-12-2006	13-06-2007	195	32%
Stage 2	14-06-2007	6-01-2008	207	22%
Stage 3	7-01-2008	13-06-2008	159	12%
Stage 4	14-06-2008	14-09-2008	93	Full price

Table 2 – Stages for ticket sales for Zaragoza 2008

The first stage began on 1 December 2006, 18 months before the opening of the event. During this stage, it was only possible to buy season and 3-day tickets. Zaragoza 2008 allocated a maximum of 30,000 non-transferable passes (or season tickets) that allow unlimited admissions. The cost of such a ticket is € 210, which is the price of 6 daily tickets.

By 10/1/2007 – only 40 days after sales opened - all of these tickets had been sold. Single-admission tickets will be sold during the second stage, beginning on 14/6/2007. Initially, these will be sold at reduced prices, but during the actual event they will be on sale as per the table below:

Disabled	5-14 years old	15-25 years old	Over 65	Carnè Joven > 26 years	Carnè Joven < 26 years	Carnè Familiar adult	Familiar 15-25	Carnè Familiar 5-14
€26,30	€21	€26,30	€26,30	€30,80	€23,10	€30,80	€23,10	€18,50

Table 3 - Pricing of tickets sold during Zaragoza Expo 2008

As in previous Expositions, emphasis has been placed on dividing groups by age, offering reduced rates to a variety of categories. (There is free admission for people accompanying disabled people with a 33% or more disability level and for children under 5).

Zaragoza 2008 also adopted an interesting policy when it comes to groups and companies:

- spanish tour operators and travel agents receive 20% (adults) and 10% (youths) reductions on prices provided they formally agree to purchase at least 20,000 tickets;
- foreign tour operators and travel agents receive 20% (adults) and 10% (youths) reductions on prices without having to purchase a minimum number of tickets;
- companies get 12% off, if they formally agree to buy at least 500 tickets;
- groups of 20 or more that book in advance get 10% off the normal price.

Analysis of ticketing policies in comparable facilities/events both in Italy and Europe (fairs, science and amusement parks, etc.)

Italy only has 3 amusement parks that are visited by really large numbers of people and that have notable marketing policies: Gardaland, Mirabilandia and the Aquarium in Genoa (indeed, the latter is not strictly an amusement park, but it does have an interesting educational approach).

The common denominators in the ticketing policies of these three centres are:

- reduced rates for children under 12;
- reduced rates for senior citizens;
- special group rates.



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The standard admission fee for the Aquarium in Genoa is quite moderate (€ 15), but no attempt is made to encourage repeat visitors. At Gardaland and Mirabilandia the admission fee is higher (€ 28 and € 25, respectively), with emphasis being placed on repeat visitors.

If one looks outside of Italy to the rest of Europe, there are various amusement parks that are closer in this respect to the Expo. As such, looking at these European parks can bring something to the discussion on ticketing policies for the Milan Expo:

- Futuroscope (Poitiers);
- Vulcania (Clermont Ferrand);
- Cité de l'Espace (Toulouse);
- Disneyland (Paris);
- Ciudad de las Artes Y Ciencias (Valencia), which consists of three facilities (Museu de les Ciencies, Hemisferic and Oceanografic).

Name	1 day ticket	Free admission	Night rate	Children rate	Seniors rate	Groups rate
Futuroscope	€33	<5 years	60% (après 17h00)	25% (5-16 years)	N/A	N/A
Vulcania	€19,50	<6 years	N/A	40% (6-16 years)	15% (>65 years)	25% (min 20 paid)
Cité dell'Espce	€21	<5 years	N/A	35% (5-15 years)	N/A	15% (min 20 paid)
Disneyland	€28	<3 years	N/A	20% (3-11 years)	N/A	N/A
Ciudad de las Artes Y Ciencias	€30,50	<3 years	N/A	25% (4-12 years)	25% (>65 years)	30% (min 20 paid)

Table 4 - Pricing for tickets sold at the major European amusement parks

The most interesting example of ticketing policies, however, is from Valencia, where Ciudad de las Artes Y Ciencias also offers:

- 15% off for individual students;
- 25% off for disabled and senior citizens;
- 50% off for school classes of 15 or more students;
- free admission for very large groups;
- combined admission tickets that also allow entrance into other centres (Museu de las Ciencies Principe Felipe) or shows (Cirque du Soleil) at reduced rates;
- tickets that include admission into a temporary exhibition (€ 5/6 extra).

Moreover, all the tickets for Ciudad de las Artes Y Ciencias in Valencia are valid for 2 consecutive days.

To complete this comparative study, it is worth spending a moment on some of the annual trade fairs held in Italy. Although trade fairs are not comparable to an Expo – they are held at regular intervals and for shorter periods, normally from 4 to 12 days, they can still provide some interesting insight into pricing. Italy hosts hundreds of events in dozens of venues, but only two of these attract over 500,000 visitors with a daily average of 100,000. The two events in question are the Motorshow in Bologna and the International Motorcycle Exhibition in Milan. The table below gives a summary of the pricing structures for these two events in 2006:

Name	Total visitors	Daily visitors	1 day ticket	Free admission	Children	Groups
Motorshow	942,000	105,000	€23	< 7 ans	20% [7-14 ans]	N/A
EICMA	747,000	187,000	€12	< 7 ans	20% [7-14 ans]	40% (min 10 pax)

Table 5 – Trade fairs that can compare with the Expo

Events held in Italy that are comparable to the Expo: Turin 2006

The only event held in Italy that was comparable in terms of complexity and international visibility to the Expo was the Turin Winter Olympic Games in 2006.

There are, however, some important differences that need to be taken into account when using Turin 2006 as a benchmark for ticketing policies, namely:

- it is a purely sporting event, making it possible to divide the audience according to gender, age, geographical origin and income;
- the event lasted for a relatively short period of time (17 days);
- the event is actually a series of events (177) that range in popularity;
- a specific ticket is necessary for each event;
- the maximum number of people depends on the size of the facility;
- the price brackets used for tickets are linked both to the facilities used for the sport and the actual sport itself.



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The IOC (International Olympic Committee) does not allow reduced rates for specific groups of people nor any form of season ticket that allows reductions on the face value of tickets.

Having highlighted these differences, the ticketing policies of Turin 2006 do have various aspects of interest for Expo 2015:

- tickets sold in Italy: 70%;
- tickets sold in the Piedmont region out of the total sales in Italy: 70%;
- average price for a ticket: € 90;
- methods used to sell tickets: online ticketing service (www.torino2006.org/tickets), ticketing call centre (848.88.2006), Telecom call centre, Jumbo Grandi Eventi call centre (for package tours), ticketing office (sponsors and companies), groups office, 3,000 Sanpaolo Bank branches, 400 TicketOne outlets, 15 direct box offices, total customers: 190,000 (individuals, groups, schools and companies).

Turin 2006 also marked a turning point for how ticket sales are organised in the future for major events held in Italy. Numerous key innovations were introduced in this field, namely:

- marketing: Ticketing News, a bilingual electronic monthly newsletter, and Exchange Forum, which allows unused tickets to be exchanged;
- technology: creation of a web-based multi-channel sales system, integration of the ticketing system with the admission control system and the multi-event purchase system (i.e. integration of purchases of Olympic and Paralympics tickets).

Finally, the numbers show that it is clear that the historical tendency of Italians to buy tickets at the last minute continued at the 2006 Turin Olympics. The table below highlights some key data in this regard:

Sales stage	Period	% tickets sold
1 st stage	4 november - 19 december 2004	11%
2 nd stage	10 february - 5 september 2005	9%
3 rd stage	27 september - 23 January 2005	35%
4 th stage	24 January - 24 february 2006	45%

Table 6 – Stages of ticket sales for the 2006 Turin Olympic Winter Games

It also needs to be noted that the majority of people who bought tickets for the 2006 Olympics chose whatever ticket they could get, rather than for a specific event. The reason for this was the desire to be at the Olympics rather than see a particular event.

As regards pricing, the tickets for Turin 2006 (excluding the opening and closing ceremonies) ranged between € 20 and € 370, with the average price around € 90. This is about 23% cheaper than the Winter Olympics held in Salt Lake City four years earlier.

Some of the tickets went on sale at prices that are definitely high for the Italian market, however, the IOC looked to encourage participation by people on lower incomes by cutting ticket prices for less popular events (50% of tickets cost € 50 or less). It also needs to be noted that no additional costs were levied on presale tickets, with the purchase price remaining the same whether one bought a ticket in advance or on the day of the event. The advantage of this was that it made the system easier to understand and consequently helped create the impression that the ticket selling process was fair and transparent.

The tickets were also sold over quite a substantial period of time. Sales of tickets to the contractual partners of Turin 2006 (sponsors, national Olympic committees, international sports federation) began 22 months before the games. National and international presales opened 15 months before the Olympics kicked off. The length of this process meant that sales trends could be constantly monitored – using quantitative and qualitative market research – and, consequently, the product could be repositioned using the substantial communication and promotional resources available.



11.

CHAPTER 12

THE ACCOMMODATION PLAN FOR VISITORS AND PARTICIPANTS' STAFF



ABSTRACT CHAPTER 12

ESTIMATING ACCOMMODATION CAPACITY

SUPPLY

The area used to assess accommodation capacity extends for 100 km from the centre of Milan, namely a 1h30 drive under normal traffic conditions. Hotel accommodation was considered in addition to the so-called complementary accommodation, such as camp sites, resorts, farm holidays and bed&breakfasts. The current estimate for accommodation stands at over 500,000 beds.

In recent years, Lombardy's accommodation capacity has grown at an average of 1% per year for hotels and 2% for complementary accommodation. On the basis of this, in 2015 it is reasonable to expect an accommodation capacity of roughly 600,000 beds.

In addition to this, new investment in accommodation is planned in the Milan area, more specifically:

- investment in new accommodation specifically designed for the Expo that, subsequently, will be used for other purposes;
- design and construction of specific facilities for peak times, such as the creation of a youth pavilion;
- encouraging the creation of temporary bed&breakfast facilities to support the permanent accommodation.

DEMAND

Based on the analysis of normal tourist flows and the relevant demand for guest nights linked to these flows, we determined the current global demand for guest nights in the relevant geographic area.

We added to this value an average growth rate per year in line with the expected growth in accommodation supply and we thus defined the potential consumption of guest nights expected for 2015. Comparing this value with the estimates of accommodation capacity, we calculated the overall number of guest nights available in 2015 to meet the demand generated by the Expo, at around 60 million (over the six months of the event).

THE CAPACITY TO MEET THE DEMAND GENERATED BY EXPO 2015

- The assumptions on the number and type of visitors have enabled us to determine the consequent demand for accommodation, which was estimated around 34 million guest nights over the six months of the Expo. This estimated demand seems compatible with the residual available accommodation (net of the absorption generated by regular tourist flow), thus leaving a margin of 26 million guest nights to cater for peak times.
- A test run on the different price categories available enabled us to assess how affordable these were compared to visitor spending capacity.

12.1 Accommodation capacity: already sufficient to meet Expo demand

The area encompassed within a 90-minute travel distance of the City of Milan currently offers lodging capacity sufficient to accommodate over 500,000 guests. Our assessment of currently available lodging and Expo visitor flow capacity has been conducted with the support of the Economics of Tourism Department at the **Bocconi University**. The Department works with tourism operators and investors in order to monitor trends in the market, and has provided us with valuable historical data.

Our assessment focuses on the area within a 100 km radius from central Milan, translating into a maximum travel time of **one hour and thirty minutes** in normal traffic conditions. Hence, **in addition to the Province of Milan, the assessment covers the following geographical areas:**

- **the northern sector**, including the Provinces of Como, Varese, Lecco and Verbania, and Lugano in Switzerland;
- **the southern sector**, including the Provinces of Pavia, Lodi, Piacenza and Parma;
- **the eastern sector**, including the Province of Bergamo and a portion of the Province of Brescia (we might also consider the Province of Verona. Although it is over 100 km from Milan, rail travel time between the two cities is less than one hour and thirty minutes);
- **the western sector**, including the Provinces of Novara, Alessandria, Asti and Vercelli (the Province of Turin might also be considered for reasons analogous to those cited for Verona, with the added advantage of the high speed rail link, which will be fully operational in 2008).

The above Provinces offer well developed hotel facilities with a balanced distribution among the different categories.

The city of Milan has a clear bias towards high level hotels that are strongly oriented toward business travellers and conventions, a trend which is also reflected in the cities of Como, Brescia and Lodi. The Provinces of Como, Brescia, Varese and Verbania are more typically characterised by recreational (lakeside) and cultural tourism, and offer a significant number of hotels in the one- to three-star range. The Lombard Provinces of Sondrio, Cremona and Mantua have not been considered since they lie at the limit or outside of the one hour and thirty minute travel radius. They do, however, offer high accommodation capacity. A large number of tourists visit these areas, drawn by the mountains around Sondrio and by the cultural attractions of Mantua and Cremona.



12.

Special travel packages could be developed to include these areas in the Expo support area.

The areas south and west of Milan (particularly those in Piedmont) are characterised by a relatively high number of mid-category hotel facilities.

The cities of Verona and Turin are similar to Milan in the composition of their hotel facilities, although they do have a higher concentration of 3-star hotels.

Area	Province	Accomm. capacity 5 star or higher	Accomm. capacity 4 star	Accomm. capacity 3 star	Accomm. capacity 2 star	Accomm. capacity 1 star	Total	%
Milan	Milan	6,168	28,956	25,592	3,447	3,091	67,254	25.5%
Northern sector	Como	667	3,804	4,939	1,482	1,143	12,035	4.6%
	Lecco	-	555	1,675	358	702	3,290	1.2%
	Varese	-	3,426	2,591	714	573	7,304	2.8%
	Verbania	436	3,861	6,729	1,257	1,042	13,325	5.1%
	Lugano	419	2,344	3,326	2,266	1,201	9,556	3.6%
Southern sector	Lodi	-	777	654	30	169	1,630	0.6%
	Pavia	-	1,099	2,173	586	827	4,685	1.8%
	Piacenza	-	844	1,721	535	535	3,635	1.4%
Eastern sector	Parma	392	3,570	6,312	2,054	973	13,301	5.0%
	Bergamo	-	2,507	6,424	1,751	1,252	11,934	4.5%
	Brescia	855	10,375	16,327	3,592	2,726	33,875	12.9%
Western sector	Verona	439	9,089	15,405	7,882	4,147	36,962	14.0%
	Novara	-	1,738	2,619	445	383	5,185	2.0%
	Vercelli	-	102	1,265	441	281	2,089	0.8%
	Alessandria	-	1,723	2,484	902	1,165	6,274	2.4%
	Asti	-	291	1,184	125	150	1,750	0.7%
	Turin	462	6,851	14,974	4,392	2,767	29,446	11.2%
TOTAL		9,838	81,912	116,394	32,259	23,127	263,530	100%
%		3.7%	31.1%	44.2%	12.2%	8.8%	100%	

Table 12.1 – Hotel capacity by category and Province – 2005
Source: ISTAT and Regione Lombardia

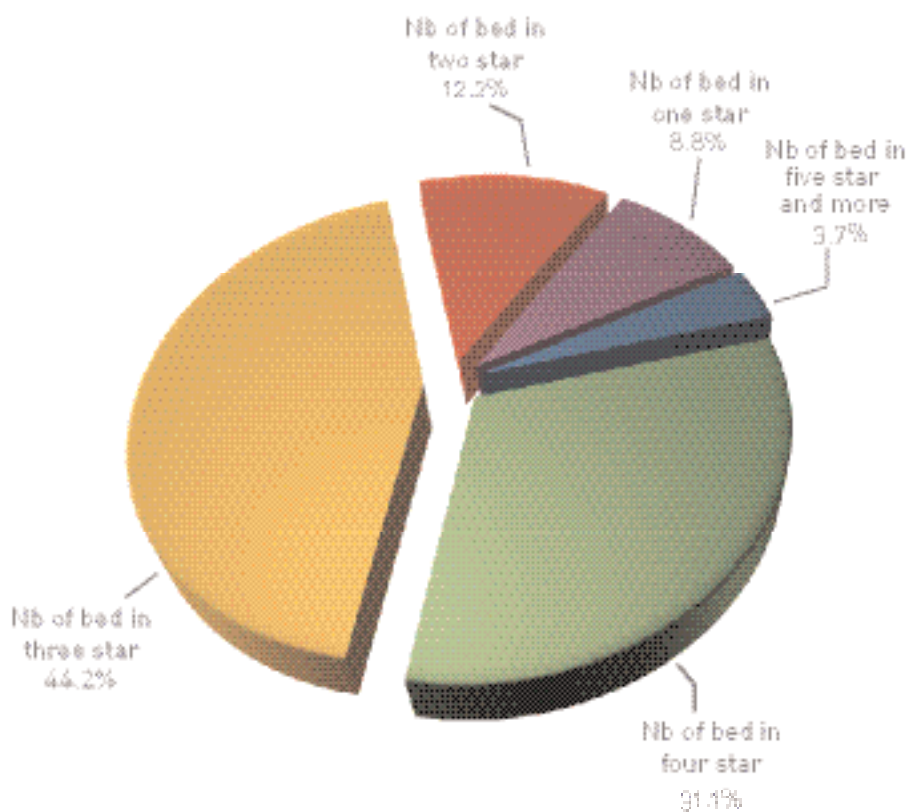


Figure 12.2 – Hotel capacity distribution by category – 2005
Source: ISTAT and Regione Lombardia

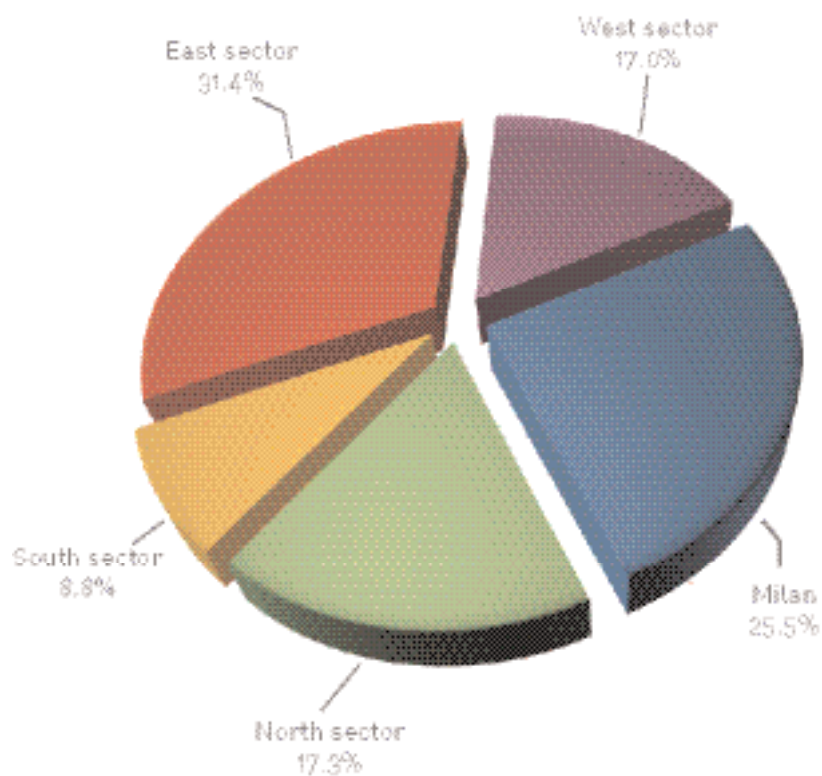


Figure 12.3 – Hotel capacity distribution by geographical area – 2005
Source: ISTAT and Regione Lombardia



12.

In addition to hotel facilities, we have also considered **complementary lodgings**, which comprise a mixed set of services such as campgrounds, tourist villages, agricultural tourism facilities, and Bed & Breakfast (B&B) facilities.

This sector has grown significantly in recent years, with facilities concentrated mainly toward the periphery of our study area, around Novara, Brescia, Lecco, Bergamo and Como. Complimentary lodging facilities generally offer accommodation at a lower price than traditional hotels and **thus represent an important supplementary resource for Expo visitors**, a significant portion of whom will be young people and families with average incomes.

Area	Province	Accommodation capacity Bed & Breakfast	Accomm. capacity Campgrounds and tourist villages	Accomm. capacity Agricultural tourism facilities	Accomm. capacity Other facilities	Total	%
Milan	Milan	222	1,332	-	1,737	3,291	1.3%
Northern sector	Como	609	13,957	421	301	15,288	6.2%
	Lecco	165	7,641	145	315	8,266	3.3%
	Varese	287	6,745	193	304	7,529	3.0%
	Verbania	1,449	20,325	197	104	22,075	8.9%
	Lugano	-	-	-	-	-	0.0%
Southern sector	Lodi	15	-	-	40	55	0.0%
	Pavia	75	930	144	116	1,265	0.5%
	Piacenza	284	2,000	549	476	3,309	1.3%
	Parma	999	2,237	466	1,626	5,328	2.2%
Eastern sector	Bergamo	157	7,188	104	1,423	8,872	3.6%
	Brescia	6,755	44,890	1,368	2,382	55,395	22.4%
	Verona	56,265	14,668	978	3,100	75,011	30.3%
Western sector	Novara	10,330	4,284	1,079	7,386	23,079	9.3%
	Vercelli	9,111	-	182	581	9,874	4.0%
	Alessandria	1,423	151	137	923	2,634	1.1%
	Asti	820	305	1,143	845	3,113	1.3%
	Turin	975	378	991	909	3,253	1.3%
TOTAL		89,941	127,031	8,097	22,568	247,637	100%
%		36.3%	51.3%	3.3%	9.1%	100%	

Table 12.4 – Accommodation capacity in complementary facilities by category and Province – 2005

Source: ISTAT and Regione Lombardia

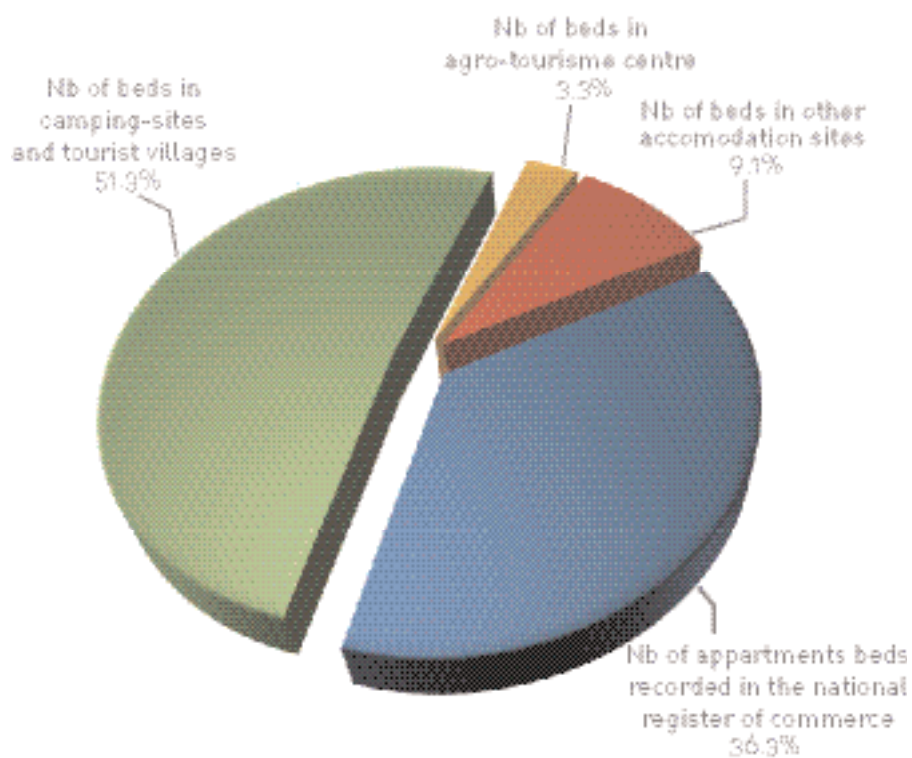


Figure 12.5 – Distribution of accommodation capacity in complementary facilities by category – 2005

Source: ISTAT and Regione Lombardia

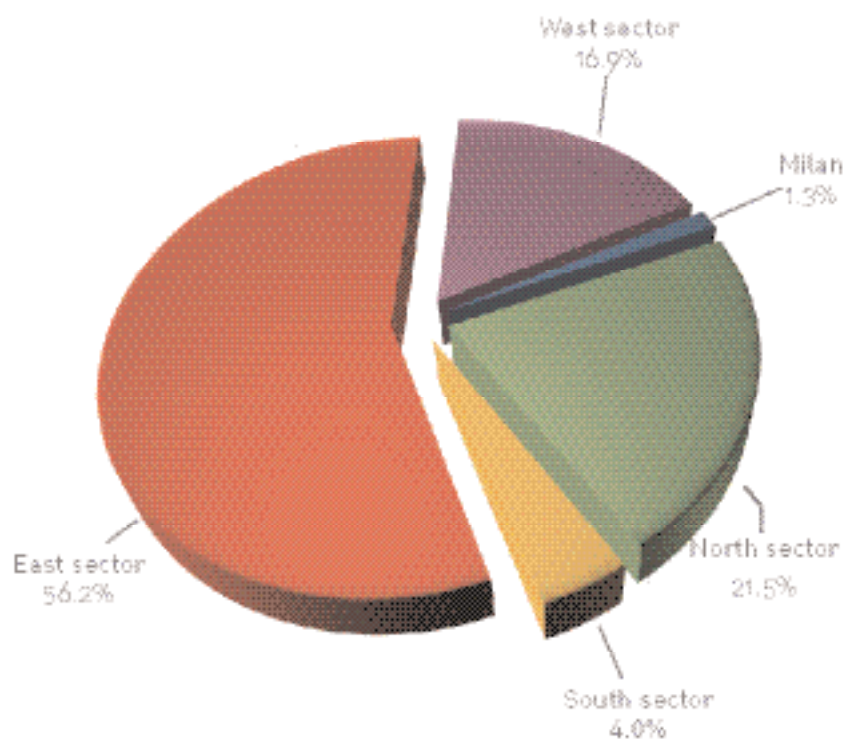


Figure 12.6 – Distribution of accommodation capacity in complementary facilities by geographical area – 2005

Source: ISTAT and Regione Lombardia



12.

The summary tables below illustrate a diversified and evenly distributed range of accommodation facilities as follows:

- there is a **high proportion of 3-4-5-star hotels in the city of Milan;**
- there is **significant complementary lodging capacity in the lake areas** around Brescia, Como, Verbania, Verona and Novara, supplementing a large number of high level hotel facilities in the areas;
- **the overall accommodation capacity is evenly divided between traditional hotels and complementary facilities.**

Area	Province	Accomm. capacity Hotels	Accommodation capacity Complementary facilities	Total	%
Milan	Milan	67,254	3,291	70,545	13.8%
Northern sector	Como	12,035	15,288	27,323	5.3%
	Lecco	3,290	8,266	11,556	2.3%
	Varese	7,304	7,529	14,833	2.9%
	Verbania	13,325	22,075	35,400	6.9%
	Lugano	9,556	-	9,556	1.9%
Southern sector	Lodi	1,630	55	1,685	0.3%
	Pavia	4,685	1,265	5,950	1.2%
	Piacenza	3,635	3,309	6,944	1.4%
Eastern sector	Parma	13,301	5,328	18,629	3.6%
	Bergamo	11,934	8,872	20,806	4.1%
	Brescia	33,875	55,395	89,270	17.5%
Western sector	Verona	36,962	75,011	111,973	21.9%
	Novara	5,185	23,079	28,264	5.5%
	Vercelli	2,089	9,874	11,963	2.3%
	Alessandria	6,274	2,634	8,908	1.7%
	Asti	1,750	3,113	4,863	1.0%
	Turin	29,446	3,253	32,699	6.4%
TOTAL		263,530	247,637	511,167	100%
%		51.6%	48.4%	100 %	

Table 12.7 – Accommodation capacity in hotels and complementary facilities by category and Province – 2005

Source: ISTAT and Regione Lombardia

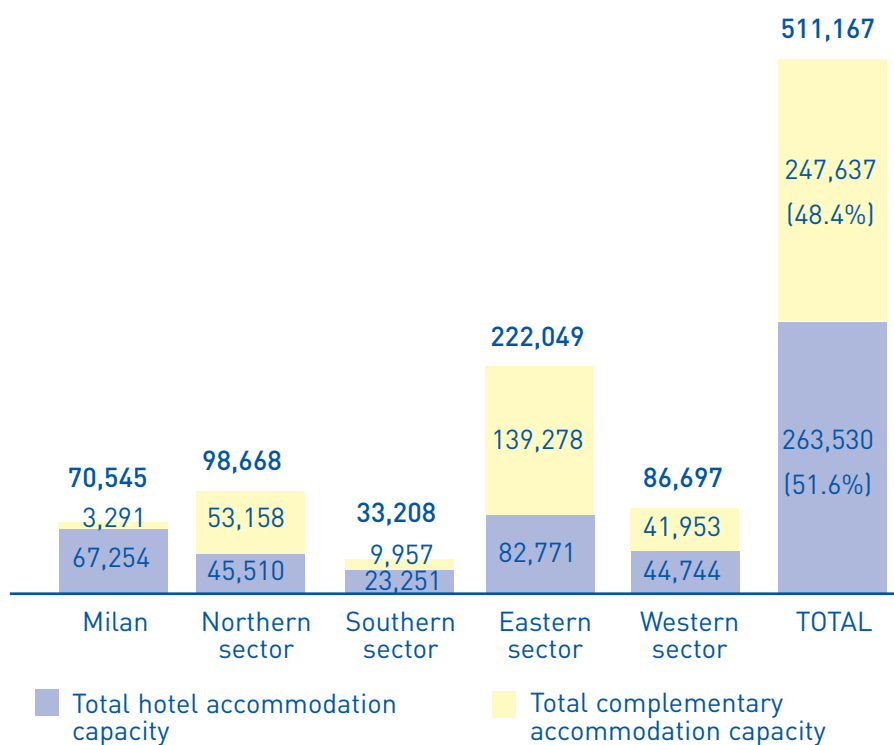


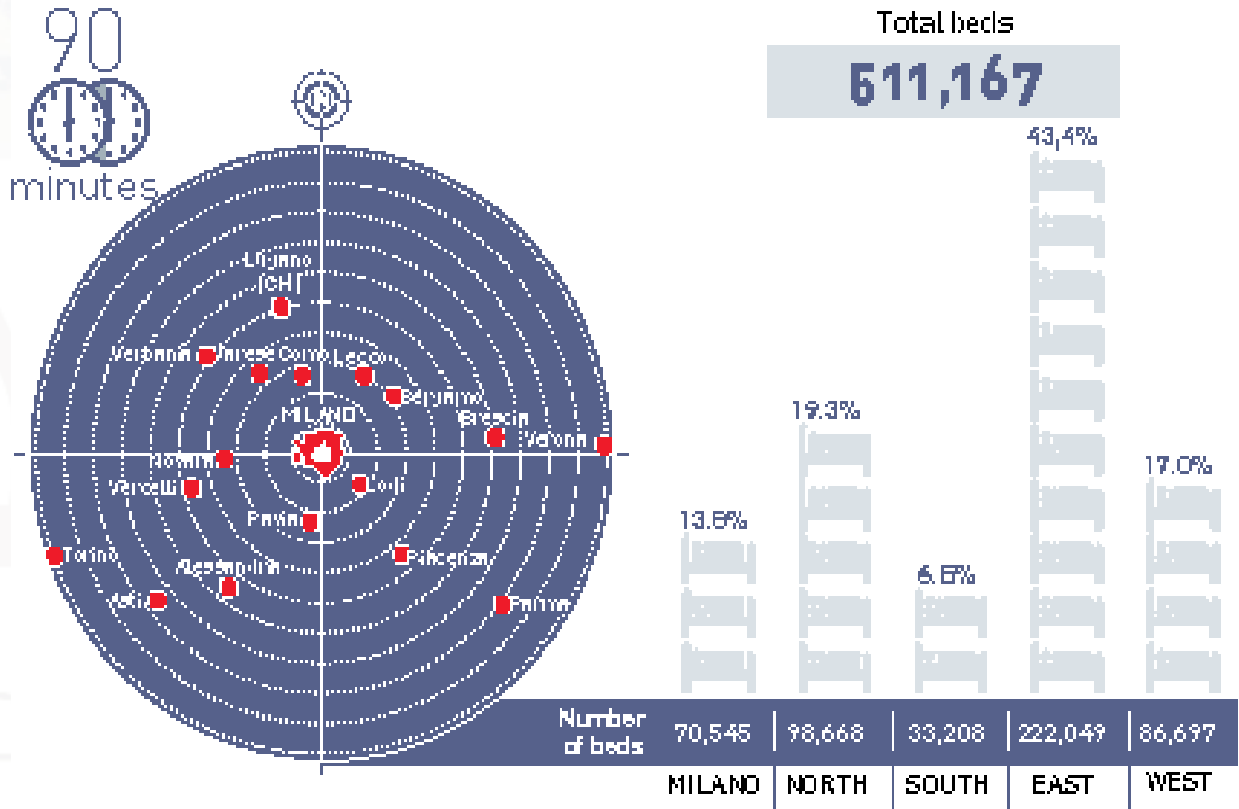
Figure 12.8 – Distribution of accommodation capacity in hotels and complementary facilities by geographical area – 2005
 Source: ISTAT and Regione Lombardia

The geographical distribution of accommodation facilities mainly **gravitates around Milan**, with a second pole located in Brescia, and two minor poles in Como and Bergamo (although the overall Como-Bergamo area offers nearly the same capacity as the Brescia area).

In general, accommodations in higher category facilities are concentrated in Milan, which also has the highest average prices. Lower category hotel and complementary facilities are mainly located in the peripheral area or in the Brescia and Como areas.



Hotels within 90 minutes of Milan



Area	Province	Available beds			%
		Hotels	Complementary accommodations	Total	
MILANO	Milano	67,254	3,291	70,545	13.6%
NORTH	Como	12,085	15,288	27,323	5.3%
	Lecco	3,290	8,266	11,556	2.3%
	Varese	7,304	7,529	14,833	2.9%
	Verbania	13,325	22,075	35,400	6.9%
	Lugano	9,536	-	9,536	1.9%
SOUTH	Lodi	1,630	55	1,685	0.3%
	Parma	4,685	1,265	5,950	1.2%
	Piacenza	3,635	3,309	6,944	1.4%
	Parma	13,301	5,328	18,629	3.6%
EAST	Bergamo	11,934	8,872	20,806	4.1%
	Brescia	33,875	55,395	89,270	17.5%
	Verona	36,962	75,011	111,973	21.9%
WEST	Novara	5,185	23,079	28,264	5.5%
	Vercelli	2,089	9,874	11,963	2.3%
	Alessandria	6,274	2,634	8,908	1.7%
	Asti	1,730	3,113	4,843	1.0%
	Torino	29,446	3,253	32,699	6.4%
TOTAL		263,530	247,637	511,167	100.0%
		51.6%	48.4%	100.0%	

Source: Istituto Regionale Lombardia

12.1.1 Accommodation capacity growth forecast

In order to estimate the overall accommodation potential of the Expo support area in the year 2015, we must estimate a growth rate for hotel and complementary lodging capacity.

This estimate is based on historical data from the period 1991-2005. Table 12.9 illustrates growth in hotel accommodations over the 15-year period from 1991 to 2005 evaluated at 3-year intervals¹.

The table clearly shows a strong growth in accommodations in Lombardy, with a 16.7% expansion over the entire period or an average yearly growth of 1.1%. However, significant differences are observed among the different Provinces. While some exhibit strong growth, others show a more limited or even decreasing trend. **The fastest growth is observed in the Milan area** (including the nearby Province of Lodi), with average growth of 31% in accommodation capacity (providing lodging for over 15,000 additional guests). The **Como-Varese area** also shows notable development, partially due to the influence of the Malpensa airport. Expansion has been slower yet still significant in Brescia, with a 9.8% increase in lodging capacity, corresponding to a number of beds second only to the Milan area. However, accommodation capacity in the Bergamo and Lecco areas has declined. These areas are mainly characterised by cultural and lakeside tourism and are undergoing profound structural changes, with traditional hotels tending to be replaced by complimentary lodgings (mainly B&Bs and campgrounds).

Province	1991	1993	1996	1999	2002	2005
Milan	51,476	53,276	54,478	56,681	61,873	67,254
Como	11,581	12,619	13,052	17,280	12,272	12,035
Varese	4,500	4,361	3,876	3,331	3,227	3,290
Lecco	5,729	5,754	5,841	6,240	6,591	7,304
Lodi	1,244	1,297	1,249	1,250	1,227	1,630
Pavia	4,625	4,790	4,331	4,196	4,323	4,685
Bergamo	12,383	12,767	11,776	11,517	11,317	11,934
Brescia	29,941	30,790	30,019	30,300	32,466	33,875
Lombardy total	121,479	125,654	124,622	130,795	133,296	142,007
3-year growth		3.4%	-0.8%	5.0%	1.9%	6.5%
15-year growth						16.9%
CAGR						1.1%

Table 12.9 – Hotel accommodations in the Lombard provinces – 1991-2005

Source: Tourism Department of Università Bocconi based on Regione Lombardia data

CAGR = Compounded Average Growth Rate

¹ The choice of historical period was determined by the availability of data. Reliable data were not available prior to 1991 or after 2005. Sufficiently detailed data were only available for the region of Lombardy, while data for the Provinces in other regions of the macro-area cover a shorter time span. Nevertheless, the analysis of the Lombardy data is considered to be highly representative of the Provinces outside of Lombardy in virtue of their proximity and similarities in tourism demand and facilities



12.

A quite diversified picture is observed for **complementary lodgings**, with the above-mentioned **expansion in the Provinces of Bergamo and Lecco coupled with growth in the Province of Pavia**. Modest growth in this segment is recorded in Milan, helping to offset the significant shrinkage in Varese and in the Brescia area. This growth is due to the increase in **agricultural tourism** and **Bed & Breakfast** accommodations. The latter were officially recognised by Italian law only toward the end of the 1990s, and immediately began filling a large gap in Italian lodging options. The growth we have observed is typical of emerging phenomena, and the capacity added over the period suggests that growth will gradually stabilise in the coming years in spite of the fact that the demand for this type of facility is still very high in the cities and towns of our study area. The decrease in complimentary lodging capacity in the Brescia and Varese areas is due instead to redevelopment of the hospitality market, which is driving growth in medium-sized hotels and a shift from complementary facilities (mainly campgrounds) to traditional hotels. In the Brescia area, this conversion of accommodation facilities is mainly due to changes in the demand of German tourists, who maintain their status as the dominant segment of the area's clientele. In the Varese area, the driving force has been the development of the Malpensa hub, which has led to the replacement of complementary lodgings with traditional hotel facilities.

Province	1991	1993	1996	1999	2002	2005
Milan	3,120	2,283	2,572	3,410	4,026	3,291
Como	16,036	13,668	12,882	13,109	13,227	15,288
Varese	7,933	7,933	8,027	3,320	3,410	8,266
Lecco	8,494	11,340	11,340	6,413	4,746	7,529
Lodi	-	-	-	617	13	55
Pavia	310	310	310	106	1,124	1,265
Bergamo	6,646	6,144	6,655	6,287	6,786	8,872
Brescia	67,694	62,839	53,645	52,889	55,797	55,395
Lombardy total	110,233	104,517	95,431	86,151	89,129	99,961
3-year growth		-5.2%	-8.7%	-9.7%	3.5%	12.2%
15-year growth						-9.3%
CAGR						-0.7%

Table 12.10 – Complementary lodgings in the Lombard provinces – 1991-2005
Source: Tourism Department of Università Bocconi based on Regione Lombardia data

We shall now seek to refine our forecast for growth in accommodation capacity by **assessing how facilities are changing in terms of type and size**.

We have selected two indicators to aid us in the assessment process:

- the first indicator (change in average size) regards the **average size of hotels in terms of the number of beds**. By reviewing data from different years, we may determine whether hotels are tending to get larger or smaller. This is an important factor in hotel management and profitability since larger dimensions generally translate into enhanced cost competitiveness (economies of scale);
- the second (**hotel quality index**) examines how the distribution of accommodation capacity among the various hotel categories (from 1 to 5 stars) is changing over time. This will indicate **hotel quality enhancements**, as well as the capacity of the destination cities and towns to make needed investments to respond to changes in the market.

The first and last years in our historical period (1991-2005) are compared to determine how average hotel size has changed and which categories have been favoured in terms of development and investment. Our observations show that the average size of hotels has grown in all provinces, although this change is only significant in Milan, Lodi, Como and Varese (with minimum average increases of 20% in lodging capacity).

The most interesting observation in the period under consideration regards a strong shift in hotel category. In all provinces we observe a change from an initial situation characterised by a prevalence of 1-star or 2-star hotels (or at least a balance between these categories and 3-to-5-star hotels) to a situation where the overall capacity of the higher category hotels is from two to seven times greater than that of the two lowest categories. This is another symptom of a **process of profound changes in Lombard hospitality. Coupled with growth in B&Bs, there is also a rationalisation process whereby hotels have not increased much in number but expanded significantly in terms of accommodation capacity and category, shifting up the scale**. The investment dynamics behind these changes are clearly focused on economies of scale and greater efficiency in offering quality services. **These developments in the structure of hospitality facilities does not penalise potential guests operating on tight budgets since the concurrent development of complementary accommodation facilities is oriented principally to this segment**. This phenomenon is particularly pronounced in the Provinces of Bergamo, Lecco and Pavia, which are investing in a strong shift toward complementary accommodation facilities.



Lombard province	Average hotel capacity in 1991	Average hotel capacity in 2005	% variation
Milan	83	105	27%
Como	39	48	23%
Lecco	28	34	21%
Varese	35	45	29%
Lodi	44	60	36%
Pavia	30	35	17%
Bergamo	36	41	14%
Brescia	35	45	29%
Average	41	52	25%

Table 12.11 – Changes in average hotel size from 1991 to 2005

Source: Tourism Department of Università Bocconi based on Regione Lombardia data

Lombard province	Ratio of 3-5 star hotels to 1-2 star hotels in 1991	Ratio of 3-5 star hotels to 1-2 star hotels in 2005	% variation
Milan	5,15	9,29	80%
Como	0,98	3,58	265%
Lecco	0,43	2,10	388%
Varese	1,05	4,68	346%
Lodi	3,04	7,19	137%
Pavia	1,17	2,32	98%
Bergamo	0,69	2,97	330%
Brescia	1,51	4,36	189%
Average	1,80	4,56	160%

Table 12.12 –Hotel category shifts from 1991 to 2005 (hotel quality index)

Source: Tourism Department of Università Bocconi based on Regione Lombardia data

Milan and its neighbouring provinces are already able to meet the needs of ordinary and extraordinary (e.g., tradeshows, special events) tourism with an excess accommodation capacity of some 40%.

Our analysis of changes in the structure and capacity of Lombard accommodation facilities² in recent years allows us to estimate average expected growth rates both for hotels and for complementary facilities and thus to project total capacity for the year 2015.

² These expansion forecasts can easily be extended to the greater area, which includes the provinces of Piedmont (Novara, Alessandria, Asti, Vercelli and Turin) and Emilia Romagna (Piacenza and Parma), and the Province of Verona. Turin in particular has shown strong growth associated with the 2006 Winter Olympics, while Verona's high growth is driven by its allure as a tourist haven and the increase in low-cost flights into the nearby Catullo airport

In particular, we may make the following observations:

- **hotel accommodations in the Lombard provinces show a compounded average growth rate (CAGR) of approximately 1.1% per year over the fifteen year period.** This value covers a relatively long period and incorporates economic downturns (such as the negative impact of the First Gulf War). It thus appears both reasonable and prudent to assume a future growth rate at least equal to this historical average;
- **complementary accommodation facilities**, while showing zero growth over the fifteen year period as a result of a significant reduction of camping facilities in the '90s, are currently showing a strong reversal of trend with growth of over 15% in the three-year period 2003-2005. Although the segment continues to expand, we may expect it to stabilise gradually over the long term. An **average annual growth rate of no greater than 2%** may thus reasonably be hypothesised;
- growth will not be evenly distributed among all hotel categories and accommodation types. It will be most marked in middle- to high-level hotels (3-5 stars) and in the B&B segment.



12.

These observations are based on quantitative data and have been verified in the field so that we may obtain the clearest possible view of the real developmental trend. Through interviews with representatives of the main trade associations (Federalberghi, AICA, and others) we have learned that 11 new hotels are planned for the Milan area alone in the next three years (mainly upper category) and another 9 facilities along the Sempione-Malpensa axis. Trends in investment confirm the growth trend delineated above. This means that from 2005 to 2015 we expect to see hotel beds increase from 264,000 to 291,000 and lodging capacity in complementary facilities to increase from 248,000 to 300,000. The overall estimate for the Expo 2015 macro-area therefore sees accommodation capacity increasing from 510,000 to over 590,000 guests.

Area	Province	Hotel capacity [2005]	Compounded average growth rate (CAGR)	Hotel capacity [2015]	Complementary facility capacity [2005]	Compounded average growth rate (CAGR)	Complementary facility capacity [2015]	Total accommodation capacity [2015]	Guest-nights during Expo 2015 [May-Oct 2015]
Milan	Milan	62,254		74,290	3,291		4,012	78,302	14,329,890
	Como	12,035		13,294	15,288		18,234	31,528	5,843,211
	Lecco	3,290		3,334	8,284		10,026	13,360	2,509,008
Northern sector	Varese	7,314		8,048	7,521		9,128	17,176	3,154,012
	Verbania	13,325		14,719	22,105		26,909	41,628	7,817,994
	Lugano	9,556		10,553	-		-	10,553	1,911,704
Southern sector	Lodi	1,430		1,801	55		87	1,888	341,787
	Pavia	4,485		5,175	1,353		1,542	6,717	1,229,244
	Placenza	3,435	1%	4,015	3,309	2%	4,004	8,049	1,472,959
Eastern sector	Parma	13,301		14,493	5,328		6,495	21,187	3,877,211
	Bergamo	11,934		13,183	8,872		10,815	23,997	4,391,539
	Brescia	33,875		37,419	55,394		67,524	104,945	19,204,984
Western sector	Verona	34,962		40,829	75,011		91,438	132,267	24,204,387
	Novara	5,185		5,272	23,079		26,133	33,841	6,194,487
	Vercelli	2,089		2,308	9,874		12,034	14,344	2,624,935
TOTAL	Alessandria	4,774		6,930	2,834		3,271	10,141	1,855,045
	Asti	1,750		1,930	3,110		3,795	5,728	1,048,191
	Turin	21,466		22,527	3,252		3,985	24,429	4,670,053
TOTAL		263,530		291,101	247,637		301,848	592,949	10,533,662

Table 12.13 – Development of accommodation capacity (2015 estimate)

Source: Tourism Department of Università Bocconi based on Regione Lombardia and ISTAT data

12.1.2 Specific investments for enhancing accommodation capacity in the Milan area

As we have seen, the current and projected accommodation capacity of Milan and the neighbouring areas included in our study will easily absorb the expected influx of visitors to Expo 2015. However, we believe **that greater emphasis should be given to accommodations in Milan oriented to families and young people**. Not only will this facilitate these segments in visiting the Expo, it will also provide them with incentives to visit the Milan area at a later time. We believe it is important **to incorporate a two-pronged strategy into planning improvements to accommodation facilities**:

1. **conservation of Milan's historic, present and future identity;**
2. **environmental, social and economic sustainability.**

While needing to respond to the demand generated by the Expo, accommodation facilities will have to be planned in such a way that they will not upset normal market dynamics. The aim instead will be to enhance Milan's current abilities to attract and accommodate tourists, with the overall goal of making the city both more beautiful and more hospitable.

Planners and designers must thus not only address the issues of conserving the identity of the buildings and areas involved in the Expo and rendering justice to the city's vocation for design (the city may find new vitality as a workshop for budding talent), they must also plan new investments in accommodation capacity as follows:

- **Expo/post-Expo accommodations** to enhance the city's attractiveness and hospitality (investments in new accommodations that will meet the needs of the Expo and later be converted to other functions serving the needs of the city);
- **temporary accommodations exclusively for the Expo period:** ad hoc facilities will be designed for the peak periods, such as a pavilion on Expo premises to accommodate young people. Policy incentives will also be developed to favour temporary B&B accommodations to supplement the more permanent structures. There are a number of interesting examples to evaluate in this regard, such as those being implemented for Expo 2008 in Zaragoza, which might provide benchmarks in planning for Expo 2015.



In particular, **the following infrastructure is planned:**

- **current private sector planning:** the major hotel associations have plans to build some **31 new hotels** accommodating a total of 8,200 additional guests. Should Milan's bid for Expo 2015 become a concrete reality, these development plans may be revised in favour of even greater capacity;
- **development of specific accommodation capacity:**
 - increase **youth hostel** capacity: in addition to the renovation of the current Hostel (approx. 300 beds), a new 200-bed hostel is planned. There are also plans to supplement this latter structure with an additional 200-bed unit that will be used as a permanent student dormitory after the Expo;
 - a very interesting project is the **renovation of 4 publicly-owned farmhouses** for agricultural tourism uses (accommodation for approximately 100 guests);
 - the **conversion of one or more publicly-owned, historic palazzi**, currently used for other functions, **into charming hotels** along the lines of the Paradores in Spain (for a total of 200 beds) constitutes a further opportunity to create a diversity of lodging options to satisfy a demanding clientele who would still like to keep their spending within limits;
 - Milan already has a large campground, but there are plans for a **new campground** on the outskirts in a position offering easy access to both the city centre and the Expo. The facility is expected to accommodate approximately 700 persons;
 - **renovation of one- or two-star hotels** of relevance to Milan's identity, perhaps involving budding new talents in architecture and design;
- **development of accommodation capacity intended for other purposes after the Expo:**
 - construct a 2,000-bed **Expo Village** that will be converted to other uses after the Expo, such as university lodging for instructors, researchers, or managers involved in attracting talent;
 - build **temporary rental apartments** to increase Expo accommodation capacity while also providing the city with structures of long-term strategic value along the lines of the French model (university housing, housing for family members of hospitalised patients, housing for young couples);

- **development of temporary accommodation facilities exclusively for the period of the Expo:**

- a **“Youth Village”** will be created as part of the structures of the Expo area. This will be a temporary pavilion set up to supplement accommodation facilities for students and other young visitors. One option would be to hold an international design contest for young designers to come up with the winning interior design plan. This contest could also be a vehicle for promoting the Expo itself. Milan has a great deal of experience in drawing in a broad array of established and emerging design talents in association with some of its pre-eminent events such as the Salone del Mobile. And naturally, everything will be done in the name of ecological sustainability. For example, particular care will be dedicated to the use of recycled and recyclable materials in building the pavilion;
- **Bed & Breakfast project** to augment Expo accommodation capacity;
- **“Organised hospitality”**: To take better advantage of the accommodation potentials and attractions of Lombardy and the surrounding regions, an **agreement with tour operators** is being developed to create special travel packages for strategic tourist destinations: Lakes-Expo, Sea-Expo, Alps-Expo, Florence-Expo-Venice (and vice versa), Rome-Expo, etc., and packages for day trips from neighbouring countries. Of course, ad hoc Expo tourism packages will also be developed.

The Milan Public Administration intends to support plans for an increase in accommodation capacity through the conversion of a number of city-owned facilities and areas.

All accommodation capacity development will adhere to environmental sustainability criteria. The city of Milan intends to be an experimental workshop in the Sustainable Energy Europe programme and a model city in the European Commission’s Concerto Initiative.



12.2 Pricing

The assessment of price ranges is a difficult issue in that we must account for the current pricing level and inflationary trends on the supply side, and also for tourist spending power on the demand side.

Supply side: we have carried out a direct investigation of lodging prices in our study area. An average price has been determined on the basis of prices for 5 accommodation facilities in each category and for each province taken from the Regional hotel catalogue³.

In order to get a more precise idea of future prices, we need to consider projected inflation rates, which may be estimated at 2.5% per year. Accounting for the fact that accommodation costs often increase at a rate slightly higher than the general average inflation rate, we may assume a rate of 3% per year. We must also consider the fact that hotel management tends to increase prices by an average of 5-10% during major events and tradeshows.

Table 12.14 illustrates the current price ranges for the different hotel categories for each province in the macro-area.

Province	4 star				3 star				2 star				1 star			
	Single min	Double min	Single max	Double max	Single min	Double min	Single max	Double max	Single min	Double min	Single max	Double max	Single min	Double min	Single max	Double max
Bergamo	94	134	151	230	50	68	71	92	38	42	57	65	27	29	47	50
Brescia	94	133	116	198	46	72	64	97	35	49	54	70	27	31	39	44
Como	nd	nd	nd	nd	nd	nd	nd	nd	nd	nd	nd	nd	nd	nd	nd	nd
Lecco	104	152	152	184	68	94	77	90	30	37	51	60	24	30	49	50
Lodi	83	163	108	204	67	68	93	94	50	51	73	76	36	36	60	60
Milan	151	237	197	297	82	126	121	173	53	70	79	105	40	54	52	73
Pavia	88	88	122	131	51	51	72	77	39	39	58	60	32	32	48	48
Varese	104	146	129	197	72	87	101	119	48	53	63	71	35	36	51	54
Novara	130	190	184	195	58	65	84	91	33	33	50	58	32	40	51	58
Alessandria	87	113	131	164	68	55	73	84	35	36	53	55	31	32	45	46
Vercelli	70	140	118	187	51	62	74	85	36	38	53	55	26	30	51	61
Asti	122	140	173	192	66	68	98	102	38	38	59	59	38	38	59	59
Turin	138	198	179	234	72	98	97	113	41	46	56	61	35	38	54	55
Verona	71	142	115	221	51	86	71	128	43	53	57	77	31	42	49	64
Average	102	148	144	203	60	70	84	100	40	45	59	67	33	37	50	58

Table 12.14 - Average lodging costs for hotels by province and category (2007)

Source: Tourism Department of Università Bocconi

Note: since there is a limited number of 5-star hotels, a reliable sample could not be obtained. On the average, the minimum price for these facilities exceeds €180 per night

Province	Average daily spending for "hotels and tourist villages"
Bergamo	171 €
Brescia	140 €
Como	167 €
Lecco	111 €
Lodi	157 €
Milan	183 €
Pavia	89 €
Varese	179 €
Lombardy	150 €
Average	150 €

Tabella 12.15 – Average daily spending for "hotels and tourist villages" by foreign tourists in the period 2001-2004

Source: UIC data

With the above assumptions about price increases, we may assume that the prices reported in Table 12.14 for the year 2007 may increase by some 30% by 2015, with the highest increases in Milan. **In any case, the distribution of price ranges is quite varied to meet a wide range of budgetary and service needs.** Negotiations are underway with tour operators and hotel operators to develop specific agreements, which will be signed immediately if Milan is awarded the Expo, to keep prices under control.

Demand side: an analysis has been made of average lodging prices paid by tourists on the basis of data provided by the Ufficio Italiano Cambi (UIC), which surveys and itemises tourism spending by foreigners in Italy each year.

Dividing the spending data under the "hotels and tourist villages" item by the number of guests, we obtain a figure for the average expenditure in each province as illustrated in the following table.



Average spending of €150 may seem high. However, we must consider the fact that the UIC only surveys foreign tourists, some of whom have a high spending potential (typically Japanese and Americans) and thus tend to opt for high level lodgings.

The data show significant variations from one province to the next in terms of the nationalities of tourists. Brescia, for example, has a significant proportion of Germans who come to visit the lakes. Milan and Como, on the other hand, are characterised by a higher presence of Americans and Japanese tourists.

The average spending by tourists corresponds to the price ranges for three-star and four-star hotels, which are the most popular among tourists in Lombardy. Hence the current pricing level is compatible with tourist spending capacities.

12.3 The Expo Village for staff

Expo staff members, and in particular Expo organisational and participant country staff, estimated at 2,000 people, may be lodged in two dedicated facilities:

- the Expo Village, which has been made possible thanks to an agreement with the owner and developer of the Expo area. The Village will be erected on a site approximately 600-700 metres from the main Expo site. A direct road link is planned to allow fast shuttle bus service between the Village and the Expo.

The Village will contain lodgings exclusively for Expo staff both in the preparatory phases leading up to the event and during Expo 2015 itself. The Village will provide lodging for approximately 2,000 people and include food services and other facilities;

- the Expo Milano Tower will offer an additional 500 beds for diplomatic and organisational staff, journalists (who will thus be lodged in the building housing the International Media Centre) and representatives of the public authorities.

Eco Village, an international benchmark for Milanese quality

Plans call for the creation of an ecologically sustainable village representing an international showcase for eco-compatible design. At the conclusion of Expo 2015, the Village will remain as an additional asset for the City of Milan, which can use it for residential purposes.

The following criteria have been integrated into the design for the eco-sustainable Village:

- A. cohousing plan;
- B. energy from renewable resources;
- C. "smart" systems for rationalisation of energy consumption;
- D. use of ecologically sustainable materials;
- E. broadband wireless access;
- F. sharing of electrical vehicles.

Cohousing is a type of collaborative residential community sharing common service facilities. Originating in Scandinavia and catching on quickly in Holland, Britain, the United States, Canada, Australia and Japan, it has now reached the Milan area. Cohousing communities combine the autonomy of private dwellings with the advantages of common areas and facilities (for example, childcare services, tool rooms, shared automobiles, fitness facilities, guest rooms, vegetable gardens, etc.) offering advantages in terms of both social life and environmental impact. The Expo Village will be modelled on this type of residential development, with a mixture of private spaces (individual dwellings) and common areas (shared services and facilities).

Ecologically sustainable construction techniques will be applied where possible, including roadways and paved areas. Some of the innovative materials planned for use in the Village are listed below:

a) PERS (Porous Elastic Road Surface)

PERS is a road surface made using rubber chips bound by urethane resin instead of pressed stones in an asphalt matrix. The rubber is obtained from discarded tyres and thus constitutes a form of recycling. PERS has excellent water drainage characteristics, absorbs vibrations and reduces traffic noise, and prevents freezing of the road surface.

b) Photovoltaic paint

Based on nanotechnology, these paints convert solar radiation into electricity. Photovoltaic paints have a number of attractive features, including the fact that they produce electricity even under cloudy skies and outperform currently used photovoltaic panels by a factor of five.

c) Wood-chip pavement

These surfaces are made using wood chips that would otherwise be sent to the incinerator. In addition to being ecologically compatible,



they are elastic and pleasant to the touch. They are thus an ideal material for outdoor paths for pedestrians or joggers. They may also be applied as an interior soundproofing material.

d) Smog-eating paint

This paint is composed of nanoparticles in a special porous silicon matrix. Applied to exterior walls, the paint acts as a giant sponge absorbing pollutants such as nitrogen oxides and carbon dioxide. The pollutants can then easily be washed away by a simple jet of water.

Technologies to reduce and rationalise energy consumption will also be applied:

- paints based on nanotechnologies that capture solar radiation and convert it to heat;
- rainwater catchment systems to provide water for non-potable uses;
- PLC-controlled charging point for electrically powered, shared-use mopeds and cars, and energy-saving lighting systems.

12.4 Expo visitor accommodation capacity

The event is estimated by Università Bocconi to attract some 21 million visitors, of whom 7,3 million will come from northern Italy (Area 1) and thus not require lodging⁴. **The visitors requiring lodging will come from Area 2 (central and southern Italy) and Area 3 (other countries)** and are estimated at 13,7 million⁵. **Considering an average stay of 2.5 days, 13,7 million visitors will generate an accommodation demand of 34 million guest-nights⁶.** The estimate of 13,7 million visitors includes normal tourism in the Province of Milan, whereas for the other provinces in the Expo accommodation area we have subtracted ordinary tourism flows from the lodging capacity. The available guest-nights in provinces other than Milan have been calculated for each province by multiplying the accommodation capacity by the length of the Expo (183 days) to produce the potentially available guest-nights. The guest-nights attributable to ordinary tourism are then subtracted from this total for each province other than Milan in order to estimate the number of guest-nights available to accommodate the Expo visitors. This figure has been calculated for the year 2015, using the hypothesis that the growth rate of demand is proportional to the growth rate in accommodation capacity. Details are provided in Tables 12.16 and 12.17.

		[2005]	growth rate [CAGR]	[2015]	capacity [2005]	growth rate [CAGR]	capacity [2015]	during Expo 2015 (May- Oct. 2015)
Milan	Milan							
Northern sector	Como	1,011,158		1,079,321	583,732		211,015	2,491,036
	Lecco	304,914		334,815	284,126		246,348	632,163
	Varese	892,148		965,886	269,293		316,436	1,289,983
	Verbania	978,192		1,080,533	974,815		1,188,294	2,268,827
	Lugano	1,520,250		1,679,854				1,679,854
Southern sector	Lodi	135,996		194,909	760		926	195,036
	Pavia	435,334		480,880	41,495		50,582	531,662
	Fiorenza	244,851		270,648	136,876		166,856	437,021
	Parma	890,403	1%	983,200	138,891	2%	216,047	1,201,247
	Bergamo	1,110,240		1,229,210	385,889		466,017	1,635,786
Eastern sector	Brescia	5,388,981		5,983,834	4,818,750		5,874,029	11,837,863
	Veneto	5,469,738		6,041,994	9,967,617		12,150,348	18,192,041
	Novara	571,312		631,636	477,382		581,926	1,213,562
Western sector	Vercelli	141,845		154,885	134,261		163,643	320,349
	Alessandria	450,880		500,261	80,539		98,177	590,438
	Asti	110,347		125,250	93,644		120,248	243,004
	Turin	2,719,964		3,004,811	534,220		653,640	3,658,080
	TOTAL	23,004,143		25,444,333	18,929,732		23,075,238	48,521,871

Table 12.16 – Development of guest-night demand (2015 estimate)

Source: Tourism Department of Università Bocconi based on Regione Lombardia and ISTAT data

⁴ Since Area 1 visitors are not likely to require lodging, they have been excluded from the assessment of accommodation demand

⁵ Visitors from Area 2 could conceivably travel by air and make day trips to the Expo. However we have chosen to disregard this possibility in our estimate of lodging demand

⁶ A "guest-night" is defined a one-night stay by one guest



12.

Area	Available guest-nights (May-Oct 2015)	Guest-nights consumed by total tourism demand (May-Oct 2015)	Residual capacity (guest-nights) for Expo 2015	Italian and foreign visitors requiring lodging	Average stay (nights)	Guest-nights consumed by Expo 2015	Residual capacity (guest-nights available to meet peak demand)	% residual capacity (guest-nights available to meet peak demand)
Milan	14,329,260	-	14,329,260		2.50			
Northern sec.	21,067,933	8,413,182	12,654,751					
Southern sec.	4,921,261	2,385,966	2,535,295					
Eastern sec.	47,801,398	31,705,931	16,095,467					
Western sec.	18,403,523	6,036,413	12,367,110					
TOTAL	108,513,375	48,521,491	59,991,884	13,721,672			34,204,182	25,687,709

Table 12.17 – Summary of capacity to meet lodging demand generated by Expo 2015 (2015 estimate)

Source: Tourism Department of Università Bocconi based on Regione Lombardia and ISTAT data

As illustrated above, the total residual guest-night capacity in the Expo-support area amounts to nearly 60 million, easily accommodating the projected Expo demand of 34 million. The excess (over 25 million guest-nights or 43% of available capacity after ordinary tourism demand has been factored out) provides a great deal of flexibility for handling peak visitor flows during Expo Milano 2015.

We emphasise the fact that the accommodation capacity outlined above is already largely available in Milan and the surrounding territory, and that the capacity to absorb Expo Milano 2015 peak demand is fully compatible with the hospitality sector development plan.

12.5 Connections to accommodation facilities

The geographical distribution of accommodation facilities tends to follow the layout of airport, road and rail access. Brescia is near the Bergamo Orio Al Serio airport, Como and Varese are close to the Malpensa airport, and Milan is served not only by the Linate airport, but is also within easy access distance of the Bergamo Orio Al Serio airport and the Malpensa airport.

With regard to rail access, a significant portion of Milanese accommodations (approx. 20%) are located near the Central Station, with another 25% or more located near the two fairgrounds or along the axis represented by Corso Sempione.



12.

CHAPTER 13

THE FEASIBILITY PLAN (BUSINESS PLAN) INCLUDING BUDGETS, MEANS OF FINANCING AND ANTICIPATED FINANCIAL RESULTS

**ABSTRACT CHAPTER 13****DESCRIPTION OF THE OVERALL BUDGET FOR THE EVENT**

THE BUDGET FOR THE INVESTMENT	THE OPERATIONS BUDGET	CASH FLOW
<ul style="list-style-type: none">• For Expo Milano 2015, € 3,228 million will be invested in capital accounts to prepare the site and construct the necessary facilities (€ 1,253 million), to connect the site to the surrounding area (€ 1,780 million), to improve the accommodation capacity and to carry out other technological work (€ 60 million).• The private sector (companies, financial institutions...) has shown great interest in the infrastructural works. It is estimated that business will invest roughly € 900 million.• Moreover, prescheduled investments in transport system infrastructures arise to € 10,179 million.	<p>It is estimated at € 900 million will be needed for the operational side of Expo 2015. More specifically:</p> <ul style="list-style-type: none">• ticket sales (59%) and sponsorship (25%) will provide the majority of income;• the major costs will be operational technologies (12%), staff (12%), cultural events (11%), and promotion and communication (10%).	<p>The majority of cash flow will take place in the three years before the event (where the impact of income and expenditure will be stronger due to infrastructure development), and the year of the event (due to organisational expenditure). More specifically:</p> <ul style="list-style-type: none">• cash expenditure due to infrastructural work will be financed by the public administration (government and local bodies): in this way, every year, it will be possible to strike a balance between income and expenditure, thus ensuring overall financial sustainability for the required work;• as regards the financial balance of the organisation/management of the event, it is important to stress that it is normal to have an imbalanced cash flow in the years preceding the event, given the fact that the majority of the operational costs will be incurred before the event, while the majority of the revenues will be collected during the event year.

13.1 Budget and Financial Guarantees

Based on the information available at the close of this Candidature Dossier, the total budget of Expo Milano 2015¹ consists of two macro-areas: **investments in the infrastructure** necessary for the event, whose value totals **€ 3,228 million**, and the operating revenues-costs necessary to organise the event, whose value is around **€ 892 million**.

While the operating costs associated with organising the event are completely covered by the operating revenues from private sources, the sustainability plan of the infrastructure investments is based on some assumptions that have been formally and substantively confirmed in recent months. In particular:

- the Italian Government has undertaken to sustain the bid of Expo Milano 2015 with a funding contribution of **€ 1,486 million** (equal to 46% of the total infrastructure investment). These funds will be earmarked primarily for the design, construction, restructuring, and completion of infrastructure related to the preparation and realization of the site, connection of the site with the territorial system, and increased accommodation capacity in the area;
- the local authorities (Region of Lombardy, Province of Milan, City of Milan) will contribute with **€ 851 million** (equal to 26% of the total infrastructure investment), for the design, construction, restructuring, and completion of infrastructure;
- the private sector (companies, financial institutes, etc.) has expressed great interest in specific forms of financing (e.g.: project financing, concession and operation, mixed capital companies, etc.) for **€ 891 million** (equal to 28% of the total infrastructure investment).

The aforesaid public-private model of financing the infrastructure for Expo Milano 2015 has been examined by a series of leading national and international financial institutions and judged valid based on the benchmarks from similar initiatives in Italy and Europe (in this regard, see the guarantee notes of Cassa Depositi e Prestiti and the European Investment Bank in Appendix).

¹ As indicated in Chapter 6, that budget will be managed by the Organising Committee, capable of overseeing the two typical areas necessary for preparing and organising Expo 2015



13.

13.1.1 Financial guarantees

The Italian Government has formally undertaken to sustain the organization of Expo Milano through the budgeting of a financial contribution of **€ 1,486 million** necessary for the infrastructure and services related to Expo Milano 2015.

The Government has declared (see the attached letter) its committing guarantee, on behalf of the whole country, for the realisation of the World Exposition Milano 2015 and the arising financial needs.

13.1.2 Price controls

In Italy, the prices of consumer goods and services are not normally subject to government control. Nevertheless, a significant part of the services to be used during the period of the Expo (e.g.: railroads, motorways, public transport, telecommunications, security services, the mails, utilities, etc.) will be provided by predominantly state-owned companies. Consistent with the Maastricht Treaty and the Stability Pact, these companies are required to keep the prices of their services in line with the target inflation rate set each year by the Italian Government.

13.2 Capital expenditures in infrastructure for Expo Milano 2015

Expo Milano 2015 will make capital expenditures of **€ 3,228 million** referring to the preparation and construction of the site (**€ 1,253 million**), connection of the site to the surrounding territorial system (**€ 1,780 million**), increased accommodations in the area (**€ 135 million**), and additional technological works (**€ 60 million**).

A. INFRASTRUCTURAL WORKS FOR SITE PREPARATION AND CONSTRUCTION

With reference to the projects described in the preceding chapters, the costs for preparing and constructing the site would equal **€ 1,253 million**, including technical charges (15%) and value added tax (VAT).

B. INFRASTRUCTURAL WORKS FOR CONNECTION OF SITE TO THE TERRITORY

With reference to chapter 8, connecting the Expo Milano 2015 site to the surrounding territorial system will require capital expenditures totalling **€ 1,780 million**, including technical charges (15%) and value-added tax (VAT).

C. INFRASTRUCTURAL WORKS FOR ACCOMMODATIONS

With reference to chapter 12 capital expenditures for accommodations are projected to total **€ 135 million**, including technical charges (15%) and value-added tax (VAT).

D. TECHNOLOGICAL INFRASTRUCTURE

Capital expenditures projected for technological works would total **€ 60 million** including technical charges (15%) and value-added tax (VAT).

As the attached table shows, private sector will finance for 28% (€ 891 million) and the public sector (Government and local Authorities) for the remaining 72% (€ 2,337 million) of the total capital investments (€ 891 million).

13.2.1 Participation in infrastructure works by private interests

As mentioned earlier, the private sector has expressed great interest in financing infrastructure works for an estimated value of **€ 891 million**.

The contribution of these private interests would consist of² :

- 100% financing for parking (inside and outside the site), equal to € 72 million;
- 100% financing for technological works, equal to € 60 million;
- 90% financing for the Expo Village, € 80 million;
- 50% financing for the exposition and service areas, equal to circa € 115 million;
- 100% financing for the Tower of Energy and the Commercial Theme Bridge, equal to € 284 million;
- 35% financing for the Metro underground network, equal to € 270 million;
- other marginal portions of specific investments on the road network, equal to €10 million.

² The estimate was examined by a series of leading national and international financial institutions that judged it valid based on the benchmarks of similar initiatives in Italy and Europe (in this regard see the notes of guaranty of Cassa Depositi e Prestiti and the European Development Bank in appendix to this dossier)



13.

13.3 Operating costs and revenues from the event

The principal budgeted costs and revenues for organising and managing Expo 2015 are described as follows:

INCOME	€ millions	EXPENDITURE	€ millions
1.1 Pavilion rentals	30	1.1 Staff Personnel	110
2.1 Ticket sales	522	1.2 Volunteers	20
3.1 Restaurant concessions	4	2.1 Promotion and Communication	93
4.1 Transport/parking for visitors	46	2.2 Ticket sale management	37
4.2 National Lottery	25	2.3 Exposition setup and decoration	20
4.3 Licensing and merchandising	20	2.4 Royalties to BIE	11
4.4 Sponsorships	219	3.1 Sponsors	4
4.5 Rent of accommodations to participants	15	3.2 Cultural events	99
5.1 Resale of assets post-Expo	11	3.3 Front-end technological projects	30
		4.1 Insurance	15
		4.2 Financial expense	8
		5.1 Facility Management	10
		5.2 Utilities	28
		5.3 Environmental Services	18
		5.4 Sustainability programmes	52
		6.1 General services	35
		6.2 Administration and offices	9
		6.3 Rents, transport and equipment	54
		6.4 Preparation of participants' accommodation	4
		6.5 Protocol and ceremonies	10
		6.6 Press services	6
		6.7 Security	20
		6.8 Operational technologies	107
		6.9 Studies and consultancy	30
		6.10 Best practice projects	20
		7.1 Contingency	42
TOTAL	892	TOTAL	892

13.3.1 Operating costs

The principal budgeted costs for organising and managing Expo 2015 can be classified as follows.

1.1 Staff Personnel

The Organising Committee is expected to utilise a total of 1,100 employees in 2015, at full scale, to carry out its company mission (650 full-time and 450 temporary during the six months of the event).

Assuming that:

- the entry curve of full-time personnel is in line with those recorded in previous World Expositions (specifically, the structure is projected to require 25 persons in 2009, 60 in 2010, 110 in 2011, 340 in 2013, and 520 in 2014);
- the distribution of the job levels calls for 3% management, 15% supervisors and 82% staff;
- temporary personnel would only be used in the final six months of event preparation at a total cost of **€ 110 million³** (equal to 12% of the budgeted operating costs).

1.2. Volunteers

A total of 36,051 volunteers would be utilised during the period of Expo 2015⁴, and their selection, training, team building, retention, communication and management (e.g.: clothing and meals) would result in a unit cost of € 550 per volunteer, so the total budgeted cost is **€ 20 million** (equal to 2.2% of the budgeted operating costs).

2.1. Promotion and Communication

The costs of Promotion and Communication for the event (further broken down into costs for advertising, promotional materials, and events, including the opening ceremony) may amount to **€ 93 million** (10% of the budgeted operating costs).

³ The cost includes payroll contribution, severance entitlements, fringe benefits and, where applicable, performance bonuses

⁴ This number derives from an average daily ratio of 1 volunteer for each 105 projected visitors, in line with the most recent expositions; see the related chapter for additional details



2.2. Ticket sale management

The projected cost of € 1,75 per ticket for the 21 million tickets printed⁵ results in a total cost of **€ 37 million** (equal to 4% of the budgeted operating costs).

2.3 Exposition set up and decoration

Considering that there will be 53,600 sqm to set up (theme pavilions) and that the cost of setup equals € 175/sqm, this means a total cost, including general costs and signage, of **€ 20 million** (equal to 2% of the budgeted operating costs).

2.4 Royalties to BIE

The BIE regulations for Expo 2015 call for a registration fee of € 0,5 million and a royalty of 2% on ticket sales. Assuming these revenues to be € 522 million⁶, the royalties due to BIE in ticket sales would be €10,4 million. Overall, therefore, we would have to pay **€ 11 million** in royalties to BIE (equal to 1% of budgeted operating costs).

3.1 Sponsors

A cost of **€ 4 million** has been estimated, equal to 0.5% of budgeted operating costs.

3.2 Cultural events

Assuming 40 events for each day of Expo duration at an average cost of € 8,000 per cultural event, we find a total cost of € 58,6 million. Adding a fixed cost of € 40 million for the organisation of major events, we have a total cost of **€ 99 million** (equal to 11 % of the budgeted operating costs).

⁵ This number, less than the 29 million visitors expected, reflects the inclusion of multi-day and seasonal tickets

⁶ This estimate was determined by multiplying the expected number of visitors, 29 million, by an average ticket price of € 18

3.3 Front-end technological projects

These projects could make a day visiting the Expo 2015 an unforgettable experience. In particular, they include:

- virtual pavilions;
- cross-media video portal;
- MPA (Mobile Personal Assistant);
- I-Com (RFID pass);
- Milan InTouch;
- PLC parking;
- ABC Pass (pass to Biometric Access);
- StradAmica;
- Expo Urban TV

at a total cost of **€ 30 million** (equal to 3% of the budgeted operating costs, see chapter 20).

4.1 Insurance

Stipulating insurance coverage of personnel, the Expo site, and the risk of cancellation of the event would result in a total cost of **€ 15 million** (equal to 2% of the budgeted operating costs).

4.2 Financial expense

Assuming borrowing at an annual rate of 4.5% (current 12-month EURIBOR) to cover the annual difference between positive cash flows (generated by revenues projected for the year) and negative cash flows (generated by the costs budgeted for the year), this would result in interest charges of **€ 8 million** (equal to 1% of the budgeted operating costs).

5.1 Facility management

The projected cost of facility management is **€ 10 million** (equal to 1% of the budgeted operating costs).



5.2 Utilities

€12 million is budgeted for electric power⁷ and € 2 million for water costs. The budget also contains €14 million for temporary power generation facilities.

In conclusion, utilities and temporary facilities will have a total cost of **€ 28 million** (equal to 3% of the budgeted operating costs).

5.3 Environmental services

The total cost for environmental services consists of waste management and site cleaning activities.

Regarding waste management, considering average production of 1 kg of waste per visitor and an average cost of waste management services of 460 €/ton, we obtained a total cost of € 13,4 million.

Regarding cleaning costs, considering that the average area to clean is 1,2 million m² at a cost of 0,021 €/sqm/day, the resulting total cost would be € 4,6 million for the entire six months of the exposition.

In conclusion, the costs associated with environmental services would be **€ 18 million** (equal to 2% of the budgeted operating costs).

5.4 Sustainability programmes

The environmental sustainability programmes, consisting of programming, arranging, offsetting and realising four projects to reduce greenhouse gases in the areas of interest, amount to a total of € 41 million, plus the cost of additional environmental assessments of € 11 million, for a total of **€ 52 million** (equal to 6% of the budgeted operating costs).

6.1 General services

We have budgeted **€ 35 million** for general services (equal to 4% of operating costs).

6.2 Administration and offices

Considering that the Organising Committee will employ a total of 1,100 persons, and assuming that:

- each employ will require an average space of 9 sqm;
- the average cost to rent office space is 445/sqm;
- the cost of furnishing is 370 €/employee;
- the average cost for utilities (power, gas, and water) is 81€/sqm/ year;
- the cost of utilities is estimated consistent with the entry curve of employees for the years 2009-2015

we estimated a total cost of **€ 9 million** (equal to 1% of the budgeted operating costs).

6.3 Rents, transport and equipment

Considering the cost of renting pavilions at the site provided by Fiera di Milano equal to € 25 million, the cost of the technical equipment € 20 million, and transport costs of € 9 million (€ 4 million for sightseeing services and € 5 million for the park-and-ride shuttle service), the total is **€ 54 million** (equal to 6% of the budgeted operating costs).

6.4 Preparation of participants' accommodation

Based on a 2,500-bed capacity (2,000 in the village described in point 3.C.1 and 500 in the Tower of Energy described in point 3.A.3), and considering a cost per bed of € 1,500 for setting up a single room plus € 250/bed for renovation costs associated with possible post-Expo conversion, the total cost of preparing the dedicated structure to lodge the staff of the participating countries was estimated at **€ 4 million** (equal to 0.5% of the budgeted operating costs).

6.5 Protocol and ceremonies

The total cost of managing protocol activities and ceremonies (almost all budgeted for 2015) amount to **€ 10 million** (equal to 1% of the budgeted operating costs).



6.6 Press services

The costs of renting and operating the Main Press Centre were estimated at **€ 6 million** (equal to 1% of the budgeted operating costs).

6.7 Security

This cost is divided into the cost of purchasing the materials/equipment necessary to ensure the security of the Expo site and the surveillance costs.

The costs of purchasing the materials/equipment was estimated at € 4,7 million and surveillance costs at € 15 million, making a total cost of **€ 20 million** (equal to 2% of the budgeted operating costs).

6.8 Operational technologies

The estimated costs necessary for the functioning of the technological operating system was estimated based on the projected requirements of the Organising Committee during the development of the Expo 2015 project. In particular we considered:

- costs of software design and development and relative technical consultancy: **€ 47 million**;
- costs of purchasing hardware for information processing (servers, computers, printers, PDAs, etc.): **€ 13,2 million**;
- costs of developing and maintaining the websites (five sites): **€ 13 million**;
- costs of telecommunications (connections, rental of screens and electronic equipment, telephone traffic, radios): **€ 28,5 million**;
- costs of designing packages and applications to manage business information (Business System, Office System and Customer Applications): **€ 5 million**.

Based on this list, the total cost for operating technologies would be **€ 107 million**, (equal to 12% of the budgeted operating costs).

6.9 Studies and consultancy

This cost item was estimated based on the benchmarks of comparable events, for a value of **€ 30 million** (equal to 3% of the budgeted operating costs).

6.10 Best Practice Projects

If Milan's bid for Expo 2015 is successful, the city intends to contribute to projects approved by the BIE to be carried out in developing countries. To achieve this, the city would appropriate the total proceeds from the sale of merchandising, i.e. **€ 20 million**, to this initiative (equal to 2% of the budgeted operating costs).

7.1 Contingency

Considering the amount of costs, it is reasonable to provide for a contingency fund equal to 5% of the entire operating cost budget, equal to **€ 42 million**.

13.3.2 Operating Revenues

This section describes the principal sources of revenue related to the organisation and management of Expo 2015 that fall within the operating perimeter of the Organising Committee.

1.1 Pavilion rental

Assuming that the rent on space leased to the participating countries is equal to € 455/sqm for the entire duration of the event, that the minimum standard leasing module is 400 sqm, and that a total number of 40 countries lease the pavilions for a total of 73,600 sqm, composed of small and midsize pavilions, the total rental income would be **€ 30 million** (equal to 4% of the budgeted operating revenues). This figure includes a discount of 15% applied to BIE member countries.



2.1 Ticket sales

Assuming that the number of visitors during the six months of Expo 2015 reaches 29 million, and considering an average price per admission ticket⁸ of € 18, we find total proceeds of **€ 522 million** (equal to 59% of the budgeted operating revenues).

This average price represents a mix of differentiated pricing: the standard ticket (day ticket adult), for example, will have a price of € 28 (at current 2007 prices, corresponding to a presumed face value of € 35 in 2015), the evening ticket € 14 (at 2007 prices, corresponding to a face value of € 17,5 at 2015 prices); student tickets (primary and secondary school) will cost € 7 (at 2007 prices, corresponding to a face value of € 8,7 in 2015).

3.1 Restaurant concessions

Assuming that the total number of visitors in the six months of Expo 2015 reaches 29 million, that 20% of them consume a meal with an average value of € 10, and that 30% consume a snack/beverage with a value of € 3, and budgeting 5% royalties on sales, we estimated the total income to be **€ 4 million** (equal to 0.5% of the budgeted operating revenues).

4.1 Transport and Parking for visitors

Assuming that the average ticket price for transport within the site (sightseeing) is € 3, and that 25% of the projected visitors (7,25 million) utilise that transport, this would generate income of € 22 million.

Assuming that the average price for parking is € 12 a day, and that 18% of the total 29 million visitors would reach the Expo by car, with an average of 2,5 persons per car, we estimated the average number of cars at 2,09 million, generating parking revenues of € 24 million. This total item would therefore generate **€ 46 million** in income (equal to 5% of the budgeted operating revenues).

4.2 National Lottery

This source is expected to produce **€ 25 million** in expected income (equal to 3% of the budgeted operating revenues). These revenues represent the amount collected by the Ministry of the Economy, which is 30% of the total proceeds from national lottery initiatives (Gratta e Vinci).

4.3 Licensing & Merchandising

These revenues were estimated based on the following assumptions:

- sales within the Expo site of € 6,2 million (4.5% of the 29 million visitors spending an average of € 20 and royalties at 24%);
- sales in the city centre equal to € 2,4 million (average scenario of purchasers for a retail period of three months);
- off-site sales of € 4 million (10 million inhabitants with an external airport pool of 25 million persons with a conservative royalty rate of 8%);
- revenues from royalties on commemorative coins, guides, etc. equal to € 7,5 million.

In this case, we find total revenues of **€ 20 million** (equal to 2% of the budgeted operating revenues).

4.4 Sponsorships

The assumption is that 30 companies will sponsor Expo 2015 as follows:

- 4 top-level sponsors (€ 35 million each): € 140 million;
- 10 second-level sponsors (€ 6,3 million each): € 63 million;
- 16 third-level sponsors (€ 1 million each): € 16 million.

This gives total income of **€ 219 million** (equal to 25% of the budgeted operating revenues).

4.5 Rent of accommodations to participants

Assuming that 50 countries participate in Expo 2015 and are asked to pay € 40/day for lodging their staff, and assuming an average staff of 20 persons per country and 365 days of lodging, we find a total of **€ 15 million** in rental income (equal to 1.5% of the budgeted operating revenues).

5.1 Resale of assets post Expo

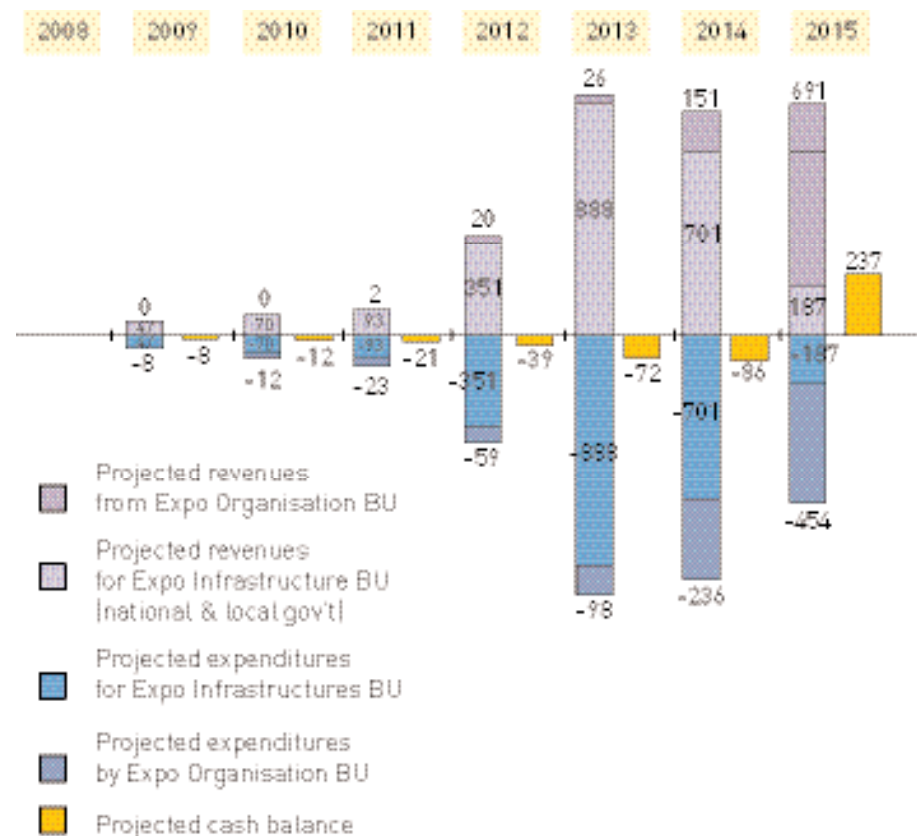
Based on a benchmark with recent mega-events in Italy, we estimated total proceeds of **€ 11 million** (equal to 1% of the budgeted operating revenues).



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13.4 Cash flow projections and hedging of financial risk

The Organising Committee will sustain all the public portion of the infrastructure costs (equal to **€ 2,337 million⁹**) and all the operating costs related to the organisation and management of the event (**€ 892 million**) and will work in conjunction with the private sector to complete that portion of the infrastructure (equal to **€ 891 million**).



The chart above shows how the expenditures and revenues managed by the Organising Committee will be distributed over time, with regard to the infrastructure and organisation. As the chart shows, the flows are concentrated primarily in the three years preceding the event (when the impact of infrastructure projects on cash inflows and outflows is greatest) and in the year of the event (when most of the expenditures relate to the organizational machinery).

The cash outflows for capital expenditures (infrastructure projects) will be funded by inflows provided by the public administration (national and local government): in this way, there will be a general balance each year between expenditures and revenues, i.e. general financial sustainability of the various projects.

Regarding the financial balance of the budget for organizing/operating the event, we should point out that there will be physiological imbalance in the years prior to the event, since a significant part of the income is deferred to the year of the event (e.g. revenues from ticket sales and the sale of services to visitors).

In any case, the negative cash flow associated with the organisation of the event will be covered through bank financing: the financial expense this will generate has been estimated and included as a specific operating cost.

13.5 Budget for Expo Milano 2015

The budget for Expo Milano 2015, shows a break-even of **€ 4,120 million** (€ 3,228 million for infrastructure and € 892 million organisation of the event)¹⁰.

This budget and the projected cash flows were developed based on the economic conditions in effect at the time of preparation; the projections do not take into consideration possible effects of inflation or fluctuations in the exchange rates between the euro and the other currencies associated with costs and revenues.

The Organising Committee will be assisted by leading banks for a series of financial risk hedging transactions (e.g.: currency exchange risk, risk of macroeconomic changes, etc.) that might alter the projected results.

The budget of Expo Milano 2015 can be summarised in the following table.

¹⁰ Please note that, as indicated in greater detail in Chapter 6, the Organising Committee, responsible for building the infrastructure and organizing the event, will manage the total budget through two business units: Infrastructure and Organisation



13.

CHAPTER 14

THE INDICATORS WHICH WILL PERMIT PARTICIPANTS TO ESTIMATE THE LIKELY COST OF PARTICIPATION



ABSTRACT CHAPTER 14

DEFINING COSTS FOR PARTICIPATING COUNTRIES

To provide the best possible overview of the costs involved in the various forms of participation in the Expo, this chapter describes an estimate of the costs that participating countries will incur for taking part in the event.

Costs can be broken down in 2 macro clusters:

COSTS FOR RENTING, DESIGNING AND BUILDING

Structural costs can be broken down in two categories, based on the type of participation in the Expo:

- 1.direct building of the pavilion by the participating country;
- 2.building of the pavilion by the Organising Committee on behalf of the participating country.

Structural costs basically consist of the following:

- renting areas;
- building and preparation (construction and fitting);
- management (staff, security, cleaning, utilities, logistics, signage, insurance, etc.).

COSTS FOR THE DELIVERY OF SERVICES

The costs for services delivered by Expo Milano 2015 to the participating countries can be grouped in homogeneous clusters and defined according to the surface area requested:

- engineering costs;
- costs for the supply of utilities;
- costs for secretarial work and interpretation;
- costs for security (security guards);
- costs for builders on the site;
- purchase of building materials;
- costs for staff accommodation.

FACILITATIONS FOR DEVELOPING COUNTRIES

The participation of developing countries is regarded as strategic both for Milan and Italy, especially considering the theme chosen for the Expo.

As such, the participation of developing countries will be supported by the Organising Committee through the total reimbursement of the costs incurred and by making available to such countries an area in the joint pavilions.

14.1 Local rental, architectural design and construction costs (labour and materials)

The following itemised cost scheme will facilitate estimation of the costs associated with different Expo participation options and will be used to structure a more detailed review of participation costs below:

Type of area Type of costs	A1 Pavilion built by participant	A2 Pavilion built by organiser
C1 Rental costs	Lot free of charge with utility hookups in place	Rental of space (built area) in air-conditioned pavilion built by the organiser and outfitted with utility hookups
C2 Construction costs	1 Building	-
	2 Fixtures	2 Fixtures
C3 Management costs	1 Staff	1 Staff
	2 Safety, security and cleaning	2 Safety, security and cleaning
	3 Consumption	3 Consumption
	4 Signage and printed materials	4 Signage and printed materials
	5 Logistics and insurance	5 Logistics and insurance

Table 14.1 - Type of costs of participation

A1 Area type: Pavilion built directly by participant

Participants choosing to build their own pavilion will be provided with a suitable lot for its construction. The Organiser will provide basic utility connections during pavilion construction and during the Expo.

The location of the utility hookups will be specified when the lot is assigned to the participant. The Organiser will also provide at this time detailed site plans and general reference documentation for the lot.

Participants have the option of building their own pavilion, regardless of dimensions, upon submission of an explicit request to the Organiser.

C1 Lots rental costs

The Organiser will provide, at no charge, a suitable lot to participants choosing to build their own pavilion.

Connections to the primary utility systems will also be made free of charge, as will other general services such as:

- fire prevention service;



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- logistics and first aid services;
- general security;
- district waste disposal;
- general signage;
- access system;
- shared services.

Participants may build their own pavilion on the basis of lot size according to the guidelines outlined in Chapter 10.

C2 Construction costs

The following table presents detailed construction cost estimates for three different pavilion sizes (1,176 sqm, 2,352 sqm, and 4,312 sqm). Engineering costs (design, construction management, inspection and certification) are also included.

Pavilion footprint 1,176 m ²		AREA m ²	COST ESTIMATE M	UNIT PRICE M/m ²	DESCRIPTION		
C2 CONSTRUCTION COSTS	C 2.1 BUILDING	CIVIL WORKS	STRUCTURES	1,176	299,644.80	254.80	STEEL AND REINFORCED CONCRETE STRUCTURES
			SECONDARY STRUCTURES	1,176	560,952.00	477.00	DOORS AND WINDOWS, WALLS, FLOORS AND INSULATION
		UTILITIES	AIR CONDITIONING SYSTEM	1,176	117,600.00	100.00	HOOKUP TO CENTRAL SYSTEM, INTERNAL DISTRIBUTION, AUTOMATIC CONTROL
			ELECTRICAL ON SPECIAL SYSTEMS	1,176	176,400.00	150.00	ELECTRICAL AND LIGHTING SYSTEM
			WATER SUPPLY AND DRAINAGE SYSTEM	1,176	35,280.00	30.00	WATER SUPPLY AND DRAINAGE SYSTEM
			NATURAL GAS SYSTEM	1,176	23,520.00	20.00	DISTRIBUTION AND HOOKUPS
		SUBTOTAL				1,213,396.80	1,031.80
	ENGINEERING	1,176	141,413.00	120.25	DESIGN, PM, CERTIFICATION AND SAFETY		
	BUILDING SUBTOTAL				1,354,809.80	1,152.05	
	C 2.2 FIXTURES	ENGINEERING	1,176	29,400.00	25.00	m ²	DESIGN, PM, CERTIFICATION AND SAFETY
BASIC INTERIOR FIXTURES		INTERIOR FIXTURES AND UTILITIES	1,176	117,600.00	100.00	m ²	INTERNAL OFFICE AND EXHIBITION AREA FIXTURES
		OFFICE FURNITURE AND ACCESSORIES	1,176	11,760.00	10.00	m ²	CHAIRS, TABLES AND OTHER FURNITURE
VIDEO, COMPUTERS, SOFTWARE		1,176	47,040.00	40.00	m ²	VIDEO, SOFTWARE	
FIXTURES SUBTOTAL				205,800.00	175.00	m ²	
TOTAL CONSTRUCTION COSTS				1,560,609.80			

Table 14.2 - Construction cost estimates for a small-sized pavilion (1,176 sqm)

Pavilion footprint 2,352 m ²			AREA m ²	COST ESTIMATE M	UNIT PRICE M/m ²	DESCRIPTION	
C2 CONSTRUCTION COSTS	C 2.1 BUILDING	CIVIL WORKS	STRUCTURES	2,352	599,289.60	254.80	STEEL AND REINFORCED CONCRETE STRUCTURES
			SECONDARY STRUCTURES	2,352	1,121,904.00	477.00	DOORS AND WINDOWS, WALLS, FLOORS AND INSULATION
		UTILITIES	AIR CONDITIONING SYSTEM	2,352	235,200.00	100.00	HOOKUP TO CENTRAL SYSTEM, INTERNAL DISTRIBUTION, AUTOMATIC CONTROL
			ELECTRICAL AND SPECIAL SYSTEMS	2,352	352,800.00	150.00	ELECTRICAL AND LIGHTING SYSTEM
			WATER SUPPLY AND DRAINAGESYSTEM	2,352	70,560.00	30.00	WATER SUPPLY AND DRAINAGE SYSTEM
			NATURAL GAS SYSTEM	2,352	47,040.00	20.00	DISTRIBUTION AND HOOKUPS
	SUBTOTAL				2,426,793.60	1,031.80	
	ENGINEERING	2,352	239,000.00	101.62	DESIGN, PM, CERTIFICATION AND SAFETY		
	BUILDING SUBTOTAL				2,665,793.60	1,133.42	
	C 2.2 FIXTURES	ENGINEERING	2,352	58,800.00	25.00	m ²	DESIGN, PM, CERTIFICATION AND SAFETY
BASIC INTERIOR FIXTURES		INTERIOR FIXTURES AND UTILITIES	2,352	235,200.00	100.00	m ²	INTERNAL OFFICE AND EXHIBITION AREA FIXTURES
		OFFICE FURNITURE AND ACCESSORIES	2,352	23,520.00	10.00	m ²	CHAIRS, TABLES AND OTHER FURNITURE
VIDEO, COMPUTERS, SOFTWARE		2,352	94,080.00	40.00	m ²	VIDEO, SOFTWARE	
FIXTURES SUBTOTAL				411,600.00	175.00	m ²	
TOTAL CONSTRUCTION COSTS				3,077,393.60			

Table 14.3 - Construction cost estimates for a medium-sized pavilion (2,352 sqm)

Pavilion footprint 4,312 m ²			AREA m ²	COST ESTIMATE M	UNIT PRICE M/m ²	DESCRIPTION	
C2 CONSTRUCTION COSTS	C 2.1 BUILDING	CIVIL WORKS	STRUCTURES	4,312	1,098,697.60	254.80	STEEL AND REINFORCED CONCRETE STRUCTURES
			SECONDARY STRUCTURES	4,312	2,056,824.00	477.00	DOORS AND WINDOWS, WALLS, FLOORS AND INSULATION
		UTILITIES	AIR CONDITIONING SYSTEM	4,312	431,200.00	100.00	HOOKUP TO CENTRAL SYSTEM, INTERNAL DISTRIBUTION, AUTOMATIC CONTROL
			ELECTRICAL AND SPECIAL SYSTEMS	4,312	646,800.00	150.00	ELECTRICAL AND LIGHTING SYSTEM
			WATER SUPPLY AND DRAINAGESYSTEM	4,312	129,360.00	30.00	WATER SUPPLY AND DRAINAGE SYSTEM
			NATURAL GAS SYSTEM	4,312	86,240.00	20.00	DISTRIBUTION AND HOOKUPS
	SUBTOTAL				4,449,121.60	1,031.80	
	ENGINEERING	4,312	396,488.00	91.95	DESIGN, PM, CERTIFICATION AND SAFETY		
	BUILDING SUBTOTAL				4,845,609.60	1,123.75	
	C 2.2 FIXTURES	ENGINEERING	4,312	107,800.00	25.00	m ²	DESIGN, PM, CERTIFICATION AND SAFETY
BASIC INTERIOR FIXTURES		INTERIOR FIXTURES AND UTILITIES	4,312	431,200.00	100.00	m ²	INTERNAL OFFICE AND EXHIBITION AREA FIXTURES
		OFFICE FURNITURE AND ACCESSORIES	4,312	43,120.00	10.00	m ²	CHAIRS, TABLES AND OTHER FURNITURE
VIDEO, COMPUTERS, SOFTWARE		4,312	172,480.00	40.00	m ²	VIDEO, SOFTWARE	
FIXTURES SUBTOTAL				754,600.00	175.00	m ²	
TOTAL CONSTRUCTION COSTS				5,600,209.60			

Table 14.4 - Construction cost estimates for a large-sized pavilion (4,312 sqm)



C3 Management Costs

The following table presents a detailed breakdown of management costs likely to be incurred by the participant.

Once again we have provided this cost estimate for three different pavilion sizes.

Pavilion footprint 1,176 m ²		QUANTITIES	COST ESTIMATE	UNIT PRICE M/m ²		DESCRIPTION		
C 3 MANAGEMENT COSTS	C 3.1 PERSONNEL	MANAGERIAL AND TECHNICAL STAFF	10 PEOPLE	360,000.00	6,000.00	M/MONTH/ PERSON	INCLUDING SALARY, FOOD & LODGING, AND TRANSPORTATION FOR 6 MONTHS, TWO SHIFTS	
		SECRETARIAL SUPPORT	3 PEOPLE	36,000.00	2,000.00	M/MONTH/ PERSON	SALARIES FOR 6 MONTHS, TWO SHIFTS	
		INTERPRETERS	3 PEOPLE	64,800.00	3,600.00	M/MONTH/ PERSON	SALARIES FOR 6 MONTHS, TWO SHIFTS	
	C 3.2 SECURITY AND CLEANING	1,176	423,360.00	2,00	M/M/DAY			
	C 3.3 UTILITIES AND SERVICES	1	150,000.00	25,000.00	M/MONTH X 6 MONTHS	WATER, ELECTRICITY, NATURAL GAS, TELECOMMUNICATIONS, AND CLEANING COSTS		
	C 3.4 SIGNAGE AND PRINTED MATERIALS	1	80,000.00	80,000.00	M/TOTAL	PROMOTION, ADVERTISING, PHOTOGRAPHY, INFORMATION BULLETINS		
	C 3.5 LOGISTICS AND INSURANCE	LOGISTICS	1	75,000.00	75,000.00	M/TOTAL	MISC. MAINTENANCE AND MOVEMENT OF PERSONS AND MATERIALS	
		INSURANCE	LIFE INSURANCE	1	7,000.00	7,000.00	M/TOTAL	FOR STAFF MEMBERS
			FIRE INSURANCE	1	-	-	-	INCLUDED IN PROPERTY INSURANCE
			PROPERTY INSURANCE	1	7,000.00	7,000.00	M/TOTAL	COVERAGE FOR STRUCTURES AND EQUIPMENT
TOTAL MANAGEMENT COSTS			1,203,160.00					

Table 14.5 - Management cost estimates for a small-sized pavilion (1,176 sqm)

Pavilion footprint 2352 m ²		QUANTITIES	COST ESTIMATE	UNIT PRICE M/m ²		DESCRIPTION			
C 3 MANAGEMENT COSTS	C 3.1 PERSONNEL	MANAGERIAL AND TECHNICAL STAFF	15 PEOPLE	540,000.00	6,000.00	M/MONTH/PERSON	INCLUDING SALARY, FOOD & LODGING, AND TRANSPORTATION FOR 6 MONTHS, TWO SHIFTS		
		SECRETARIAL SUPPORT	4 PEOPLE	48,000.00	2,000.00	M/MONTH/PERSON	SALARIES FOR 6 MONTHS, TWO SHIFTS		
		INTERPRETERS	4 PEOPLE	86,400.00	3,600.00	M/MONTH/PERSON	SALARIES FOR 6 MONTHS, TWO SHIFTS		
	C 3.2 SECURITY AND CLEANING		2,352	846,720.00	2.00	M/M ² /DAY			
	C 3.3 UTILITIES AND SERVICES		1	300,000.00	50,000.00	M/MONTH X 6 MONTHS	WATER, ELECTRICITY, NATURAL GAS, TELECOMMUNICATIONS, AND CLEANING COSTS		
	C 3.4 SIGNAGE AND PRINTED MATERIALS		1	150,000.00	150,000.00	M/TOTAL	PROMOTION, ADVERTISING, PHOTOGRAPHY, INFORMATION BULLETINS		
	C 3.5 LOGISTICS AND INSURANCE	LOGISTICS		1	120,000.00	120,000.00	M/TOTAL	MISC. MAINTENANCE AND MOVEMENT OF PERSONS AND MATERIALS	
		INSURANCE	LIFE INSURANCE	1	10,000.00	10,000.00	M/TOTAL	FOR STAFF MEMBERS	
			FIRE INSURANCE	1	-	-	-		INCLUDED IN PROPERTY INSURANCE
			PROPERTY INSURANCE	1	10,000.00	10,000.00	M/TOTAL	COVERAGE FOR STRUCTURES AND EQUIPMENT	
TOTAL MANAGEMENT COSTS			2,111,120.00						

Table 14.6 - Management cost estimates for a medium-sized pavilion (2,352 sqm)

Pavilion footprint 4312 m ²		QUANTITIES	COST ESTIMATE	UNIT PRICE M/m ²		DESCRIPTION			
C 3 MANAGEMENT COSTS	C 3.1 PERSONNEL	MANAGERIAL AND TECHNICAL STAFF	30 PEOPLE	1,080,000.00	6,000.00	M/MONTH/PERSON	INCLUDING SALARY, FOOD & LODGING, AND TRANSPORTATION FOR 6 MONTHS, TWO SHIFTS		
		SECRETARIAL SUPPORT	4 PEOPLE	48,000.00	2,000.00	M/MONTH/PERSON	SALARIES FOR 6 MONTHS, TWO SHIFTS		
		INTERPRETERS	4 PEOPLE	86,400.00	3,600.00	M/MONTH/PERSON	SALARIES FOR 6 MONTHS, TWO SHIFTS		
	C 3.2 SECURITY AND CLEANING		4,312	1,552,320.00	2.00	M/M ² /DAY			
	C 3.3 UTILITIES AND SERVICES		1	720,000.00	120,000.00	M/MONTH X 6 MONTHS	WATER, ELECTRICITY, NATURAL GAS, TELECOMMUNICATIONS, AND CLEANING COSTS		
	C 3.4 SIGNAGE AND PRINTED MATERIALS		1	400,000.00	400,000.00	M/TOTAL	PROMOTION, ADVERTISING, PHOTOGRAPHY, INFORMATION BULLETINS		
	C 3.5 LOGISTICS AND INSURANCE	LOGISTICS		1	300,000.00	300,000.00	M/TOTAL	MISC. MAINTENANCE AND MOVEMENT OF PERSONS AND MATERIALS	
		INSURANCE	LIFE INSURANCE	1	15,000.00	15,000.00	M/TOTAL	FOR STAFF MEMBERS	
			FIRE INSURANCE	1	-	-	-		INCLUDED IN PROPERTY INSURANCE
			PROPERTY INSURANCE	1	15,000.00	15,000.00	M/TOTAL	COVERAGE FOR STRUCTURES AND EQUIPMENT	
TOTAL MANAGEMENT COSTS			4,216,720.00						

Table 14.7 - Management cost estimates for a large-sized pavilion (4,312 sqm)



A2 Rental of a pavilion built by the Organising Committee

In this case the pavilion is built by the Organiser and leased to the participant.

Independent pavilions are offered in three different sizes: 1,176, 2,352, or 4,312 square metres.

The Organising Committee will build joint pavilions for those countries wishing to take part at the Expo, keeping their own national identity. Joint pavilions will house the developing countries which are granted an aid for their participation.

The pavilion will be outfitted with electrical, telecommunications, air conditioning, and water supply and drainage systems as specified in the documentation provided by the Organising Committee. This documentation will include:

- a map showing pavilion location in relation to roads, parking facilities, green areas and public services;
- a map showing site borders and built structures;
- a topographical map and photographs of the pavilions including executive designs, technical specifications and the location of underground utilities;
- a floor plan illustrating the layout and characteristics of the outfitted area.

The lessee or participant will bear costs for any modifications or improvements, furnishings or fixtures and any secondary utilities hookups.

C1 Rental costs

The Organisers will charge the participants a rental fee of ? 455 per square metre of gross floor area (GFA). This fee does not include energy costs, fixtures or the above-specified management cost.

Rental costs will be reduced by 15% for BIE member countries.

Rental costs will not be charged to developing countries qualifying for aid from the Organising Committee to facilitate their participation in the Expo.

Other leased areas: the new Milan Trade Fair outdoor exhibition or entertainment area

The Expo site encompasses Pavilions 1 and 2 of the Milan Trade Fair. These pavilions are dedicated respectively to the theme of “*Con-Scienza*”¹ and to the major food sector producers in the Corporate pavilion.

There is a 37,500 square metre (9.25 acre) open-air area next to these pavilions which is also part of the Milan Trade Fair.

The area is completely paved in reinforced concrete and outfitted with sublevel utility vaults providing easy electrical hookups for any type of exhibition and/or event.

This outdoor area will mainly be used by the Organisers for concerts, entertainment, meetings or other audience events of various nature, but may also be made temporarily available to participants free of charge where the events programme permits.

Rental costs summary table

Type of area Type of costs		A1 Pavilion built by participant	A2 Pavilion built by organiser
		C1 Rental costs	Rental basis
	<i>m²/e</i>	Free of charge	455

¹ Play on words: “conscienza” (more commonly spelled “coscienza”) = conscience, awareness, conscientiousness, but may also be read “con scienza” = with science



14.2 Participation incentives for developing countries

Developing countries will be granted the use, free of charge, of joint pavilions where hosted countries can gather according to their geographical position or belonging continent. Each country inside the pavilion will host its own customizable exhibiting area, besides public use spaces.

Both Italy and the city of Milan see the participation of developing countries as being of strategic importance in light of the Expo theme. The general Expo philosophy of co-ordinated and co-operative management will be applied here as well, involving developing countries in determining:

- pavilion construction options;
- exhibition design and content;
- opportunities for promoting the participant country;
- opportunities for other promotional events.

The Organising Committee will thus ensure full reimbursement of all participation costs for developing countries.

Technologically advanced facilities, such as the virtual pavilion, will continue to be available on a permanent basis after the conclusion of the Expo.

Further details regarding facilitation of participation by developing countries will be submitted to the BIE in a specific document by the agreed deadline. Specific aid will be available to countries for the following cost items:

- consulting costs for developing exhibition layout;
- pavilion architectural and exhibition setup and dismantling costs;
- regular pavilion maintenance costs (cleaning, security, lighting, water supply and equipment rental);
- participation fees for events organised by the Expo Committee (national holidays and other events), including out-of-pocket expenses for participating dignitaries and journalists;
- costs associated with promotion, communication and public relations in Italy;
- training costs for staff employed both in the exhibition setup phases and during the Expo.

14.3 Current rates for materials, energy, customs duties, transportation, security, interpreter services, secretarial services, rental accommodation, hotels, and food

Staff, utility and miscellaneous service costs are addressed in the Management Costs section above.

The main cost items and unit prices are summarised here for quick reference.

Engineering

The following tables provide a brief itemised summary of estimated engineering costs both in absolute terms and as a percentage of total project costs. The costs are calculated for three pavilion sizes (1,176, 2,352 and 4,312 square metres) on the basis of the current rates provided by the association of engineers and architects:

Small Type E pavilion: 1176 m ² Engineering costs				
		Reference cost	Cost	Percentage
1	Design and PM			
A	Lump sum	e 1,213,396.80	e 94,715.41	7.81%
B	Itemised			
	Architectural	e 560,952.00	e 15,939.71	2.84%
	Structural	e 299,644.80	e 14,656.50	4.89%
	Electrical	e 176,400.00	e 13,297.82	7.54%
	Mechanical	e 176,400.00	e 11,481.42	6.51%
	PM	e 1,213,396.80	e 39,339.95	3.24%
2	Certification			
	Structures	e 299,644.80	e 866.38	0.29%
	Civil works	e 560,952.00	e 1,284.89	0.23%
	Plants	e 352,800.00	e 1,020.07	0.29%
		e 1,213,396.80	e 3,171.33	0.26%
3	Safety	e 1,213,396.80	e 43,526.50	3.59%
		TOTAL	e 141,413.24	11.65%

Table 14.8 - Engineering cost estimates for a small-sized pavilion (1,176 sqm)



14.

Medium Type D pavilion: 2,352 m ² Engineering costs				
	Reference cost	Cost	Percentage	
1 Design and PM				
A Lump sum	e 2,426,793.60	e 159,151.03	6.56%	
B Itemised				
Architectural	e 1,121,904.00	e 27,476.77	2.45%	
Structural	e	e 23,566.04	3.93%	
Electrical	599,289.60	e 22,793.47	6.46%	
Mechanical	e 352,800.00	e 19,132.22	5.42%	
PM	e 352,800.00	e 66,182.53	2.73%	
	e 2,426,793.60			
2 Certification				
Structures		e 1,732.76	0.29%	
Civil works	e	e 2,569.78	0.23%	
Plants	599,289.60	e 2,040.14	0.29%	
	e 1,121,904.00	e 6,342.67	0.26%	
3 Safety	e 705,600.00	e 73,405.08	3.02%	
	e 2,426,793.60			
	e 2,426,793.60	e 238,898.77	9.84%	

Table 14.9 - Engineering cost estimates for a medium-sized pavilion (2,352 sqm)

Large Type B pavilion: 4,312 m ² Engineering costs				
	Reference cost	Cost	Percentage	
1 Design and PM				
A Lump sum	e 4,449,121.60	e 263,094.10	5.91%	
B Itemised				
Architectural	e 2,056,824.00	e 47,600.37	2.31%	
Structural	e 1,098,697.60	e 40,591.37	3.69%	
Electrical	e 646,800.00	e 34,492.05	5.33%	
Mechanical	0 646,800.00	e 30,414.67	4.70%	
PM	e 4,449,121.60	e 109,995.64	2.47%	
2 Certification				
Structures	e 1,098,697.60	e 3,176.72	0.29%	
Civil works	e 2,056,824.00	e 4,711.26	0.23%	
Plants	e 1,293,600.00	e 3,740.25	0.29%	
	e 4,449,121.60	e 11,628.23	0.26%	
3 Safety	e 4,449,121.60	e 121,765.25	2.74%	
		TOTAL e 396,487.58	8.91%	

Table 14.10 - Engineering cost estimates for a large-sized pavilion (4,312 sqm)

Other rates

Managerial and technical staff

The estimated cost for each staff member is ? 6,000/month.
For shorter periods, the average hourly cost is ? 60/hour.

Secretarial services

The cost for each member of the secretarial staff is estimated at
? 2,000/month.
For shorter periods, the average hourly cost is ? 15/hour.

Interpreters

The cost for each interpreter is estimated at ? 3,600/month.
For shorter periods, the average hourly cost is ? 25/hour.

Security guards

The average rate is ? 25/hour excluding VAT.

Average electricity rates

Current ENEL rates are ? 0,12/kWh excluding VAT.

Drinking water rates

The city of Milan waterworks supplies water at ? 0,62/m³ excluding
VAT.

Natural gas rates for heating purposes

The local utility, AEM Gas, supplies natural gas at ? 0,35 CBM
excluding VAT.



Local public transportation rates

Standard ticket for urban zone: ? 1,00.

Validity: the ticket is valid for a period of 75 minutes from the initial timestamp. It can be used on the Milan urban network and on the interurban ATM, Trenitalia, Ferrovie Nord, and Passante Ferroviario lines within the urban limits.

Extra-urban ticket for the Rho Fiera MM station: ? 2,00.

Validity: the ticket is valid for a period of 75 minutes from the initial timestamp and can be used on all interurban ATM, Trenitalia, Ferrovie Nord, and Passante Ferroviario routes reaching the extra-urban ring corresponding to the town of Rho.

Taxis

- From any point in the city of Milan to the Malpensa international airport: set fare of ? 70.
- From the Malpensa international airport to the Milan Trade Fair (Expo site): set fare of ? 55.
- From the Milan Linate airport to the Milan Trade Fair (Expo site): set fare of ? 40.

Petrol prices

Lead-free petrol: ? 1,35/litre.

Diesel: ? 1,15/litre.

Construction materials prices

We provide a series of reference unit costs for the main construction items in Appendix.

Worksite labour rates

We provide unit costs for labour by level of specialisation.

WORKSITE LABOUR COSTS	
CONSTRUCTION CONTRACTOR COSTS	hourly rate
WORKSITE LABOUR	
Team leader	e 34.80
Specialised worker	e 31.80
Qualified worker	e 29.80
Ordinary worker	e 27.10
CLIMATE CONTROL SYSTEMS – ELECTRICAL SYSTEMS	hourly rate
Chief installer	e 28.45
Specialised installer	e 26.25
GARDENING	hourly rate
Team leader	e 25.90
Specialised worker	e 24.50
<p>The hourly rates, including general expenses and company earnings, have been derived from hourly rates of construction sector employees on open-ended contracts for work done during normal working hours within the Milan city limits.</p> <p>N.B.: The above costs have been obtained from the "Prices for construction work in Milan – Milan Chamber of Commerce – January 2007" and refer only to some of the many possible cost items. They are provided here purely as a non-exhaustive example. The costs do not include VAT.</p>	

Table 14.11 - Estimated worksite labour cost

Apartment rental rates

Our market research indicates that average rental rates for apartments in the northwest part of Milan are in the range of 600 to 1,000 euros per month for 2-room or 3-room apartments leased out on multi-year contracts (4 years + 4).

Much higher rates are recorded for shorter-term rentals of furnished apartments that are not registered as the tenant's primary place of residence ("*uso forestiero*").

Hotels

See Chapter 12 (Section 12.3) for an overview of hotel facilities and rates.

Meals

The price for a complete meal in a typical restaurant varies from ? 30 to ? 50. Meals in fast food establishments or self-service cafeterias generally fall into the ? 15-? 20 range.



14.

14.4 Participation cost summaries

We may now develop a number of participation cost summaries:

Summary 1: 1,176 sqm pavilion built by the Organisers and leased to the participant

		Pavilion built by Organiser	
Lot size (m ²)	1176	Cost (e)	Unit cost (e/m ²)
C1 Rental costs	Rental costs are calculated on the basis of rented area	535,080.00	455,00
C2 Construction costs	1 building	-	-
	2 fixtures	205,800.00	175,00
C3 Management costs	1 staff	460,800.00	391,84
	2 security and cleaning	423,360.00	360,00
	3 utilities	150,000.00	127,55
	4 signage and printed materials	80,000.00	68,03
	5 logistics and insurance	89,000.00	75,68
TOTAL		1,944,040.00	1,653.10

Summary 2: 1,176 sqm (Gross Floor Area) pavilion built by participant on 1,176 sqm lot

Example floor plan:



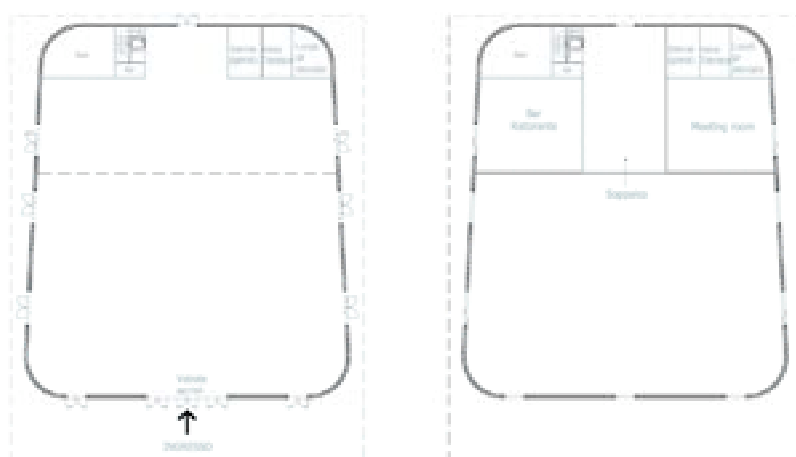
N.B.: In accordance with the building indices contained in Chapter 10, a total maximum gross floor area of 1,411 square metres is possible on a 1,176 sqm lot (max. GFA-to-lot ratio of 1.2:1). In the case in question, a pavilion with a GFA that is less than the maximum has been illustrated

Summary:

		Pavilion built by Participant	
Lot size (m ²)	1176	Cost (€)	Unit cost (€/m ²)
C1 Rental costs	Lot area	no charge	no charge
C2 Construction costs	1 building	1,354,809.80	1,152.05
	2 fixtures	205,800.00	175,00
C3 Management costs	1 staff	460,800.00	391,84
	2 security and cleaning	423,360.00	360,00
	3 utilities	150,000.00	127,55
	4 signage and printed materials	80,000.00	68,03
	5 logistics and insurance	89,000.00	75,68
TOTAL		2,763,769.80	2,350.14

Summary 3: 2,352 sqm (Gross Floor Area) pavilion built by participant on 2,352 sqm lot

Example floor plan:



N.B.: In accordance with the building indices contained in Chapter 10, a total maximum gross floor area of 2,822 square metres is possible on a 2,353 sqm lot (max. GFA-to-lot ratio of 1.2:1). In the case in question, a pavilion with a GFA that is less than the maximum has been illustrated



14.

Summary:

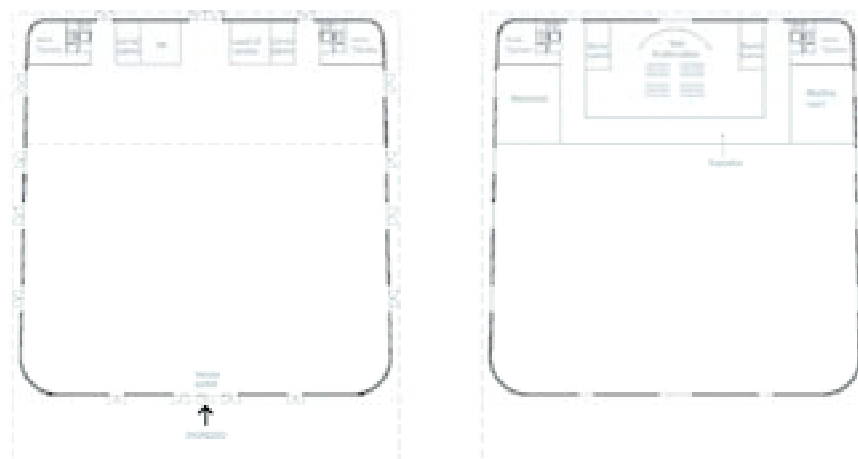
		Pavilion built by Participant	
Lot size (m ²)	2352	Cost (e)	Unit cost (e/m ²)
C1 Rental costs	Lot area	no charge	no charge
C2 Construction costs	1 building	2,665,793.60	1,133.42
	2 fixtures	411,600.00	175,00
C3 Management costs	1 staff	674,400.00	286,73
	2 security and cleaning	846,720.00	360,00
	3 utilities	300,000.00	127,55
	4 signage and printed materials	150,000.00	63,78
	5 logistics and insurance	140,000.00	59,52
TOTAL		5,188,513.60	2,206.00

Summary 4: 2,352 sqm pavilion built by Organisers and leased to participant

		Pavilion built by Organiser	
Lot size (m ²)	2352	Cost (e)	Unit cost (e/m ²)
C1 Rental costs	Rental costs are calculated on the basis of rented area	1,070,160.00	455.00
C2 Construction costs	1 building	-	-
	2 fixtures	411,600.00	175,00
C3 Management costs	1 staff	674,400.00	286,73
	2 security and cleaning	846,720.00	360,00
	3 utilities	300,000.00	127,55
	4 signage and printed materials	150,000.00	63,78
	5 logistics and insurance	140,000.00	59,52
TOTAL		3,592,880.00	1,527.59

Summary 5: 4,312 sqm (Gross Floor Area) pavilion built by participant on 4,312 sqm lot

Example floor plan.



N.B.: In accordance with the building indices contained in Chapter 10, a total maximum gross floor area of 5,174 square metres is possible on a 4,312 sqm lot (max. GFA-to-lot ratio of 1.2:1). In the case in question, a pavilion with a GFA that is less than the maximum has been illustrated

Summary:

		Pavilion built by Participant	
Lot size (m ²)	4312	Cost (€)	Unit cost (€/m ²)
C1 Rental costs	Lot area	no charge	no charge
	C2 Construction costs		
	1 building	4,845,609.60	1,123.75
	2 fixtures	754,600.00	175.00
C3 Management costs	1 staff	1,214,400.00	281.63
	2 security and cleaning	1,552,320.00	360.00
	3 utilities	720,000.00	166.98
	4 signage and printed materials	400,000.00	92.76
	5 logistics and insurance	330,000.00	76.53
	TOTAL	9,816,929.60	2,276.65



14.5 Construction companies for the construction and maintenance of Expo facilities

The city of Milan boasts a consolidated construction tradition and some 32,800 firms. If we look at the entire Region of Lombardy, this figure grows to some 98,500 construction firms.

According to national legislation regarding company qualifications, there are some 600 companies in Lombardy authorised to perform public-sector construction work for amounts exceeding 5 million euros, and 150 who are also authorised to perform such work for projects costing over 15 million euros.

In all of Italy there are a total 517,000 construction firms, and some 3,700 firms authorised to carry out public-sector construction work for amounts exceeding 5 million euros, and 650 for projects costing over 15 million euros.

It is thus clear that Milan offers a full range of capabilities to respond to any construction and maintenance needs.

Installers

For exhibition construction and setup, the National Association of Tradeshow and Exhibition Designers [*Associazione Nazionale delle Aziende Allestitrici di Fiere e Mostre* – ASAL] has over 260 member companies who are specialised in the design and setup of tradeshows, stands, conventions, and conferences. Of these, 150 firms in the Milan area are extremely active in the tradeshow and exhibition sector. It is no surprise that ASAL has based its national headquarters in Milan.

Milan and Lombardy also are the home to a host of small businesses specialised in plants and systems (heating, natural gas, water, electrical, electronic, antennas, lifts, appliance repair, etc.). Many of them are members of the National Association of Plant and Maintenance Firms [*Associazione Nazionale Impiantisti e Manutentori* – ANIM] that numbers more than 30,000 small firms and has its regional headquarters in Milan.

(Source: ISTAT and Public Works Oversight Authority)

14.6 Access by foreign workers and labour strike agreements

As previously mentioned at Paragraph 3.5, the Milan City Council and trade union organisations have recently signed a memorandum of intent for the permanent coordination of any labour issue arising during Expo 2015.

The agreement will assure regular employee-employer relations, labour safety, flexible working hours and measures for the reallocation of Expo human resources.

Regarding the legal and payment status of employees from other European member states, the established EU and national norms will be applied, and in particular, the prescriptions contained in Italian Legislative Decree no. 72/2000 (Italian enactment of European Directive 96/71/EC) 2A.

The legal and payment status of employees from outside of the European Union will depend on the type of function and whether the posting is under the aegis of a company based in an EU member state. Generally speaking, on the basis of Italian and EU legislation in force and ILO standards:

- 1) employees posted by companies, public or private entities, or national organisations to work at the employer's stand at the Expo for strictly promotional purposes will be subject to legislation and agreements in force within the employer's organisation and in the employer's country of origin;
- 2) employees posted by foreign companies to provide services for which compensation is generally paid (in particular: a) services of an industrial nature; b) services of a commercial nature; or c) craftwork), will be subject to regulation by Italian Legislative Decree no. 72/2000 (enactment of European Directive 96/71/EC), Article 27 of Italian Legislative Decree no. 286/1998, and Italian Regulation no. 334/2004 on immigration, which includes amendments and supplements to Italian Presidential Decree no. 394/1999 (DPR 394/1999) 2B.

In order to guarantee a successful integration of the staff working for the participating countries, the University of Milan will launch training courses in Italian. Courses will be prepared specifically for foreign workers according to the course plan experienced at the University of Perugia.



14.7 Monopolies for services such as shipping, cleaning, maintenance and security

Certain services, as described below, are provided by monopolies.

As stated in previous chapters, the site is adjacent to and occupies part of the new Milan Fairgrounds.

The official suppliers of Fieramilano SpA must be used for the areas on Milan Trade Fair property. These suppliers offer a range of exhibitor services, including:

- security;
- technical system O&M, utility hookups;
- telephone/data transmission hookups and equipment rental;
- internal goods transport;
- cleaning and waste removal;
- building maintenance;
- electricity, compressed air, water supply and sewer services.

We mention once again that the Milan Trade Fair area contains the two pavilions: the pavilion dedicated to the theme “*Con-Scienza*”, and the Corporate pavilion hosting major food production firms.

For the remaining areas of the site, the only monopolies that bear mention are those associated with management of underground utilities, and specifically:

- ENEL for electricity supply;
- the city of Milan’s integrated water service for supply of drinking water and sewer services;
- AEM Gas for natural gas supply;
- AMSA for waste disposal.

In general, the unit costs for the above services are in line with those indicated above in the Management Costs section.

APPENDIX CHAPTER 14

CONSTRUCTION COSTS FOR COMPLETED WORKS		
Average prices for completed works, including general expenses and company earnings		
Prices provided here refer to works executed using the best techniques, suitably skilled labour and materials of excellent quality as necessary to produce a finished work meeting all pertinent quality standards		
Concrete for reinforced, plinth, T-shaped, slab or simple foundations of medium size, poured on site into formworks. R → 250 kg/cm ² . Rebar and formworks invoiced separately	m ³	€136,00
Concrete for reinforced concrete elements in general (beams, pillars, floors, stair and lift tower walls) with filler material of 2 or more grain sizes, poured on site into formworks. R > 250 kg/cm ² . Rebar and formworks invoiced separately	m ³	€150,00
Supply, processing and installation of Fe B 44 enhanced adherence factory-checked rebar, including scrap and binding	t	€1 340,00
Formworks for poured concrete, including formwork removal, up to a maximum height of 4 m (for greater heights, costs of support scaffolding are calculated separately based on actual dimensions).		
a) straight vertical concrete walls	m ²	€29,50
b) beams, pillars, filled floors, platbands	m ²	€31,50
Solid or perforated vertical brick walls with cement mortar, including internal and external scaffolding	m ³	€252,00
Hollow exterior walls composed of double brick wall and air chamber, including internal and external scaffolding, 12 cm UNI blocks and 8 cm perforated brick partition walls	m ²	€64,00
12 cm thick partition walls in 8x12x24 perforated brick	m ²	€34,10
8 cm thick partition walls in 8x12x24 perforated brick	m ²	€27,50
Cinder block walls 20 cm thick	m ²	€44,75
Interior partition wall made of 13 mm drywall sandwich on metal frame	m ²	€42,41
Roughcast render	m ²	€13,08
Smooth render	m ²	€23,70
Shaving of interior walls that are free of roughcast render using ready-mix render	m ²	€20,00
Industrial roofing with ribbed galvanized panels, basic thickness 8-10mm, laterally overlapping and fastened with screws and seals, excluding support frame	kg	€5,44
Floor structure in prefabricated self-supporting pre-stressed honeycombed cement slabs. Excess load capacity of 1000 kg/m ²	kg	€57,50
Walls with washed medium gravel exterior finish and trowel-finished interior. Maximum height: 8 m	m ²	€62,50
Subgrade in coarse gravel or cobbles tamped with fine gravel or crushed stone, including application of material to thickness of 30 cm	m ²	€13,14
Abrasion-resistant floor in spheroidal quartz and cement (2 kg/m ² each) laid over freshly poured cement slab (cube strength RC 250) to a thickness of 15-20 cm, including final mechanical smoothing, joint sealing and anti-dust treatment. Reinforced with welded 20x20x4 mesh. Colour: grey	m ²	€54,13
N.B.: The above costs have been obtained from the "Prices for construction work in Milan - Milan Chamber of Commerce - January 2007" and refer only to some of the many possible cost items. They are provided here purely as a non-exhaustive example. The costs do not include VAT.		



14.

CHAPTER 15

LOCAL ENVIRONMENTAL AND ENERGY POLICIES IN THE PLANNING AND ORGANISATION OF EXPO 2015



ABSTRACT CHAPTER 15

GUIDELINES FOR DETERMINING THE SUSTAINABILITY ON THE EVENT

The sustainability of an event must take into account both the environmental impact of the event and the implications that the event will have for the sustainability of the local area. As such, we studied the environmental friendliness and the sustainable use of energy so as to define a set of tools and actions to be used in the planning and organisation of Expo 2015.

BASIC PRINCIPLES OF SUSTAINABILITY

Expo 2015's sustainability strategy includes comprehensive, locally coordinated action, based primarily on the integrated use of some truly innovative tools that promote and manage sustainability on a local level. These tools are currently used to enforce national and EU environmental policies:

- prevention principle: to organise Expo Milano and all of its related activities according to environmentally-friendliness and sustainability criteria right from the design stage;
- planning: to adopt an approach based on the definition of objectives and environmental improvement targets to be pursued during the organisation of the event;
- management: to make the most of the organisation and management of the structures, both during and after the event;
- stakeholder involvement: to build team spirit in all of those entities that, working locally, play a key role in reducing the environmental and energy impact of the event;
- monitoring and reporting: to check the event is efficient both in terms of the environment and energy efficiency.

THE METHODOLOGICAL APPROACH

The methodological approach of the study is based on three levels of analysis:

- the size of the expo: organisation, event and context;
- the life cycle of the event: bid, planning and design, management, closing and after-the event;
- the analysis of the interaction between the event and the environment, by adopting the OECD's Pressure-State-Response (PSR) model.

THE MAIN OUTCOMES OF THE FEASIBILITY STUDY

ANALYSIS OF THE URBAN AND LOCAL SITUATIONS

An accurate analysis of the urban and local area that will be affected by the organisation and the roll-out of Expo 2015 was performed. The objective is to outline a brief overview of the specific environmental status of the area in question.

MANAGEMENT TOOLS

The planning, organisation and roll-out of the expo will be done using a set of tools, indications and technical, organisational and managerial solutions that aim at making the event sustainable, thus ensuring the event leaves both tangible and intangible benefits.

PROPOSALS FOR THE SUSTAINABLE USE OF ENERGY

A protocol of understanding was signed by the Milan City Council and the Ministry for the Environment to set up binding technical co-operation aimed at ensuring Milan's bid for Expo 2015 is in line with national and European strategies of sustainable development, energy efficiency and adjustment to climate change.

- The expo demand for energy, both thermal and electrical, will be met by the most advanced systems that make use of renewable sources as part of a wider strategy aimed at integrating different energy sources.
- The overall energy-efficiency of the Expo 2015 site will be ensured by adopting many innovative solutions, both in terms of the shells of buildings and their energy impact.
- The expo area will be a "Low Emission Zone": the mobility of the Organising Committee's resources and the staff working inside the expo premises will have the minimum possible impact on the environment and demand for energy.

AIR

STRATEGIC ENVIRONMENTAL ASSESSMENT (SEA)

SOIL AND SUBSOIL

ENVIRONMENTAL MANAGEMENT SYSTEM AND EMAS REGISTRATION

WATER

GREEN PROCUREMENT POLICY AND PLANNING

PHYSICAL AGENTS

PLANNING AND SUSTAINABLE MANAGEMENT OF BUILDINGS

WASTE

CONSULTATIVE BODY FOR THE ENVIRONMENT

ENERGY

SUSTAINABILITY REPORT

15.1 The road to Expo sustainability

Milan proposes to pursue the theme of *Feeding the Planet, Energy for Life* not only in reference to food, our planet's most vital energy, but also with a special emphasis on sustainable development. Hence a primary goal in organising the event will be to ensure that the Expo itself is sustainable, i.e., that its direct or indirect demands on local or remote systems will not compromise the ability of those systems to satisfy future needs.

The achievement of this objective requires an assessment of the **environmental aspects of the Expo, their potential impacts on the local territory and their implications in terms of sustainability.**

Milan's goals in organising Expo 2015 will be to ensure a positive environmental impact thanks to a series of offsetting activities (see chapter 16).

This environmental compatibility and energy sustainability study outlines a series of instruments and local sustainability measures that will be applied in planning and managing Expo 2015.

The route to Expo sustainability involves the implementation of a co-ordinated and comprehensive action plan based on the integrated and synergetic application of innovative **instruments for the promotion and management of sustainability on the local level**, giving concrete expression to the principles underlying Italian and EU environmental policies:

- **anticipatory planning:** eco-compatibility and sustainability criteria shall be incorporated into the planning process for the Expo and its associated and feeder activities right from the start. This principle shall be implemented by means of appropriate strategic environmental assessment instruments;
- **strategic planning:** environmental targets and objectives will be incorporated into the event organisation processes in order to reap the greatest benefits from potential synergetic relationships with other players in the area;
- **operation and management:** the organisation and management of facilities and processes both during and after the Expo will be enhanced via appropriate and effective management tools such as the Eco-Management and Audit Scheme (EMAS) and Green Public Procurement (GPP). These tools do not exclusively address environmental requirements and technical aspects of energy use, but are also oriented toward the creation of a viable and consolidated material and immaterial post-Expo legacy of facilities, abilities and knowledge regarding the local territory;



15.

- **stakeholder involvement:** a climate of co-operation and collaboration will be instilled in order to facilitate and encourage the most effective contributions from all players in the area having a significant role to play in the prevention of negative environmental or energy-related impacts, and especially from those who have the ability to raise awareness among the various actors and partners involved in the Expo regarding the importance of shared environmental and energy objectives;
- **monitoring and reporting:** Expo environmental and energy performance will be measured and evaluated by means of indicators and monitoring instruments capable of detecting impacts caused by the event on the surrounding territory. All event processes and dynamics will be closely monitored and intervention measures will be implemented in the event that any impacts go beyond a predetermined range.

15.2 Methodology

The World Exposition is a large-scale event demanding a significant organisational and managerial effort, and also one that has deep and far-reaching physical, environmental, economic, social and cultural implications for the surrounding territory.

Hosting an Expo demands the planning and implementation of a complex array of actions and measures necessary for ensuring its success. The very large flows of traffic and persons present in the area during the event (exhibiting countries, visitors, the media, tourists, volunteers, etc.) must be carefully managed. Exhibition sites, pavilions and service facilities must be built or renovated, the transportation network must be expanded and reworked, and new hotel and accommodation facilities must be built. These are only some of the major investments of time and money demanded by such an event.

The methodology employed in this study incorporates three areas of analysis:

1. **Expo aspects:** *organisation, event, context;*
2. **Expo life cycle:** *candidature, planning and design, operation and management, closure and post-Expo activities;*
3. **Expo environmental interactions,** evaluated in terms of the OECD Pressure-State-Response (PSR) Model¹.

¹ The PSR Model schematises complex territorial systems by identifying cause-and-effect relationships between the components Pressure, State and Response. The model provides indicators and guidelines for achieving environmental protection objectives

15.2.1 Organisation, Event, Context

The processes and activities involved in staging the Expo fall into three distinct but interrelated categories:

- **organisation:** all processes and activities relating to the Expo carried out by the organisers (in this case the Expo Milano 2015 Organising Committee) that may influence environmental (air, water, soil, wastes, etc.) or energy-related aspects;
- **event:** all processes and activities during the course of the event that relate to the interaction between Expo management and the various external actors and beneficiaries;
- **context:** all Expo processes that may have an impact on the surrounding environment but that are not necessarily attributable to the actions of the organisers except in an indirect way.

15.2.2 Expo Life Cycle: candidature, planning and design, management, closure and post-event

Another key aspect in the approach to Expo sustainability regards its overall timeframe. We must account for its impacts across the entire timeline stretching from the initial planning and organisation phase through the post-Expo period, encompassing a period of some ten years. We may distinguish **four phases in the Expo lifecycle:**

1. conception and candidature;
2. planning and design (preparation for the event);
3. event (management during event);
4. closure and post-event.

Each phase involves both public institutions and private organisations. **Each has its own particular implications and thus requires specific instruments, but the principles of sustainable development must be integrated into all of them.**

The **candidature phase** is crucial: specific commitments are formally assumed to guarantee the success of the event not only on the organisational level but also regarding sustainability. These commitments find concrete application both in terms of compliance with legal requirements and via the voluntary adoption of specific instruments during the **planning, design, construction and event management phases.**



Lastly, the closure and post-event phase assumes prime relevance regarding event sustainability. The material and immaterial legacies that World Expositions leave to their host territories have come under increasing international scrutiny over the years, including attention from the BIE. Hence the organisation of the Expo has to include instruments and measures aimed at ensuring a long-term positive outcome for the host city and territory.

All sustainable management instruments and measures proposed in this study are based on the rationale of a long-term benefit for the host territory.

15.2.3 Expo-environment interactions

The *organisation-event-context* approach to the Expo lifecycle makes use of the **OECD's Pressure-State-Response (PSR) model for the analysis and classification of event activities** to determine and manage environmental and energy-related impacts and to guide the application of instruments and proposals for the sustainable management of the Expo.

15.3 Territorial and urban context

We have carried out a detailed analysis of the urban context for Expo 2015. The event and the activities directly associated with it will have an influence not only within the immediate Expo site, but one that will extend over a broad area encompassing not only the city of Milan and the towns in the Milanese orbit but also all of Lombardy and much of its neighbouring Regions.

The study thus aims to provide a general summary of the current environmental status and characteristics of the affected territory (air, soil, surface water, hydrogeology, etc.) to provide the initial elements for verifying the compatibility of the event with its host territory and determining the appropriate instruments for its sustainable management.

The study is organised into sections examining the following topics:

- **air;**
- **soil and subsurface;**
- **water;**
- **physical agents;**
- **wastes;**
- **energy.**

Air: Improved technologies and more stringent regulations

Air quality is a central issue in urbanised areas with highly concentrated populations and functions demanding intensive materials and energy flows.

In general terms, ongoing **air quality analyses in the Milan area show that on both the municipal and provincial levels air quality has progressively improved over the past decade.** This may be attributed both to improved technologies and to the enactment of more stringent laws.

We may make some initial observations regarding the implications of hosting Expo 2015 for local air quality.

Priority will be given to addressing the implications of mobility needs associated with the event, and suitable measures and instruments will be adopted to mitigate the pressure induced by additional vehicular traffic flow in the area.

Given that the event will take place primarily during the summer months, there will be no energy required for facility heating (except perhaps during the final two weeks), whereas there will be significant energy demand for air conditioning, which will be indispensable to ensure comfort in interior spaces.

To this end, **specific energy and environmental criteria will be adopted in the design and construction of permanent structures built for the event** (for example, the installation of photovoltaic panels).

Surface and subsurface: ecological functions and green areas

The soil quality and subsurface assessments that are part of the environmental analysis and monitoring work carried out by local institutions use a concept of “territory” based on a dual meaning:

- the “*natural*” *soil system*, ensuring primary ecological functions;
- the *anthropogenic soil system*, representing the pressure of the built urban complex on the territory.



15.

Among the many possible indicators and for the purposes of our study, we have chosen those that best represent the green areas and the environmental and landscape functions of the area that will be affected by the Expo, in terms of:

- **soil with ecological functions**, expressed as the percentages of the overall area that are natural, agricultural, or paved. This value expresses the ratio of areas with regenerative functions to areas exhibiting environmental pressure, and allows us to express a judgement about the ecological stability of the built urban complex;
- **urban green space**, the sum of green areas owned and managed by the city of Milan, green areas for sports or recreational uses, and green areas that provide landscape buffers along the road and motorway network.

The **system of green areas** within or at the edges of the metropolitan area plays an important environmental, recreational and cultural role. These areas are generally located in such a way as to favour accessibility and the broadest use possible:

- **city green areas** amount to **19.49 sqm per inhabitant**, of which 14.84 sqm per inhabitant are accessible to the public. This indicator represents the availability of green areas for Milan residents;
- **accessibility of green areas: 75%** of residents live within a 300-metre walking distance of green areas, while over **65%** of train stations are located within 300 metres of green areas. The percentage of residents living within walking distance of green areas promises to grow significantly: **the City Council has already undertaken plans to add to and/or improve public green areas covering some 11 million square metres (1,100 hectares)** in the Milan area.

The set of soil and subsurface quality indicators also includes:

- **risk factor indicators** related to potential pollution sources and the possibility of accidents which might result in releases to the environment. These indicators provide an expression of the activities and measures implemented by the pertinent entities for the prevention of such events and the remediation of contaminated sites;
- **infrastructure indicators, expressing the quality and sufficiency of primary utility systems (water, gas, electricity, etc.)** to ensure municipal functions and habitational quality.

Rational water use

The Province of Milan is characterised by a number of watercourses. The surface water network is composed of a main system comprising the Ticino, Adda, Lambro, Olona, Seveso, and Molgora rivers, and of a dense secondary network of natural and artificial channels.

Over the years, the rapid growth of industry and residential development has brought strong anthropic pressure in the form of the paving, occupation and alteration of the soil and subsurface, and via water collection systems, canalisation and the narrowing of stream-beds.

The situation regarding water resources is thus particularly delicate, and must be the object of particular attention and consideration in Expo organisation and management.

Within the scope of their respective strategic environmental objectives, the institutions have responded by adopting measures aimed at improving management of water resources and promoting and defending a "water culture", i.e., a shared awareness of the importance of this resource.

The priority given to the theme of water is demonstrated by the joint decision of the Bidding Committee and Milan City Council to create a "Water Way" representing a key element in the qualitative enhancement of the Milan area and its use of water.

Physical agents: noise control

The principal physical agents considered in the environmental analysis and monitoring activities of local institutions are **noise, electromagnetic fields, and light**.

Particular attention will need to be focused on noise; it is both the main physical polluting agent within the municipal limits of Milan, and also the main one likely to be produced by the Expo, especially as a result of additional traffic flow.

Waste management: source separation

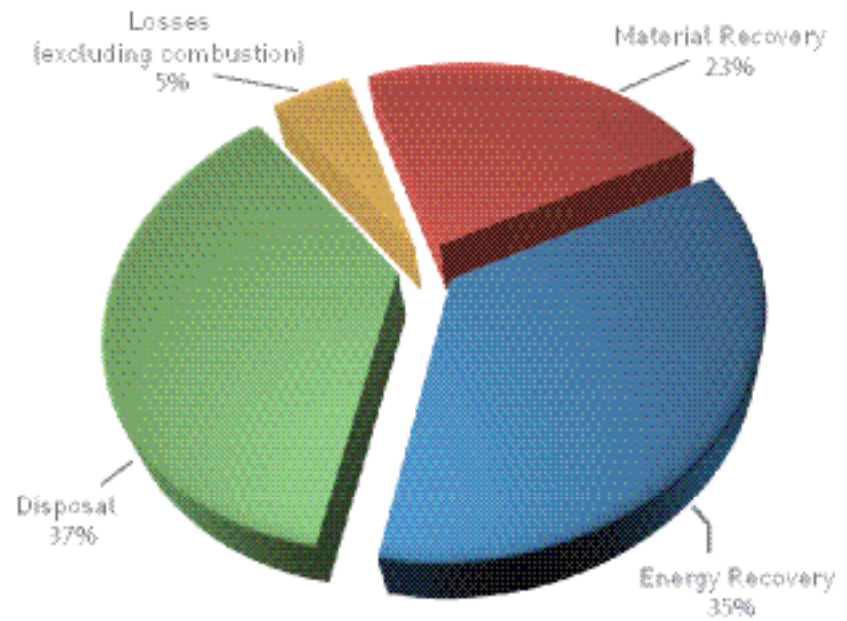
Waste management is one of the most pressing issues in metropolitan areas with their high population density and strongly urbanised fabric. In recent years, the city of Milan has pressed forward with plans to enhance and upgrade their waste collection and management system. Improvements include expansion of source separation and consequent increase in the proportion of wastes that are recovered in the form of materials or energy, instead of going into landfills or lost via other means of disposal.



15.

A comparison between waste management figures for 2001 and 2004 shows that waste recovery rates have increased from **23%** to **38%**, while energy recovered from wastes has remained constant at around **35%**.

YEAR 2001



Losses (excluding combustion)	41750
Material Recovery	174950
Energy Recovery	272241
Disposal	290529

Table 15.2a - Waste management balances in 2001
(Source: City of Milan Environmental Status Report 2005)

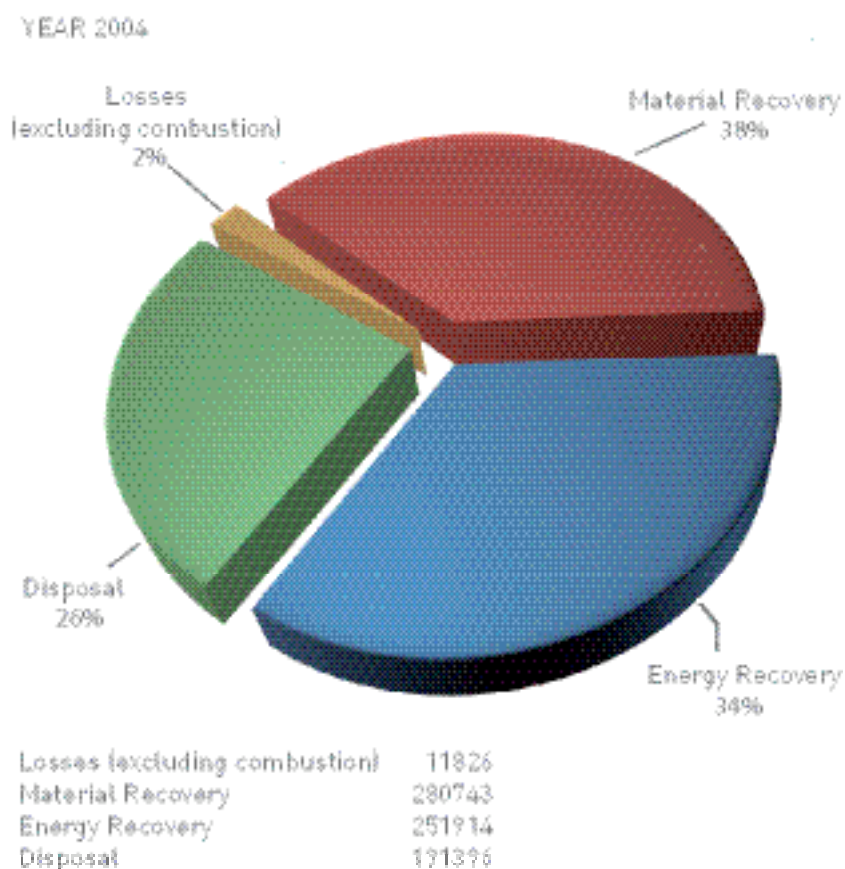


Table 15.2b - Waste management balances in 2004
(Source: City of Milan Environmental Status Report 2005)

Energy: limited consumption

The Milan City Energy Balance [Bilancio Energetico Comunale (BEC)] estimates overall yearly primary energy consumption of **3.076 MTPE² for the city. The civil sector, comprising domestic uses and heating**, accounts for 46% of this figure, followed by industry at 33%, and transport at 21%.

Primary energy consumption for non-mobile uses amounts to approximately **2.4 MTPE**, concentrated principally in central heating and service sector uses. Individual heating accounts for a rather limited percentage of primary energy consumption at around 5%, in spite of the very high number of installed boilers. Diesel fuel accounts for approximately 14% of consumption for heating and has shown strong reduction in recent years in favour of natural gas.

Growth in electricity consumption is modest and concentrated mainly in the service sector although domestic electricity consumption is also increasing slightly due mainly to the expansion of non-saturated markets (electrical cooking appliances and air conditioning). Electricity consumption within the city of Milan represents approximately 33% of total consumption in the Province of Milan.

² Million Tons of Petroleum Equivalent: a unit used to measure energy consumption



15.4 Expo management and sustainability instruments

A series of instruments, indications and technical solutions will be applied in planning and organising the Expo and during the event itself with the objective not only of making the event sustainable but also of leaving a positive material and immaterial legacy at the end of its life cycle.

As mentioned above, the Expo development process will involve comprehensive and co-ordinated local action based on the integrated and synergetic application of some of the most innovative instruments for the promotion and management of sustainability on the local level in order to give concrete expression to the principles at the basis of Italian and European environmental policies:

- **Strategic Environmental Assessment (SEA);**
- **Eco-Management and Audit Scheme (EMAS);**
- **Green Procurement;**
- **Sustainable design and management of buildings and facilities;**
- **Consultative Assembly;**
- **Sustainability Reporting.**

These instruments address issues relating both to the environmental and energy-related aspects of the event.

15.4.1 Strategic Environmental Assessment (SEA)

The first step in the Expo sustainability process is the development of a **Strategic Environmental Assessment (SEA)**. This innovative instrument was introduced by European Directive 2001/42/EC (SEA Directive) and conceived to provide an anticipatory assessment of the compatibility of a broad range of plans and programmes with the goal of eliminating or reducing potential environmental impacts at the source.

The SEA is closely associated with the concept of sustainability, since the policies and programmes influencing the long-term development of a given area are formulated in the planning and strategic assessment phase. The Assessment is also characterised by its consideration, along with environmental factors, of elements more strictly related to the economic and social aspects of development (population, public health, material goods and cultural goods). In the SEAs of many European countries, oversight and safeguards have been extended to the economic and social sustainability of plans and programmes.

Italy has already developed a successful precedent in applying a SEA in the organisation and management of a high profile event: the Turin 2006 Winter Olympic Games.

The measures implemented during the Turin 2006 Olympics Programme represent Italy's - and one of Europe's - first cases of the application of an SEA to a large-scale event. The Olympic SEA, called for by Italian Law no. 285 of 9 October 2000, "*Measures for the 2006 Turin Winter Olympic Games*", and defined by a series of regional legislative changes, required an "*Environmental Compatibility Study of the Olympics Programme*". The Study was positively evaluated by the pertinent local and national authorities, who recognised the sustainability of the event and introduced a series of technical, procedural and programmatic prescriptions aimed at ensuring the sustainability of the Games and further improving the environmental quality of the Olympics programme. **In particular, the Olympic SEA made it possible not only to plan works according to strategic environmental criteria, but also to monitor their environmental performance from the initial design phases, through the construction and implementation phase, all the way to the conclusion of the Games.**

Regarding Expo 2015, the SEA will ensure the incorporation of environmental criteria into all organisational phases of the Expo and that the planned alterations to the territory are environmentally, socially and economically sustainable.

The Expo 2015 SEA: goals, characteristics and method of development

The general aim of the SEA is to create a system of rules and policies that will produce a zero-impact event.

The **objectives of the Expo SEA are twofold**: on the one hand a framework will be produced for prior assessment of planned actions and measures; and on the other, guidelines will be developed to orient the entire executive design process:

- **mitigation**: to contain, reduce, or mitigate potential negative effects caused by the project;
- **rationalisation and compensation**: to make transformation processes compatible with the area's environment, and to systematically address the underlying issues influencing the environmental conditions of the host area;
- **sustainable goals**: to ensure the substantial, concrete and lasting improvement of the area's environmental quality and developmental potentials.

The City of Milan has developed a strategy involving different types of measures with the purpose of implementing on the local level the greenhouse gas emissions abatement principles recently established by the European Council.



The City Council's actions have been principally addressed to the reduction of pollution emissions from the housing and transport sectors, which are the major contributors of carbon dioxide (measured as carbon dioxide equivalents, CO₂eq³), respectively contributing 3,155.4 Megatons/year (54.4% of the total carbon dioxide equivalent contribution by the City of Milan in the year 2005) and 1,664 Megatons/year (28.7% of the total).

Regarding the residential segment, the City is developing incentives in the Building Code that will be applicable to renovations and new construction, and hence to the Expo. The goal is the elimination of 1,100 tons of CO₂ emissions per year by the use of solar thermal and photovoltaic power, and 2,400 tons of CO₂ per year through improvements in building shell design and technical systems.

Milan's commitment to sustainability and reduction in harmful emissions is demonstrated by its **adhesion to the Sustainable Energy Europe Campaign with the project "Milan, a sustainable city towards Expo 2015"**. The Campaign is an initiative of the European Commission within the Intelligent Energy Europe programme, and is addressed to increasing public awareness and promoting the production and use of sustainable energy by the public organisations, private companies, public authorities, professionals, industrial associations, and NGOs all over Europe.

Regarding measures planned in the transport sector, the development of the Milan metropolitan underground (Metro) planned to be completed by 2015 with the construction of three new lines, will offset projected CO₂ emissions by approximately 8%. This project, in association with others currently being implemented in the transport sector - traffic limitation policies (Pollution Charge), use of low-impact energy vehicles, mixed-mode transport, alternative mobility systems (car-sharing, car-pooling), additional cycle lanes - will be an important step toward achieving the European Community's targets on carbon dioxide equivalents.

³ Carbon dioxide equivalents are used to quantify the impact of any of the many greenhouse gases by expressing it as the amount of carbon dioxide by weight emitted into the atmosphere that would produce the same estimated effect. For example, 10 g of methane = 230 g CO₂eq because methane is 23 times more effective at trapping heat than carbon dioxide

15.4.2 Eco-management and audit scheme (EMAS)

To ensure proper and effective management of the Expo 2015 organisational process and anticipate and prevent environmental impacts, the Organising Committee has undertaken to develop and implement an **Environmental Management System that conforms to the requirements of the EMAS Regulation 2001/761/EC, conceived specifically for managing the environmental aspects indirectly connected to the event and to the pressures on the affected area.**

The Expo environmental management system will lay out a series of rules, actions and behaviours aimed at monitoring and, where possible, reducing the negative environmental impacts of the Expo such as:

- energy consumption (lighting, climate control);
- water consumption (sanitary facilities, food services);
- materials consumption (foods and beverages, cleaning products for the site and its facilities);
- production of municipal and special wastes;
- interference with traffic network (mobility).

The Organising Committee's environmental action plan involves the following steps:

- baseline Environmental Analysis;
- development of Policies, Objectives and Plans;
- development of the Environmental Management System;
- environmental Audit;
- environmental Report.

15.4.3 Green procurement

The Expo organisation will require the development of a contracting process for the necessary works and of a complex and detailed procurement system to supply the significant quantities of services and materials that will be needed.

To properly manage the environmental aspects associated with these activities, **the Organising Committee will adopt a programme of Green Procurement (GP)** aimed at properly orienting the behaviour of contractors and suppliers - and generally of the entire Expo system - toward the **use of eco-compatible materials**, and toward ensuring **minimisation of the environmental impact** of products used in the various works and processes.



15.4.4 Sustainable design and management of buildings and facilities

One of the key Expo objectives is to guarantee the sustainability of Expo works. Specifically, particular emphasis will be placed on the following in building and facility work:

- high quality design, construction and management and advanced eco-compatibility and sustainability criteria;
- minimisation of energy and natural resource consumption and limitation of overall adverse environmental and territorial impacts;
- improvement of environmental quality and overall enhancement of the Expo site.

The main instrument adopted by the Organising Committee to achieve these objectives is a set of **guidelines for the design and sustainable management of Expo 2015 buildings and facilities**. The guidelines will be organised into two sections, one addressing permanent structures and systems which will remain on the site as a post-event legacy, and the other addressing temporary structures and systems installed for the duration of the Expo and later removed.

The guidelines will indicate the environmental quality and energy standards for buildings and facilities during design, construction and use, the most appropriate technologies, the legislative framework, and the indicators and instruments for assessing compliance.

The environmental standards contained in the guidelines will address:

- limitation of resource consumption;
- reduction of environmental loads;
- use of climatic resources (sun and wind);
- preservation of the environmental quality of outdoor areas;
- preservation of the environmental quality of interior spaces;
- ensuring quality management and services.

Regarding permanent works, the guidelines will be used by the Organising Committee during the design phase and when awarding contracts for work on the Expo site.

Temporary works will have the function of providing participant country exhibition facilities and a number of on-site services. The design and installation of these works will be partially the responsibility of the Organising Committee and partially the responsibility of the participant countries.

15.4.5 Environmental Consultative Assembly

A high importance is ascribed to public and inter-institutional participation in the Strategic Environmental Assessment process. Hence, prior to developing a SEA, an Environmental Review Board will be created to serve as the principal consultative body to the Organising Committee on this issue. The role of the Board may also be written into a specific provision in the Committee's statute.

The Environmental Review Board will be composed of representatives of local institutions and the principal environmental associations. It will provide a forum for discussions with local governmental agencies and environmental stakeholders. Several environmental associations have already officially confirmed their adhesion to the Environmental Reviews Board. Its purpose will be to ensure ongoing verification of the environmental compatibility of Expo works and operations, and to promote programmes and initiatives for territorial enhancement. The Board will meet regularly starting from the Expo strategic planning phase and will have a dual purpose:

- **to represent stakeholders**, and share with them the decisions taken (regarding the event, the context, the compensation measures, etc.). It will be the means for informing stakeholders of significant environmental implications related to buildings and infrastructure, and for presenting, discussing and seeking agreement on plans and organisational and management choices;
- **to provide proposals**, and guide each phase with indications and recommendations regarding local stakeholder priorities.

Initiatives will be developed addressed to local institutions affected by the event and to the major social and economic stakeholders in the area (trade associations, tourism agencies and promoters, cultural, scientific or educational institutions, associations or foundations, etc.) aimed at:

- ensuring a constant flow of information regarding progress on organisation of the event to the broadest possible public and private sector audience;
- encouraging proactive initiatives by the Organising Committee with regard to this audience, promoting projects to be carried out jointly or individually;
- identifying and developing timely and effective responses to the public needs and managing appropriate relations;
- providing all useful information to the local population, the public, and tourists who will be at the Expo site during the event.



15.4.6 Sustainability reporting

One of Milan's objectives in seeking to host Expo 2015 is to put on a World Exposition that will leave a legacy of development and enhance and redefine the area's identity. This legacy will be characterised by strong values, both in terms of economic, social and environmental sustainability and in terms of social responsibility. **The Organising Committee will adopt specific instruments to effectively report the commitments undertaken, efforts made and the results achieved in making the Expo a sustainable event.** The most important tool will be the **Sustainability Report**, which is globally the most widely used instrument for illustrating an organisation's performance in this field.

The **methodology** for the Sustainability Report is based on the generally accepted international principles of *social accountability and sustainability reporting*, adapted to suit the specific characteristics of Expo 2015 and its local context:

- the reporting standards used are found in the **Sustainability Reporting Guidelines** of the **Global Reporting Initiative (GRI)**, an independent international network that collaborates with the world's most important environmental and social responsibility initiatives (including *UNEP* and the *Global Compact* of the United Nations);
- reporting will be in line with the principles and methods outlined in the **Accountability 1000 Standard Series**, recognised around the world as the process standard in the practices of social accountability;
- international standards **ISO 14063⁴** and the future **ISO 26000⁵** will be applied in the reporting process as references, respectively, **for environmental communication and social responsibility.**

The report will be part of a broad policy of transparent accountability and complete communication of the work undertaken by the Organising Committee. It will cover all phases of the event, providing information on performance and results in terms of sustainability through to the end of the Expo.

Corporate Social Responsibility (CSR)

The Organising Committee will commit to the Corporate Social Commitment, in compliance with standards fixed by SA 8000. Corporate Social Responsibility (CSR), complementary to the concept of Sustainable Development, applies principally to companies and obliges them to consider the interests of consumers, employees, shareholders and the community in general regarding the ecological implications of corporate behaviour.

⁴ ISO 14063 of 2006: environmental communication – exchange of information between the Organisation and the stakeholders; stakeholder engagement and active participation

⁵ ISO 26000 is currently being discussed prior to approval. It will provide standards for social responsibility

Italy has been actively involved in CSR for years through a number of initiatives developed both by government and by local business. The main initiatives have come from the Ministry of Labour and Social Policy in the form of the Corporate Social Responsibility – Social Commitment Project (CSR-SC Project), and from the Ministry of Industry as part of the National Point of Contact programme.

By initiative of the **Ministry of Welfare**, a system has been developed for spreading the culture of CSR in Italy on a voluntary basis known as **Corporate Social Responsibility - Social Commitment** (CSR-SC). The system represents a common reference framework for Italian businesses, especially for small and medium enterprises. The Ministry has approved a series of protocol agreements to spread CSR throughout Italy. The most important of these, signed with Unioncamere (union of Italian chambers of commerce), calls for CSR information and service points at all Italian chambers of commerce. The Milan Chamber was the first to open a CSR info point in cooperation with Ministry for Economic Development.

15.5 Proposals for sustainable energy use

15.5.1 Legislative framework

In March 2007, **the European Council asked EU member states** and institutions **to continue with the development of an integrated and sustainable European climate and energy policy**. The ambitious and binding objectives, summed up by the slogan “**20 - 20 - 20**”, required by the year 2020:

- an increase in EU energy efficiency to achieve 20% savings with respect to the projected growth trend;
- that 20% of total EU primary energy consumption needs be met by renewable energy sources;
- a reduction in greenhouse gas emissions to 20% below 1990 levels.

Additionally, the European Council set a minimum percentage of 10% for bio-fuel use of the total vehicle fuel consumed in the EU. These objectives are the result of a progressive adaptation of the energy policies of the European Commission toward sustainable energy use. Milan seeks to respond to this challenge, anticipating within the sphere of the Expo the virtuous behaviours that will lead to the achievement of these goals. First and foremost, **the City of Milan is a partner in the Sustainable Energy Europe (SEE) campaign, specifically in the joint strategy adopted by the Italian Ministry of the Environment and the European Commission**. The bid to host Expo 2015 is a strategic opportunity to implement on the local scale the concepts of energy sustainability of the SEE campaign in Italy.



Furthermore, an Agreement Protocol was signed between the City of Milan and the Ministry of the Environment in order to establish a binding technical collaboration with the purpose of **rendering Expo Milano 2015 bid completely coherent with national and European sustainable development, energy efficiency and climate change adaptation strategies.**

Energy efficiency has assumed a primary importance in the energy policies of industrialised countries (a trend that is expected to increase) for the benefits it may bring at all levels: economic efficiency, secure supply, reduced environmental impact.

With its *Environmental Energy Plan* and its *Climate Change Plan*, currently in the enactment phase, the City of Milan has set objectives in line with decisions taken on the European level: a 20% reduction in energy consumption by 2020; a 15% reduction of greenhouse gas emissions by 2012⁶ and 20% by 2020.

The City also sets the ambitious objective of a 50% reduction in particulate (PM₁₀) emissions from stationary sources.

15.5.1 Energy production

Expo energy demand (thermal and electric) will be covered by the most technologically advanced systems, making intensive use of renewable energy sources within an overall framework of integrating different energy sources.

Electricity from renewable sources will be generated primarily by **photovoltaic panels**. Additional electrical energy needs will be met via **“green” electricity supply contracts** with the primary electricity suppliers. **Thermal solar panels** will be used for heating and hot water production. Hence, almost all of Expo 2015 energy demand will be supplied from renewable sources.

15.5.2 Energy efficiency of buildings

Attention to the energy issue does not end with the sources, but also focuses on reducing consumption through technological innovation and appropriate planning and design. The overall energy efficiency of the Expo site will be enhanced through the application of innovative design solutions regarding building shells and energy systems.

The use of **sunscreens** over glassed areas will prevent direct solar radiation entering through the transparent sections of outer walls and accumulating in the interior in summer months.

Electricity consumption for **lighting** will be reduced by favouring natural illumination, while artificial lighting will primarily employ LED sources, which provide electricity savings of 80%.

The **reduction of drinking water consumption** (for uses where it is not needed) will contribute to savings in the energy needed to treat and pump the water.

In order to guarantee the application of the best design solutions described above, an **Energy Savings performance contract** will be drawn up based on recent innovations introduced by the City of Milan into its Building Code. Each building on the Expo site will clearly display information regarding its energy efficiency and use of energy from renewable sources.

15.5.3 Reductions in energy consumption and mobile source emissions

The European Commission's 2005 Green Paper on energy efficiency "Doing More with Less" states that transportation makes up 31% of total energy demand.

According to the City of Milan's Environmental Status Report, vehicular traffic represents the principal source of pollution.

The Expo area will be a Low Emissions Zone: the Organising Committee and other on-site operators will ensure the smallest possible impact on the environment and on energy demand through the use of a fleet of hydrogen or electric vehicles for their mobility needs.

There is currently a broad range of electric vehicles on the market for personal transport (2-6 people per car, up to 40 people in minibuses), goods transport and for environmental services (waste collection, street cleaning, etc.).

The main impact in terms of energy demand and emissions is likely to derive from **visitor mobility**. Forecasts estimate a total of 29 million visits over the entire period and average daily visitor numbers of 160,000.

The reduction of environmental impacts deriving from visitor mobility will be pursued by reducing as much as possible the use of personal vehicles in favour of public transportation.

The Expo site access plan calls for enhancement of the different means of public transport, especially railways and underground. The decision to favour electrical vehicles will offer a number of environmental benefits, principally reduction in local emissions and traffic congestion. Additionally, the high capacity of trains and metros means lower emissions of pollutants and greenhouse gases per person per unit distance travelled.



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The railway station on the Expo site will also **boost the sustainability of goods transport**, reducing goods transport on roads (currently in Italy over two thirds of land freight travels by road).

Private vehicles accessing the Expo site will be directed to large parking facilities that are connected to the Expo area by shuttle buses running on innovative fuels. A **multi-fuel fuelling station** (natural gas, bio-fuels, hydrogen) will be installed near the Expo site, contributing to further reductions in fossil fuel consumption.

Lastly, projects will be implemented to facilitate **soft mobility**: visitors will be able to access the Expo site by special cycle paths.

15.5.4 Incentives for sustainable energy use

The impact of an event such as the Expo is not limited exclusively to the site and the means of access employed by visitors, but also regards the entire territory that directly or indirectly contributes to hosting the event.

Expo 2015 will provide an occasion for overhauling a great deal of the area's infrastructure, including that relating to accommodation services. **All financial support** to these structures (easy-term loans, tax breaks, etc.) must promote the sustainable use of energy and will thus only be granted to those initiatives that can have a serious impact on reducing energy consumption, enhancing energy efficiency of buildings, promoting use of renewable resources and increasing sustainable mobility as described above.

Lastly, the development of a **voluntary protocol** for sustainable management of existing and newly constructed accommodation facilities, based on the **energy certification** of the buildings and the adoption of a system user code will allow maximised efficiency, energy savings and use of renewable energy sources.

Legenda

- DPSIR: Model (Driving forces, Pressures, State, Impacts, Responses) is an extension of the PSR model.
- ARPA: (Agenzia Regionale Protezione Ambiente): Regional Environmental Protection Agency
- CO₂: carbon dioxide
- CO₂eq: carbon dioxide equivalent
- NO_x: nitrogen oxides
- TSP: total suspended particulates
- SO₂: sulphur dioxide
- VOC: volatile organic compound
- PM₁₀: particulate matter suspended in the air of diameter equal to or smaller than 10 µm (microns).
- PM_{2.5}: analogous to PM₁₀ but with diameters equal to or smaller than 2.5 microns.
- CO: carbon monoxide
- UCZ: unique critical zone
- ESR: Environmental Status Report
- BURL: (Bollettino ufficiale Regione Lombardia): Official Bulletin of the Region of Lombardy
- MWt: Thermal Megawatt
- MWc: Cooling Megawatt
- MWh: Megawatt-hour
- EMAS: Eco-Management and Audit Scheme
- ISO: International Organisation for Standardisation
- GP: Green Procurement
- GWh: Gigawatt-hour

CHAPTER 16

EXPO 2015: CLIMATE POLICIES AND PROGRAMMES



ABSTRACT CHAPTER 16

MILAN'S FOCUS ON THE CLIMATE QUESTION

Expo 2015 places plenty of importance on the question of climate, creating a series of innovative policies and programmes for the city. Milan not only plans to adopt methods that reduce emissions generated prior, during and after the Expo, but also to propose new methods, mechanisms and projects for emissions credits. This will encourage new ideas, allow the best technologies to be exported and encourage new skills, including in developing countries.

Milan has undertaken to design, implement and manage, in agreement with the host countries, Clean Development Mechanisms (CDM) and Joint Implementations (JI), flexible economic mechanisms foreseen by the Kyoto Protocol, promoted by the international community (United Nations), applying all standards and criteria required by the United Nations' Executive Board.

MILAN'S SITUATION

Milan's climate programme focuses on cutting emissions from residential energy use and transport, yet it is also based on a programmatic approach that takes into account all the factors of producing, collecting and absorbing emissions.

Milan is committed to drastically reducing its emissions: using the year 2000 as a reference point, it plans to cut them by 15% by 2012 and 20% by 2020.

Milan strategy to reduce carbon dioxide is part of an organic series of actions designed to systematically reduce greenhouse gases. It focuses on the main sources of emissions: energy used in the residential sector and in the transport sector.

MILAN'S DECISION FOR EXPO 2015

The City of Milan plans to promote the climate change programme it has specifically designed for its Expo 2015 bid. As such, Milan's aim is not merely to reduce and offset emissions before, during and after the event, but also to promote new methods, mechanisms and projects that will attract new ideas, allow the best technologies to be exported and create new skills, including in developing countries.

THE CITY OF MILAN'S CLIMATE PROGRAMME

In addition to the commitments already made in the sphere of emissions reduction, the City of Milan plans to undertake a further series of initiatives and set other goals, which will be central to Expo 2015. These additional efforts can be divided into three phases:

EXPERIMENTATION

Pilot CDM schemes (including programmatic ones) will be tried:

- the evaluation of programmatic CDM proposals from the council bodies or, possibly, from other bodies who would then work with the council in a manner to be agreed with the Organising Committee;
- the creation and implementation of at least four CDM projects (including programmatic ones) in thematic areas that are important for the Organising Committee and Expo 2015.

SYSTEMATISATION

The following steps will be taken to encourage CDMs (including programmatic ones):

- creation of a feasibility assessment model;
- definition of a method for creating CDM development projects, especially programmatic ones;
- organising training packages in Italy and, especially, in host countries.

OFFSETTING

Foresees:

- calculating the greenhouse gas emitted by Expo 2015 during the preparation and construction phase, and the actual event;
- using credits generated by the programmatic CDM projects backed by the city council to offset these emissions.

In its bid to host Expo 2015, Milan intends to take this opportunity to reflect on sustainable development, international co-operation and assistance to less developed nations, and at the same time promote better technologies, test new design mechanisms and more effective techniques for reducing and managing pollution.

The climate is one of key concerns of Expo 2015 which is driving innovative programmes and policies to help the city cut carbon emissions in the preparation for, during and after the event, through methods, mechanisms and experimental projects designed to earn emission credits, attract new ideas and export the best technologies and skills to developing countries.

Milan is committed to design, implement and manage in agreement with the host countries **Clean Development Mechanisms (CDM)** and **Joint Implementations (JI)**, flexible economic mechanisms foreseen by the Kyoto Protocol, promoted by the international community (United Nations), applying the standards and criteria laid down by the Executive Board of the United Nations.

Climate change is a global phenomenon and any effort to cut emissions is valuable regardless of where on the planet it is achieved. By implementing clean initiatives in other countries we can obtain benefits at a global level (by arresting global warming) and a local one (the Italian government and organisations responsible obtain emission credits to the value of the reductions made in other countries).

16.1 Milan's position

Greenhouse gas emissions in City of Milan in 2005 amounted to 5,803.47 kton CO₂. This represents the sum of CO₂ equivalent tons of emissions from various sectors such as agriculture, moving and mechanical sources, industrial and non-industrial combustion, fuel extraction and distribution, manufacturing, power generation and transformation, road transport, waste treatment and solvents.



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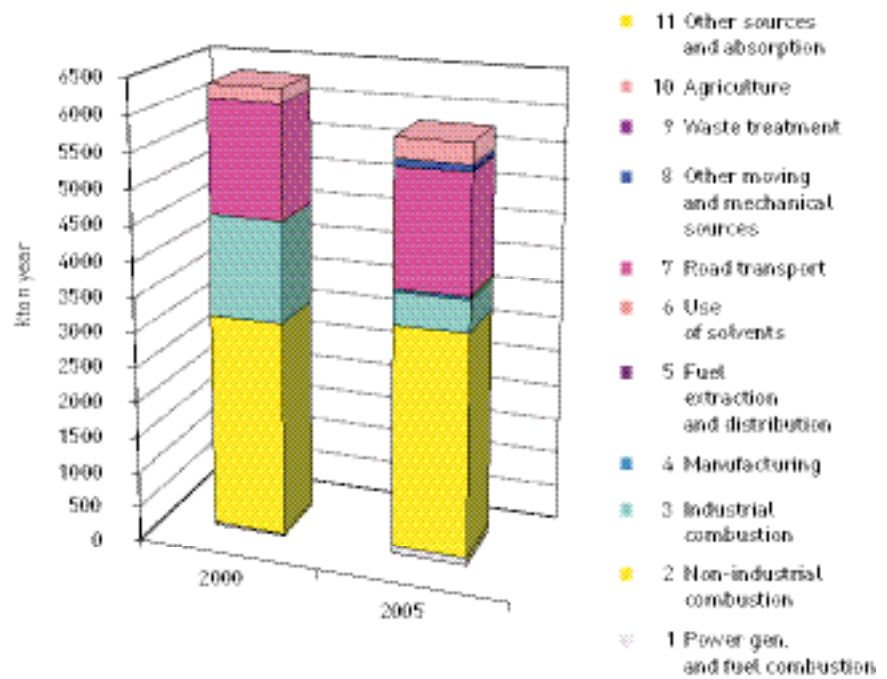


Figure 16.1 - CO₂ balance sheet for the City of Milan, 2000 - 2005

Milan's CO₂ fell between 2000 and 2005 by 8.3%, largely due to a reduction in the use of polluting agents such as solvents.

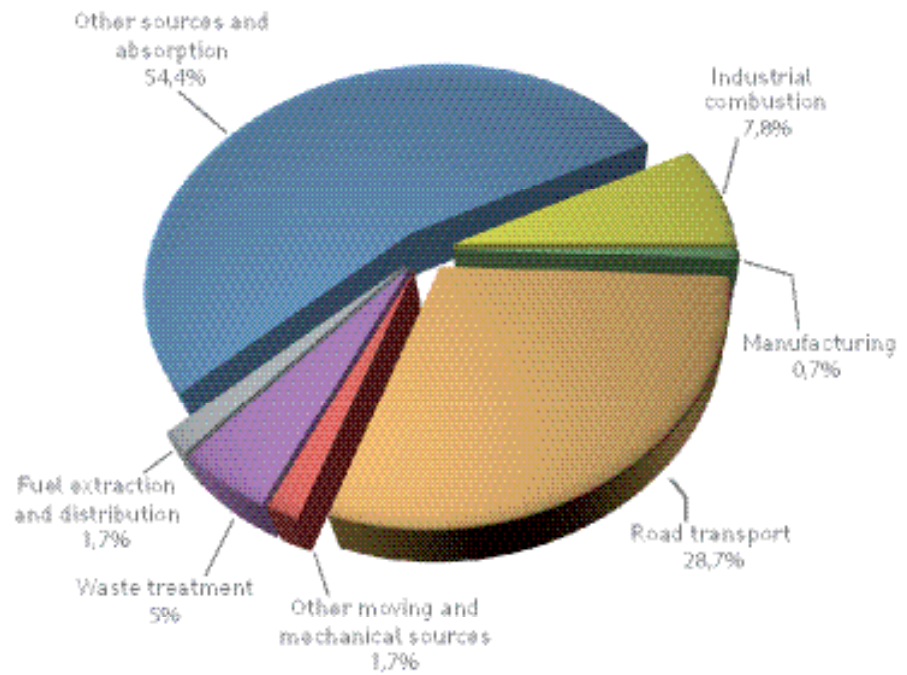


Figure 16.2 - Breakdown of CO₂ sources for the City of Milan, 2005

The principle sources of emissions are:

- domestic energy use 54.4%;
- transport 28.7%;
- industry 7.8%.

Milan is committed to drastically cutting its 2000 emissions levels by 15% by 2012 and 20% by 2020.

Milan's strategy on CO₂ forms parts of a framework of measures designed to deliver an organic and programmed reduction of greenhouse gases, directed at the principle sources of emissions: household energy use and the transport sector.

Measures by the Civil and Housing Section are aimed at reaching the European Commission Energy Efficiency Green Paper's target of a 20% reduction in prime energy consumption by 2020. The City of Milan's Plan on Energy and the Environment aims to reach this goal through the redevelopment of existing housing and the promotion of more rational energy use by the general public. The Plan further lays down a target for the development and promotion of renewable and alternative energies within the public sector, both by the City itself and the public utilities under its control.

Milan's goals are actually more ambitious than the current legislation requires (Law 311/06 and regional energy rules).

The Mobility and Transport Section's activities are also closely aligned with the overall strategy on CO₂, each individual measure being assessed in terms of its contribution to the City of Milan's greenhouse gas targets. These assessments concern the impact of new public transport infrastructure, modal transfers, alternative mobility systems, low environmental impact vehicles as well as overall traffic reduction, with collateral benefits for local pollution levels.

Among the actions planned for the transport sector¹, we should highlight a number of large and significant structural works such as the extension of the Metro, tram and trolley-bus networks and additional bus lanes. **Plans to expand Milan's underground system are estimated to cut CO₂ emissions by 8% and 12 % by 2015 and 2020 respectively.**

While Milan's Climate Programme is clearly focused on cutting emissions from domestic energy use and transport, it is a programme that addresses all the potential factors of pollution, collection and absorption and sets very precise goals.

¹ Other measures include: a) reduction in demand for private transport, b) traffic limitation policies (pollution charge, clean Sundays), c) new rules for goods transport (logistical platforms, incentives for fleet renewal), d) new low energy impact vehicles (biofuels, hydrogen, others), e) modal transfers, f) alternative mobility systems (car-sharing, car-pooling)



16.

Taking the year 2000 as the baseline for Milan CO₂ emissions (6,330 kton CO₂)², the targets are for annual CO₂ equivalent cuts of 949.7 kton/year by 2012 and 1,266 kton/year by 2020.

Target 2012:

949.7 kton CO₂/year
15% Baseline

Target 2020:

1266 kton CO₂/year
20% Baseline

These targets break down as follows:

a) household (mitigation)

- estimated contribution 2012 = 457.2 kton year, or 15% of all household emissions;
- estimated contribution 2020 = 609.6 kton year, or 20% of all household emissions;

b) transport (mitigation)

- estimated contribution 2012 = 239.5 kton year, or 15% of all transport emissions;
- estimated contribution 2020 = 319.4 kton year, or 20% of all transport emissions;

c) other sectors (mitigation, absorption)

- forestation 2012 = 5 kton year
2020 = 15 kton year;

The decision to invest in urban forestation is particularly interesting. Known as the urban Carbon Sink, it involves planting trees and green areas to absorb CO₂. It is calculated that the average contribution of a measure such those planned will be between 2 and 3 kton CO₂/year. These measures include Short Rotation Forestry in the green city areas and special parks near the purification plants. Another plan, the *Raggi Verdi* project, will create a network of footpaths and cycle tracks through the green belt.

- Others projects (waste disposal, water, street lighting)
2012 = 3 kton year
2020 = 10 kton year;

d) international Projects (compensation, absorption)

CDM and JI (including Programmatic schemes)
2012 = 245 kton year
2020 = 317 kton year;

This last point d) is the main focus of this Report, which presents several CDM and JI projects.

16.2 The choice of Milan for Expo 2015: the climate programme

Expo 2015 is characterised by a profound concern for the climate question as a whole and is driving a variety of innovative policies and programmes for the City. Italy ratified the Kyoto Protocol in 2003. **The EU was quick to launch a series of policies on climate change, including a Directive allowing for CO₂ emissions trading as early as 2003.**

The City of Milan is promoting its own Climate Programme specifically for Expo 2015. Milan not only intends to reduce emissions generated during the preparation, staging and aftermath of the event, adopting mechanisms to offset these, but more especially to propose new mechanisms and experimental projects to generate emission credits, attract ideas, and export the best technologies and skills to other countries. The City of Milan is promoting new initiatives compatible with the Kyoto Protocol (JI and CDM schemes) to design and test genuine applications to be shared and implemented jointly with other European cities and developing countries. As we know the Protocol covers measures and commitments through to 2012. The EU meanwhile has launched a long term programme for a dramatic 20% cut in emissions by 2020. The experimental proposals of the City of Milan go beyond the term of Kyoto, while maintaining the approach, time horizon, size of commitment and voluntary nature of the EU scheme.

The city of Milan Climate Programme includes a series of goals and actions which will be staged in three phases:

- a) EXPERIMENTATION** – pilot CDM schemes (including Programmatic schemes) will be selected by:
- (1) screening CDM proposals originating from the city authorities or outside parties using methods to be decided in agreement with the Operating company;
 - (2) at least four CDM schemes (inc. Programmatic) in areas of interest to the Operating company and relevant to the themes of Expo 2015.
- b) SYSTEMATISATION** – provide incentives for CDM schemes (also inc. Programmatic) through:
- (1) a new feasibility assessment model;
 - (2) a new method for preparing PDDs for CDMs (especially Programmatic CDMs);
 - (3) training packages in Italy and especially in host countries, and support in setting up local carbon facilities or in conjunction with local DNAs.



c) OFFSETTING

- (1) calculation of the greenhouse gas emissions generated by Expo 2015 during the construction of the necessary infrastructure and during operation and use;
- (2) the use of credits earned by City sponsored Programmatic CDMs to offset emissions.

The City of Milan's decision to sponsor, administer, operate and monitor CDM projects / programs and JIs is a courageous one.

Measures to offset additional emissions generated by events such as Expo 2015 are already being included in certain dossiers and reports. Generally compensation operates in two phases: i) first the organisation estimates the size of emissions directly produced by the event; ii) it earns emission credits (from CDMs), obtains reduced emissions (from JIs), allowances (from the market) or even credits not registered by the Executive Board of the United Nations equivalent to the estimated emissions from the event.

Milan instead is proposing a different commitment. With its Climate Programme, Milan will offset additional emissions generated by Expo 2015 through a solid commitment to realise its own projects and achieve ambitious targets from 2007 to 2020, far in excess of what is required by the Kyoto Protocol. Through Expo Milano 2015 will act as a reliable partner and a forward looking protagonist of international co-operation in the struggle to combat climate change and desertification. A protagonist capable of realising projects directly, and of informing and educating people here and in their own countries to develop these projects and establish a model and guidelines for new projects that comply with the Kyoto Protocol.

16.3 The Climate Programme in detail: Phase A - Experimentation

This phase involves the realisation of at least 4 projects selected using the assessment procedure described above. These will be in areas of interest to the City of Milan and relevant to the proposed themes for Expo 2015³.

The number (not less than four) and nature of the projects will be decided on the basis of several criteria:

- **quantity of earned credits** - equal or greater to the credits needed to offset Expo 2015 and achieve the City's target of -15% by 2015 and -20% by 2020;

- **regulation** – availability of registered methodologies, eligibility of the host countries;
- **Milan's resources** – the fount of experience, technologies, skills and activities already available within the City Council or its provider firms, or even in other Italian projects.

At present there are 6 target areas from which the CDM proposals will be chosen:

- **water**: building and/or refurbishment of aqueducts, pipelines, sewers, water discharge systems to rural areas;
- **renewable energies**: biomass use, growing crops for biomass and processes to produce energy from biomass, geothermal energy, wind power, mini hydroelectric power stations;
- **energy efficiency**: heat pump power stations, district heating, energy efficient lighting (LED);
- **forestation**: afforestation, reforestation, planting and use of wood biomass;
- **sustainable mobility**: sustainable public transport, use of hybrid engines, biodiesel and natural gas;
- **waste disposal**: landfill biogas recovery and combustion, manure treatment systems.

The choice of the above areas was based on three factors:

- the proposed themes for the Expo 2015 bid;
- Italy's commitment to virtuous projects in many European and developing countries (in the Mediterranean rim, South Africa, Central and South America, China, India and East Europe). The government has set aside public funds (Trust Fund) to combat climate change, fight desertification and reduce poverty. It has also set up a special Italian Carbon Fund, the first of its kind and administered by the World Bank, with which to promote, finance and monitor CDM schemes worldwide;
- the competitiveness of Milan, its companies, technologies and resources, responsible for numerous innovative initiatives and technologies in these areas.

These six areas present many interesting opportunities for CDM and JI projects. Below are a few examples of projects that Milan is considering for inclusion in the Expo 2015 pipeline. For each area examples are given of similar Italian projects already registered as CDMs and details on the technologies, activities and implementations developed by companies in the Milanese system.



16.3.1 Capacities and activities of the City of Milan municipal corporations

AEM (Milan Municipal Power Company)

- Enlargement of the Canale Viola power stations and discharge station produced a sharp reduction in emissions as well as increased energy production.
- In Valtellina alone CO₂ emissions have been cut by 60,000 tons/year over the last 10 years.
- The power produced by the 300kW Conca Fallata station on the Naviglio Pavese permits recovery of 2,000,000 kW and a reduction in environmental impact in terms of CO₂ emissions of 800 tons/year.

AMSA (Milan Municipal Environmental Hygiene Service)

- The construction and operation of a heat exchange plant for urban solid waste with energy recovery through power and heat generation. The energy produced has cut emissions of CO₂ and other pollutants (such as sulphur oxides, dusts, nitrous oxides) by replacing the use of traditional fossil fuels at other power stations.
- Installation and start-up of a power and heat co-generation plant that uses biogas from landfills.
- Conversion to gas of part of the corporate fleet and biodiesel for other motor vehicles.
- Replacement of diesel with low impact natural gas for all domestic and industrial uses at AMSA facilities.

ATM AND MM (Milan Public Transport - Metropolitana Milanese)

71.2% of Milan's public transport runs without the use of traditional fossil fuels (diesel). Milan has 20 tram lines which are widely recognised as a low-pollution form of public mobility. There is also a small fleet of commercial vehicles and hybrid short buses used for the radiobus service and goods transportation. Hybrid engines permit fuel savings of 34.6% and a consequent reduction in CO₂ emissions of 34.5%. 55 new trolley buses were purchased to reinforce the non-liquid fuel line with energy savings of around 24% (or 1,322.00 kWh). Further revamping efforts by ATM and MM are expected to cut fuel consumption by 16 to 32%.

Milano Ristorazione (Catering in Milan)

- The City of Milan's provider of school meals has announced it is switching to biodiesel for its fleet with annual savings of 250,000 litres of diesel.
- Milano Ristorazione has also installed photovoltaic panels for a total output of 40 kW, helping to reduced CO₂ emissions by 26,550 kg/year.

SEA (Milan Airports Management Company)

SEA is one of the companies subject to the ETS Directive and therefore committed to reduce CO₂ emissions by 2008 (with further targets for 2012).

16.4 The Climate Programme in detail: Phase B - Systematisation

CDM schemes (inc. Programmatic schemes) may also be incentivised through feasibility assessment, techniques for drafting Project Design Documents (PDD) for CDMs (in particular for Programmatic CDMs) and by training programmes for Italian organisations that wish to propose or take part in flexible economic mechanisms especially in host countries.

Training in host countries will address the following topics:

- flexible mechanisms, rules, standards, methodologies, legislation;
- third party inspections and certification;
- concrete applications, analysis of "best in class" cases per sector;
- application of methods developed by the City of Milan to local practices.

Training will also encompass the setting up of local Carbon Facilities⁴ or working with local Designated National Authorities (DNA). Where carbon facilities are not already in place Milan can assist in getting them established and shoulder certain priority tasks such as CDM or JI training and information.

⁴ Some countries (e.g. Argentina) have already set up carbon facilities, i.e. bodies whose main duties are to promote CDM or JI schemes in its area, facilitate administration and bureaucracy, educate and train local people and help build contacts and relationships with the firms, authorities and organisations which can back and/or implement such schemes



16.

Where carbon facilities or non-administrative DNAs are already in place, the City of Milan can support them by providing detailed information and training, in particular on proposals made by firms and organisations from Milan, Lombardy and Italy.

16.5 The Climate Programme in detail: Phase C - Offsetting

The inventory and the calculation of greenhouse gas emissions was planned with reference to the Greenhouse Gas (GHG) Protocol of the World Business Council for Sustainable Development (WBCSD) and the World Resources Institute (WRI). The process applies the most widely used methods of calculation, registration and management of greenhouse gases, fully compliant with the EU Emissions Trading Directive and the European Pollutant Emissions Registry. It was not possible to use these models and registries directly since many of the items to be included in the inventory refer to activities and sources not covered by the EU Directive or Registry. Nevertheless, we considered it essential to use modes of calculation wholly compatible with European standards.

Legend

CO ₂ :	carbon dioxide
Kton:	Kilotons
JI:	Joint Implementation
CDM:	Clean Development Mechanism
PDD:	Project Design Document
PIN:	Project Idea Note
AMSA:	Milan Municipal Environmental Hygiene Service
AEM:	Milan Municipal Power Company
ATM:	Milan Public Transport
MM:	Metropolitana Milanese
Milano Ristorazione:	Catering in Milan
SEA:	Milan Airports Management Company
RSU:	Urban Solid Waste
MW:	Megawatt
kWh/t:	Kilowatt hour
ETS:	Directive 2003/87/EC a.k.a. ETS Directive which sets out the framework for a Europewide carbon Emission Trading System
IIC:	Inter-American Investment Corporation
UNFCCC:	United Nations Framework Convention on Climate Change
DNA:	Designated National Authorities
WBCSD:	World Business Council for Sustainable Development
WRI:	World Resources Institute
GHG Protocol:	Greenhouse Gas Protocol
LCA:	Life Cycle Assessment
IPPC:	Directive 96/61/EC, a.k.a. IPPC Directive (Integrated Pollution Prevention and Control)
CER:	Certified Emissions Reduction
IETA:	International Emissions Trading Association
ERUs:	Emission Reduction Units
AAUs:	Assigned Amount Units
CPAs:	CDM Programmatic Activities
ERSAF:	Regional Authority for Agriculture and Forestry Services

CHAPTER 17
THE SECURITY PLAN



ABSTRACT CHAPTER 17

THE RISKS LINKED TO ORGANISING THE EXPO

The international nature of the Expo, the substantial degree of media attention and the numerous foreign representatives make the Expo a potential target for various types of crime. As such, specific plans and methods need to be in place to ensure safety and security. The primary goal of the security plan is to guarantee a level of protection that is sufficient for all types of crime and that is an effective deterrent for terrorism. More specifically, it must:

- guarantee the highest possible levels of security for participants, key figures, the media, visitors and locals;
- prevent any form of criminal activity that might impede the expo or disrupt the atmosphere;
- ensure that any emergency is responded to in a timely and appropriate manner.

THE OPERATIONAL CONCEPT

The Expo might be a special event, but the security plan is based on the premise that it will be managed using normal procedures and with complete respect for the laws in force. The operational strategy for Expo 2015 security will be based on four fundamental principles:

- prevention. The intelligence services and the police will play the leading role here. The aim is to identify threats, potential risks and vulnerabilities in the system and the infrastructure of the Expo;
- deterrent. The coherent use of passive means (barriers, video-surveillance,...) by staff (police, volunteers, citizens,...) and information dissemination via the media will be vital in counteracting any criminal plans;
- response. A rapid, coordinated response will be central. To ensure a prompt response and the optimal use of resources, it will be essential to have clear rules of engagement that are implemented by people who have been well trained;
- emergency management. The management will focus on the typical problems inherent in an event that goes on for so long and involves so many people.

CONTROL AND COMMAND

To ensure the operational concept is correctly implemented, it will be vital that there is an integrated approach to security that follows the standard rules for planning and executing such services. This will be done in line with the roles and responsibilities outlined in the relevant legislation (Law 121/81). The two key roles will be the Prefect (Prefetto) and the Head of Police Administration (Questore), who will cover the political and administrative side and the technical and operational side, respectively. The aim is to ensure a unity of command and direction.

More specifically, the Prefect:

- through the Committee for Public Order and Safety, defines the goals, the policies to be followed and the resources required;
- ensures the Civil Defence service is involved where appropriate and, if events might have severe consequences for the Expo, takes charge of the Civil Defence service;
- manages the strategic planning and oversees, to ensure coordination, the operational planning;
- takes the final decisions on events that might influence the regular running of the Expo.

The Head of Police Administration acts on the instructions received from the Prefect and then, draws up:

- the operations planning, which requires a unified command;
- the organisation of command by operational sector;
- the allocation of resources and how the allocated tasks must be performed;
- the orders that govern all of the services for public order, safety and security.

PLANNING

The Expo is a major event that will generate substantial political interest. The event is under the tactical control of the Head of Police Administration, but many local and national bodies are also involved in addition to the police. As such, a specific working group will be created. It is vital that such a vast, heterogeneous and interdependent group of bodies work under a unified system of planning that is divided into various parts. Together, all of these parts form the Expo General Safety Plan, which will be divided into the following main areas:

INTELLIGENCE	PUBLIC ORDER	COMMUNITY SECURITY AND CONTROL OF THE TERRITORY	SITE SECURITY
PROTECTING KEY FIGURES	SPECIAL OPERATIONS	NUCLEAR, BACTERIAL AND CHEMICAL DEFENCE (NBC)	ANTI-SABOTAGE
ROAD SAFETY AND SECURITY			BROADCASTS
CIVIL DEFENCE AND LARGE-SCALE EMERGENCIES	TRAIN SAFETY AND SECURITY	CONTROL OF AERIAL SPACE	

17.1 The risks

The international nature of the Expo, the media attention it receives and the presence of numerous foreign dignitaries could represent particularly attractive conditions for criminal activity of various kinds and as such demands unique planning and security arrangements.

The threat to the security of the Expo can take various forms, ranging from pickpocketing to fraud, protests and disturbing the peace.

The most serious threat for a major event clearly remains terrorism. Whether acts of terrorism occur before 2015 or otherwise is irrelevant as regards the Expo. Such a high-profile event, lasting several months, and continually under the media spotlight, must be considered potentially vulnerable to terrorist groups.

The primary aim of the security plan is to guarantee high-level protection against every type of risk imaginable and specifically an effective deterrent against terrorist activities.

Specifically this means:

- ensuring the highest possible security conditions for all participants, celebrities, dignitaries, the press, visitors and the public at large;
- preventing any criminal activity that could interfere with the peaceful course of the Expo;
- assuring effective response to any emergency.

Security for the Expo will thus be based on valid principles of risk management.

The security plans will be scaled for medium level risk, though at the same time foreseeing contingency modules to meet higher risk levels.

Procedures enabling the security forces to switch rapidly from a lower risk level to a higher one and vice versa will thus be defined accordingly.

The infrastructure (communication networks, road systems, transport, etc.) and resources designed to meet any eventual emergency must be prepared taking into account the maximum risk level.

Two types of alarm will be in place: general and specific. The general alarm will impact all site operations; specific alarms will concern individuals, a whole unit or a particular event.



Risk assessment will be subject to half-yearly and quarterly reviews starting from 2014 to maintain the readiness of plans to deal with contingent and foreseeable events.

17.2 Operating concept

The goal of the BIE, the Milano 2015 Bidding Committee and the international community is to ensure the event runs smoothly and safely in a secure environment.

However, we must take into account the security context and the social and cultural environment in which the Expo will take place.

The principle on which the entire security strategy is based is that the Expo, however extraordinary, must be managed in accordance with normal security procedures, in full compliance with applicable legislation. We will also need to establish the risk scenarios and identify any additional resources that might be needed to provide an adequate response.

The strategy behind the Expo security measures will be based on four fundamental principles:

1. **prevention.** Based mainly on intelligence provided by the security forces and the police identifying potential threats and vulnerabilities with respect to the system and infrastructures used or connected with the Expo. This will enable us to define the acceptable risk level and the necessary counter-measures, given the amount of time and resources available;
2. **deterrent.** Synergy between passive measures (enclosures, CCTV surveillance, etc.), human intervention (police, volunteers, the public, etc.), and dissemination by the media will be crucial to deterring potential criminal acts;
3. **response.** The distinctive feature of the strategy is prompt coordinated action. Rapid and effective intervention with the available resources requires clear rules of engagement, tested and fine tuned through proper training;
4. **emergency management.** Security must focus on the problems typical of such long-term events with high numbers of people in attendance.

Command and control

To satisfy the principles outlined above, integrated security for the Expo must be planned in accordance with normal planning and execution procedures.

Such activity will be defined under the powers and duties granted in legislation (Law No. 121/81) by the Prefect (with political / administrative remit) and the Chief of Police (operational command) to guarantee harmonious management and control.

In particular, the Prefect:

- sets out the objectives, takes implementation and resource decisions, making full use of the Public Order and Safety Committee;
- ensures smooth co-ordination with the civil defence authorities, over which the Prefect may assume full management control in the event of circumstances endangering the Exposition;
- plans strategy and monitors operations to provide the necessary co-ordination;
- takes all final decisions in the event of circumstances which may compromise the normal course of the Expo.

The Chief of Police, based on guidance and instructions from the Prefect, handles the following areas:

- operational planning under a single command;
- articulated command structure based on operational sectors;
- assignment of duties and procedures to specific forces;
- issues all orders concerning public order, security and surveillance.



17.3 Planning

Given the Expo's high profile and considerable political significance, management of security, while under the immediate responsibility of the Chief of Police, will also involve a great number of local and national agencies working alongside the police in a dedicated Work Group.

To manage and co-ordinate such a complex and heterogeneous range of different activities requires considerable planning. This is provided by the Expo General Security Plan, executed by a number of special units.

Guidelines will be prepared to ensure a systematic and harmonised development **of the planning activities** for each individual project. A preliminary list of principal planning areas is given below.

A. Intelligence

The sensitivity of intelligence associated with a world event (like the Expo) demands a rigorous selection of personnel for the Work Group and the careful planning and execution of all tasks.

Training, especially of personnel assigned to analyse intelligence, is critical to the planning process. The Work Group will establish the training requirements by means of specific courses to be agreed with the central police forces.

The Work Group will also focus on issues relating to the accreditation of foreign nationals with an official role in the Expo.

B. Public order

The planning process should collate all information on the event's organisation, assess its impact on the local areas, devise procedures to achieve maximum co-ordination of specific control activities.

Planning must foresee the preparation of:

- public order and safety measures tailored to the specific type of event, with autonomous structured divisions;
- reserves of qualified personnel, strategically deployed;
- emergency arrangements for specific situations (evacuation plans, civil defence) using autonomous qualified local teams.

C. Community security and territorial control

Community security and territorial control refers to a range of security tasks designed to offer the highest possible protection for:

- people living or passing through a given area;
- institutional targets;
- other targets deemed to be sensitive during the event.

Existing safeguards will be gradually stepped up in the period prior to the opening of exposition, when extraordinary measures for the local area will be put in place.

Special activities will be created or reinforced to process and analyse the data obtained in the administrative sector (sale of buildings, trading licences, etc.) and from criminal investigations (organised crime, etc.).

Crime prevention will also be reinforced both with extra police on watch over the local area (car and foot patrols) and targeted units. In addition, CCTV surveillance of sensitive public areas will be intensified.

D. Site security

Security of the Expo site and other related locations is priority for the security system.

The Work Group's task will be to plan security measures to provide permanent surveillance of the site, covering the entire perimeter in which the exhibition takes place. Operationally, responsibility for site control is assigned to the Organising Committee which is responsible for managing the event.

E. VIP Protection

Specific planning will be needed to ensure an adequate security framework for the protection of celebrities and dignitaries during their visit to the Expo.

The goal of the security services will be to protect the physical integrity of VIPs through special measures which may change depending on the threat. These range from the use of bullet-proofed cars to bodyguards and police escorts. These provide grade levels of security and can be implemented individually or used in combination. The maximum security option is the cortege, which may be dictated by circumstances on the ground or the official protocols.



All persons who, by the nature of their office or for reasons associated with personal security, are classified as persons at risk are to be protected in accordance with instructions issued by the Public Order and Security Committees or other responsible authorities.

The escorts will be assigned by the Work Group to the police according to immediate need or existing regulations. Security escorts may be required for teams or groups of individuals, based on the risk assessment.

Constant liaison with the Organising Committee will be maintained to identify persons requiring protection and find special parking areas for their vehicles.

F. Special operations

The Expo could well represent an excellent propaganda opportunity for a range of criminal groups.

Special Forces will therefore be on standby in the event of a serious threat or high-risk situation during the course of the Exposition.

Once the various site maps are available the Work Group will draft plans on how the Forces may be deployed, dividing the Expo site into different zones as necessary.

The Forces must act in accordance with procedures laid down by law.

G. Nuclear, Biological and Chemical (NBC) defence

The presence of such a large number of people in a restricted area makes it imperative that the security system includes a readiness for non-conventional attacks.

Solutions will be required to quickly identify any threat (in the air or in the water) and trigger an alarm bringing special forces into action.

After assessing the potential criticalities for the Expo and the possibilities of intervention, the Work Group will set up a structure with procedures to identify the type of threat, the source and the area affected.

H. Anti-sabotage

The scope of the anti-sabotage programme is to respond to threats originating from explosive and incendiary devices.

Bombs pose a particularly insidious threat. All personnel in any way involved in the Exposition must remain alert and keep a watch out for suspicious articles left unattended in their work area or office. The plan will detail the police procedures for recognising suspicious objects (not abandoned or forgotten) and making them safe.

This activity must be foreseen both inside and outside the site, in all areas involved in the Expo.

I. Road safety

The Expo will have repercussions on motorway and road traffic throughout the Province of Milan and to an extent across the whole of Lombardy.

Forecasts predict an average of 160,000 visitors converging every day on the Expo area. The scenario is complicated by the need to differentiate between the general public, where the problem is largely a question of volume of traffic, and VIPs, where there is the additional issue of special transport security.

Security must therefore take into account the following aspects:

- possible preferential traffic lanes for the police and visiting dignitaries;
- controlled flow of official vehicles to the Expo Site enabling personnel to police entry gates;
- allocation of special security car parks not adjacent to the site.

The Work Group must also prepare extraordinary access measures for days when an exceptionally high attendance is expected, considering all aspects together.



J. Rail mobility safety

Transport services must aim at an integrated system that is reliable and capable of ensuring efficient and comfortable transport to the Expo area for everyone involved.

The high number of visitors and the likelihood that new railway stations will be built to meet the needs of the Expo will require a greater deployment of police resources.

The access plan to be developed by the Organising Committee will highlight the security aspects and provide recommendations.

Co-ordination with the police forces of other Regions involved in the event (Turin, Genoa, Verona, Bologna, etc.) will also be required.

K. Airspace control

Control of the air space when planning the security of a major event has become more and more important in recent years.

24-hour air interdiction appears to be the most likely solution in the case of extreme emergencies.

A specific Work Group will be appointed to deal with:

- draft procedures (Temporary Flight Restrictions) to achieve a secure zone for the Expo site, if necessary, indicating the perimeter/altitude limits of the zones and the type of traffic to which they apply;
- prepare certifications for authorisation of aircraft to fly inside the secure zone;
- draft plans for air interdiction specifying the necessary resources.

L. Communications

Sharing information is essential for the success of the Expo.

A plan must be drafted to:

- identify the communication needs of all security forces;
- design a communications system that meets these requirements;
- manage implementation of the system;
- identify the training and the timeframe required.

The Work Group should specify the technologies to be used in the following areas:

- fixed line telephony;
- mobile telephony;
- private radio networks;
- radio networks;
- transmitters.

The Work Group should also examine the possibility of setting up a communication operations centre, in co-ordination with the other planning groups.

M. Civil defence and special emergencies

The aim is to prepare an effective civil defence response to collective emergencies due to natural disasters or human causes. This must ensure safety, essential services and secure access for VIPs, authorities, press and media and the public as well as guaranteeing as far as possible the undisturbed continuation of the Exposition.

The Provincial civil defence framework should begin by ranking events in order of the probability of their occurrence during the Expo period, using scientific models and tested methodologies.

Once the various scenarios have been identified, the resources required in addition to the existing civil defence system must be determined to guarantee an autonomous response to any emergency, including:

- the number of people needed and their deployment in the given areas;
- the number and location of the sites;
- the specific features of the individual areas (access, road conditions, alternative routes, etc.).

CHAPTER 18

THE HEALTH SYSTEM FOR EXPO 2015



ABSTRACT CHAPTER 18

NATIONAL HEALTH SYSTEM

The Italian National Health Service provides health care to all citizens regardless of factors like race, residence, age, income or work. Access to health care takes into account personal dignity, health needs, equality, appropriateness of treatments and the efficient use of resources. Citizens have free choice when it comes to the location of the treatment and the specialist, within the constraints of the public health structures or accredited private ones. Any facilities that are part of the National Health Service have met the specific structural, technological and organisational criteria outlined in the relevant Presidential Decree. In line with the constitutional principle of subsidiarity, the Health Service is divided into various levels of responsibility and governance:

- central level - the State must guarantee all citizens the right to health through a series of guarantees and the Minimum Levels of Assistance;
- regional level - the regional administrations are directly responsible for governing the system and meeting the costs involved in ensuring the country's health objectives are met. The regional administrations are exclusively responsible for regulating and organising health services and the related financial aspects of the Local Health Services and hospitals.

LOMBARD HEALTH SYSTEM

The Lombard Health System is an example of excellence in terms of the quality of the services and the ability of the system to provide advanced levels of treatment. A few pieces of data make this clear :

- 200 accredited treatment centres;
- 46,290 standard bed spaces;
- 6,549 rehabilitation bed spaces;
- 17 IRCCS (research hospitals and treatment institutes);
- 130,000 people employed;
- 150 million annual health visits;
- 1,5 million ordinary patients;
- 4,100 chemists;
- 9,000 general medical practitioners.

The level of the services offered is also constantly monitored, both for the quality of the actual service and the use of financial resources dedicated to the service. The whole system is made up of numerous integrated services.

EMERGENCY HEALTH SERVICE (118)	HELICOPTER RESCUE	HOSPITALS	LARGE-SCALE EMERGENCIES
It consists of a central coordination system, a network of emergency services (include both basic and advanced units with specialised emergency medical personal and nurses on board) and a series of hospitals (including 35 hospitals that admit patients).	A helicopter is operational in the day and at night to provide for complex transportation needs, including for newborns. The service will be strengthened in view of the Expo.	A network of hospitals operates in the cities and the surrounds, ensuring high levels of health care for residents and visitors to Lombardy.	Milan's 118 service is designed to handle large-scale emergencies, including nuclear, bacterial, chemical and radiological ones. The organisational structure is based on a strict division of tasks both on local and central levels. This includes precise procedures that are closely linked to the available resources.
CHECKS ON WATER FOR HUMAN CONSUMPTION	FOOD SAFETY	INFECTIOUS AND CONTAGIOUS DISEASE MONITORING	SYNDROME MONITORING
Water that might be used for human consumption is subject to careful and widespread checks. In 2006 alone, over 40,000 samples were checked in Lombardy.	The Lombardy regional administration guarantees food safety through specific departments in each of the 15 regional health divisions. All of the stages in the production and supply chains are monitored, from primary production until a product reaches the end consumer.	The regional administration, in line with EU guidelines for infectious and contagious diseases, implemented a web-based system in 2006 to identify such cases and collect all the information needed to prevent the short and medium-term spread of such diseases.	The Winter Olympics in Turin in 2006 helped to refine a system – operated by the regional health service – that can identify and provide timely information about events that might cause public health emergencies following accidental or intentional exposure to various types of dangerous elements.

SPECIFICS FOR THE EXPO

The Lombard Regional Health Service is already capable of handling an event such as Expo 2015. In addition, it will make improvements to the three parts of the emergency services (operational centre, territorial network, hospitals), to the network of helicopter landing pads used at night, the system for handling large-scale emergencies, the territorial network of fixed first-aid stations, and the management and coordination of interaction between the various bodies.

18.1 The National Health System in figures

The Italian National Health Service (NHS) is a comprehensive public system, delivering health care to all inhabitants regardless of gender, domicile, age, income or occupation. The National Health Service guarantees access to services in accordance with the principles of human dignity, of health needs, of fairness, of quality, of correct treatment, and of economically effective deployment of resources.

The city's inhabitants are free to choose which public or accredited private health provider to turn to for care. All providers working within the National Health Service or on behalf of the National Health Service must meet specific structural, technological and organisational criteria, as defined in a special Presidential Decree. On the basis of the constitutional principle of subsidiarity, the health service is organised according to different levels of responsibility and levels of government:

- **central** level – the state is responsible for ensuring that all citizens have the right to health through a strong system of guarantees, by means of Essential Care Levels;
- **regional** level – the Regions are directly responsible for the administration and expenditure required to achieve the country's health objectives. The Regions have **exclusive** responsibility for regulating and organising the health protection services and activities, and the financing criteria of the Local Health Authorities and hospital trusts (also in relation to management control and evaluation of health service quality, in line with the guidelines laid down by national legislation).

18.2 The Lombard Health System in numbers

The Region of Lombardy Health System is one of Italy's best, and a model of excellence in terms of quality of services and the existence of advanced health care providers.

Summary data given below show the extent of the Region's health care services:

- 200 accredited hospitals and healthcare centres;
- 46,290 normal hospital beds;
- 6,549 special needs hospital beds;
- 17 research hospitals and healthcare centres;
- 130,000 healthcare staff and professionals;
- 150m outpatient healthcare appointments;
- 1.5m ordinary hospital admissions;



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- 4,100 pharmacies;
- 9,000 general practitioners.

Control systems are in place to monitor the level of healthcare, with the double aim of checking the quality of care and the appropriateness of the financial resources used. To achieve this, Health Management Board acted to establish a Regional Observatory on the quality of health services, charged with organising and promoting the introduction and evaluation of quality systems in health structures.

18.3 Emergency and Urgent Healthcare Service (118 Em.U.H.S)

The Milan Emergency and Urgent Healthcare Service (Em.U.H.S) is part of the Region of Lombardy Territorial Emergency and Urgent Healthcare network, which has 11 similar services in the Province of Milan.

The Milan 118 Em.U.H.S., like all similar regional services, consists of:

- a centralised co-ordination system, Operations Headquarters (OH);
- a local ambulance network, composed of basic vehicles and advanced vehicles (with specialist anaesthesia and emergency medical staff on board);
- a network of 35 hospitals.

Operations Headquarters (OH) has 18 workstations with uniform technological equipment, operated by personnel with differing skills and functions (physicians, nurse practitioners, technical staff). The whole process of emergency health care is managed by a computer system which records service and cartographic data, as well as live, telephone and radio communications, and which provides decisional support by means of guided routes or dynamic tables.

18.4 Local system

Local health coverage is provided by a set number of ambulances (Basic Emergency Vehicles), 24 in the metropolitan area and 28 in the provincial area. All the ambulances have standardised equipment as laid down by regional regulations, including a semi-automatic defibrillator, and three ambulance crew on board. In addition to the Basic Emergency Vehicles, there are Advanced Emergency Vehicles (AEVs) or medical cars (5 in the city area and 4 in the Province). The Advanced Medical Vehicles have uniform technical equipment and are able to transmit ultrasound data to the Operations Centre (OC) via UMTS, and deliver fibrinolytic treatment. Some vehicles are able to perform ultrasound scans immediately (E-FAST).

Processes are continually monitored in accordance with the guidelines laid down in the Services Charter (UNI EN ISO 9001:2000 certification).

Events occurring anywhere in the system are published in virtually real time on the Milan Em.U.H.S. web site: www.118milano.it.

The site is open to the public and provides information about urgent healthcare provision in the City and Province of Milan.

An AW 139 – Agusta helicopter provides transport, day and night, in complex situations, including transport for new-born infants.

18.5 Hospital network

A hospital network, at metropolitan and at province level, delivers an extremely high level of healthcare for residents of the Region of Lombardy, and for people who are visiting the Region.

The Region of Lombardy Health Service provides more than 10% of its services to users who are resident outside the region, with peaks of 50% in complex areas such as oncology, and cardio-cerebrovascular cases, thus further consolidating the excellence the service has achieved.

There are 35 hospitals with emergency services: 15 have level 1 Emergency and Admission Departments, 6 have level 2 Emergency and Admission Departments, and 14 have Emergency Departments. Level 2 Emergency and Admission Departments can deliver advanced-level emergency services in cardiology, neurosurgery, new-born infant care, vascular surgery, thoracic surgery, serious burns treatment, and spine surgery, as well as level 1 services.



In addition to these 35 hospitals, there are another 12 research hospitals and healthcare centres which in particular situations can become part of the emergency and urgent care network. Monitoring hospitals' current or potential resources is an integral part of the system.

18.6 Major Emergency System

Major emergency situations require special equipment, resources, organisation and training. The Milan 118 Emergency and Urgent Healthcare System (Em.U.H.S.) is organised to deal with major conventional, chemical, bacteriological, nuclear and radiological (NBCR) emergencies. Organisation is based on a strict division of responsibilities on the ground and at Operations Headquarters (OH), coded in distinct procedures, in combination with the availability of both clinical and logistic resources.

In 2002 the **Major Emergency Special Unit (MESU)** was established: it consists of a large vehicle with all the equipment on board required to set up an **Advanced Medical Post (AMP)** with 10 beds: 4 intensive care beds (with defibrillator, respirator with oxygen, drug infusion pumps, and aspirator) and 6 beds for yellow code cases.

The Advanced Medical Post (AMP) consists of a tent which can be inflated in 6 minutes; patients can be treated here in an emergency before being transferred to hospitals. In addition to the AMP, another area can be set up to provide psychological care. Inside the Major Emergency Special unit (MESU) there is also a section dedicated to logistics, which includes communications (radio and telephone), computer links with Operations Headquarters and, if necessary, with the Military Forces Command Post.

In addition to the technical equipment required for conventional major emergencies, the Milan 118 Emergency Service is equipped to deal with chemical, bacteriological, nuclear and radiological (NBCR) events.

Within the service, a group of 18 people were selected to undergo theoretical and practical training with the Fire Brigade, and who form the basis of the team to be deployed in case of a chemical, bacteriological, nuclear or radiological (NBCR) major emergency, consisting of 6 people and the logistical material required for decontamination operations.

Equipped with single-bed decontamination tents small teams can be deployed in situations where a small number of victims are affected by an event which is chemical, bacteriological, nuclear or radiological in nature.

18.7 Monitoring water destined for human consumption

In Lombardy the quality of water for human consumption complies fully with parameters established by European regulations, as careful and thorough controls and monitoring clearly show. In 2006, over 40,000 samples were taken in Lombardy.

The 15 Local Health Authorities (LHAs) have labs which, together with external monitoring bodies, carry out microbiological and chemical tests and monitor water sources as well as the water distribution network, round the clock, in order to guarantee the purity of water destined for human use.

These controls are additional to those required by law in Italy to ensure that the water is drinkable.

18.8 Food security

The Region of Lombardy guarantees food security through the work of the Medical and Veterinary Departments of Prevention, attached to each of the 15 Lombard Local Health Authorities.

All stages of food production are monitored, from primary production up to distribution and the final consumer.

In the year 2006 alone, around 45,000 businesses were monitored, for a total of over 130,000 inspections.

Inspections focus particularly on:

- checks on the food production chain through;
- checks on primary production in the agricultural sector;
- checks on animal feed, on correct use of drugs and on respecting the prohibition of anabolic substances, and the wellbeing of farm animals;
- inspection of animals and checks on slaughterhouses;
- checks on food production and processing factories;
- checks on the various stages of food distribution (storage, transport, dispensation, and commerce).

Prevention and monitoring are therefore fundamental to the food security system.



The Region of Lombardy has also adopted an effective warning system (both in the animal feed and human food sectors) which operates around the clock (24 hours), enabling products which could damage the health of consumers, or which are unfit for consumption, to be rapidly withdrawn from the market.

18.9 Oversight system for infectious and contagious diseases

In 2006, the Region of Lombardy, in line with the EU programme on the oversight and control of infectious and contagious diseases, implemented a web-based system to record cases of acute illness and report all epidemiological data necessary to prevent secondary cases, or short- or medium-term breeding grounds for infection.

The system is based on the Local Health Authority organisational network, where specialist personnel are on hand 24 hours a day to report even suspected cases, directing patients to hospitals or general practitioners. Cases of illness which require prompt action to monitor and prevent the spread of the disease (for example, food poisoning, bacterial meningitis, tuberculosis, legionnaires' disease) must be reported immediately. Physicians who diagnose diseases communicate key case information by telephone or electronically to the health agencies, so that those responsible for preventive action can act to monitor anyone who has come into contact with the illness – family members, class mates, colleagues – and administer, where appropriate, preventive drugs or vaccines.

Action is co-ordinated by the Health Management Board, which maintains direct links with the Health Ministry and the Higher Health Institute (HHI), for cases which are more complex and which extend beyond the region.

The network of surveillance and control therefore guarantees prompt and effective action, giving particular attention to acute, potentially contagious diseases, with the aim of protecting the health of inhabitants and of visitors to Lombardy, as would be the case for Expo 2015.

The microbiology lab is part of the L. Sacco University Hospital, an accredited NHS research hospital, in the forefront of diagnosis and treatment of infectious diseases.

The Microbiology laboratory:

- is technologically and organisationally in line with the latest international approaches;
- provides diagnoses of infectious diseases for users living in the City of Milan and surrounding areas, either as outpatients or patients;
- plays an important role on the national and international scene and is a referral centre for Civil Defence and for civil security.

The lab produces medical reports for physicians who require them for diagnostic and treatment purposes, and to perform any medical functions necessary to ensure the health of inhabitants in the city and in the province.

Syndromic Surveillance

For the Turin Winter Olympics, the Lombardy Regional Health Management Board, along with the Region of Lombardy, the Higher Health Institute (HHI), and the Ministry of Health, established a Syndromic Surveillance Protocol, involving the Region of Lombardy's three Poison Centres (Milan, Pavia and Bergamo).

As a result of this successful experience, at the time of the Expo 2015, the Regional Health Service will be in a position to provide information enabling prompt identification of events associated with public health emergencies, and episodes of accidental or intentional exposure to a range of hazardous substances.

The Region of Lombardy will pursue this objective by transmitting daily, to the regional health bodies and to the Higher Health Institute, data related to requests for medical care accepted by the Milan, Pavia and Bergamo Poison Centres.

The flow of information will enable the health authorities to carry out daily and weekly tests to identify emerging problems, for which further investigation on a local basis and containment action would be appropriate.



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This will permit:

- at a local level, systematic identification of unusual cases to be further investigated urgently and, if necessary, reported to the regional and national authorities; also comparison with data collected by other Poison Centres, for further toxicological, diagnostic and clinical investigation, and for further monitoring and information related to unusual reports;
- at regional level, identification of emerging problems at regional and provincial level both in terms of temporal progression and of clusters of cases and of single events;
- at national level, identification of emerging problems on a national basis through comparison of data gathered over time and hazard factor data, and the existence of a data base to promote toxicological and clinical investigations on a national basis.

The Region of Lombardy Health Authorities are already able to support Expo 2015, planning new provisions for the three components of the emergency system (operations headquarters, local network, hospital network), the communications systems, the network of night-time helipads, the major emergency management system, local emergency care network in fixed locations, and the management and co-ordination of resources.

Equally foreseeable are synergies with the neighbouring regions and with the Health Ministry, as occurred for the events and shows organised for the 20th Winter Olympics in Turin.

CHAPTER 19

THE VOLUNTEER PROGRAMME AND THE SCHOOLS PROJECT



ABSTRACT CHAPTER 19

ESTIMATES FOR VOLUNTEERS NEEDED

On the basis of past Expositions, the Winter Olympics in Turin and the general organisation of such mega-events, it seems reasonable to assume that volunteers will mainly be needed in the following areas:

- visitor services;
- accreditation;
- medical services;
- technology;
- transport;
- security and risk management;
- international relations;
- press operations.

In total, across all the areas, it is estimated that 36,000 volunteers will be needed. This takes into account the duration of the Expo (6 months), the need for 2 shifts a day and that volunteers will work for a minimum of 16 days (not necessarily in a row).

THE PROGRAMME TO RECRUIT VOLUNTEERS

THE SITUATION IN LOMBARDY

Milan is home to the National Volunteer Authority. It is also, genuinely, the Italian capital for volunteer work, with over 400 organisations involving 70,000 volunteers and 31 NGOs for international co-operation for development, 150 non-profit organisations and over 500 non-profit associations.

The Milan area could thus be termed a fertile land for finding the number of volunteers that will be needed for Expo 2015.

THE RECRUITMENT PLAN

To recruit 36,000 volunteers, it will be necessary to carry out a large-scale recruitment operation lasting about 2 years and divided into phases:

- recruitment;
- selection;
- training;
- assigning and scheduling jobs;
- accreditation and collecting of uniforms.

THE COMMUNICATION PLAN

The programme will also include the following elements:

- creation of a distinct “brand” to give volunteers a sense of belonging to a team;
- motivating and giving volunteers a sense of responsibility;
- communicating the unique and socially important nature of the Expo.

This will be done using various means (website, newsletters, SMS), including organising special events that create expectations about the roles volunteers will play.

SCHOOLS PROJECT: “GENERATION 2015”

The volunteer programme is closely linked to the Schools Project named “Generation 2015”.

Expo Milano will be a super chance – especially for young people – to learn, meet people and grow, both personally and collectively. The Milan school system is a wide ranging system that offers a great diversity of subjects and reaches 66,000 children in compulsory education and a further 52,000 in the final years of high school. Milan is also a place where the desire among children of different nationalities to integrate is notable. The universities are first rate. It is also a city where there are numerous places for youths to meet. All of these factors lay behind the decision by the Bidding Committee to launch the “Generation 2015” project. This project will make it possible to:

- promote the theme of food in Milanese and Lombard schools;
- launch a media campaign that will reach children in order to promote the participation to the Expo through a specific programme of school visits.

The Expo Milano 2015 volunteers will share the event's values and principles and play a crucial part in its success. It is a commitment that will enhance their sense of citizenship. They will be able to claim with pride that they helped organise an unforgettable World Exposition, as a member of the team that put on the biggest event in the region's history.

Clearly the organisational complexities of an event like Expo 2015 require a wide range of resources with specific skills occupying positions within the Organising Committee.

Nevertheless, in this case there are a number of important aspects which favour the use of voluntary workers:

- there are many collateral tasks and activities involved which (within the requirements of the law) do not necessarily require special job training;
- the involvement of a great number of people in the organisation of the Exposition with the direct participation of the general public not only guarantees a more successful event, but also serves to optimise the benefits over the long term;
- it offers an opportunity to keep the Organising Committee's labour costs within reasonable limits;
- the chance to bring in extra resources that the voluntary groups in Lombardy offer can set in motion a virtuous circle of subsidiarity between the public and private welfare sectors;
- it offers huge communication and educational potential for the event;
- the work experience gained on the ground can become a valuable legacy for the community in terms of new resources for local no profit and voluntary groups.

This is why it is essential to put in place a Volunteer Programme for Expo 2015, that will involve 36,000 volunteers, according to the estimates.

Volunteers: a quality proposal

The proposal to volunteers will:

- conform strictly with Italian legal provisions for voluntary work (Law 266/91 in particular);
- define in advance the rights and duties of those volunteering for the Programme;



- involve a proper voluntary work agreement which, besides inducing greater responsibility, also sends a message regarding the high standards of the scheme;
- establish some form of parental authorisation, especially in the case of recruitment from schools and Sunday schools;
- foresee working on the preparations for the Expo with other towns far from Milan, perhaps through launch events;
- allow for exchange and co-operation between young people and organisations from Italy and abroad;
- plan for other forms of collaboration besides the main voluntary duties, with “sympathisers” (e.g. for under-16s, along the lines of the Zaragoza scheme), for those who do not wish or cannot make a full or continuous contribution;
- activate media campaigns to publicise this possibility;
- produce multimedia tools and even training courses (online or in loco for those who cannot come to Milan) on the jobs to be done. The availability of a course and possibly a certificate will go along way to encouraging people to volunteer;
- in accordance with Italian law, provide volunteers with full insurance and a means to claim back expenses;
- ensure precise ID and accreditation for all volunteers.

Based on previous Expositions and recent experience at the 2006 Winter Olympics in Turin, bearing in mind the assumptions regarding Expo 2015 in this dossier and the tasks typically required for mega-event such as this, we forecast the main areas of voluntary work will be the following:

Main Areas of Activity	Sample tasks
Visitor Services	Assisting visitors Collecting / checking tickets Accompanying the disabled Religious assistance Helping spectators at cultural events Information kiosks
Transport	Guarding park&ride / train&ride Help-desk at access points (e.g.: airports, railway stations)
Accreditation	Printing and distribution of passes
Security and risk management	Checking admissions
Medical Services	Assistance to on site medical units
International Relations	Assisting official delegations and interpreting
Technology	Help-desk for video, audio and systems Handing out headphones, frequency controls
Press Operations	Press and media support

Table 19.1 - Voluntary work areas

Guidelines and employment constraints

Below are some of the guidelines and constraints to the work volunteers can perform:

- a. voluntary work will be largely concentrated during the 6 months (183 days) Expo opening period and the days immediately after;
- b. at the selection process preference will be given to people who offer a certain flexibility and above all a willingness to work 8-10 hours a day, on any day of the week;
- c. to keep the numbers within reasonable limits, preference will be given to people who can commit to a minimum 16 days' service, not necessarily consecutive;
- d. bearing in mind that there are no university lectures during the Expo period, agreements will be made with schools and universities in Lombardy and the neighbouring regions for student volunteers to earn academic credits;
- e. a letter of agreement will also be signed with local voluntary associations and centres encouraging them to play an active part in recruiting volunteers;
- f. volunteers must be 18 years of age by April 30, 2015;
- g. lastly, to guarantee the safety of everyone involved in the Expo, the entire staff of the Organising Committee, including all volunteers, will be required to pass a security check.

19.1 Estimated requirement for volunteers, by task and nature of duties

On the same assumptions used to determine the areas of activity and tasks to be performed we can estimate the numbers of volunteers required for each area, assuming a straight distribution over the **6 months** (183 days / **2 shifts per day**):

A. Visitor Services

Given the nature of the tasks involved (assisting visitors, accompanying the disabled, assisting religious visitors, helping spectators at cultural events) we can reasonably base our estimate on the forecasts for visitor numbers.

On an assumed total attendance of **29 million**, and calculating **1** volunteer for every **225** visitors, we have a daily requirement of around 1,408 volunteers.



Given an average availability per volunteer of 16 days, the total requirement for the Visitor Services Area comes to **16,110 volunteers** for the entire opening period of the Expo.

B. Transport

Given that the typical tasks for volunteers in this area involve manning information desks at major transport links (airports, railway stations, etc.) plus certain car parks and connection hubs, we would base our estimate of the volunteers required on the number of contact points to be manned.

If we take this to be 33 (18 car parks, 4 airports, 3 main railway stations and 8 service areas), 8 volunteers per shift for each contact point would give a daily requirement for this area of 528.

With an average availability per volunteer of 16 days, the total requirement for the Transport Services Area comes to **6,035 volunteers** for the entire opening period of the Expo.

C. Accreditation

Given that the typical volunteer tasks in this area involve printing and handing out entry passes at accreditation points, and assuming that there are 6 of these (1 Main Accreditation Centre, 1 Accreditation Centre at the Expo site and 4 at the airports), we foresee 4 volunteers per shift for each point giving a daily requirement of 48.

With an average availability per volunteer of 16 days, the total requirement for the Accreditation Area comes to **549 volunteers** for the entire opening period of the Expo.

D. Security and Risk Management

Typical voluntary duties in this area involve controlling access to the exposition site. Assuming 120 entrances and 2 volunteers per shift for each entrance we have a daily requirement for this area of 480.

Considering an average availability per volunteer of 16 days, the total requirement for the Security and Risk Management Area comes to **5,490 volunteers** for the entire opening period of the Expo.

E. Medical Services

Typical this area involves offering support to medical service points around the site. Considering one medical point for every 5,000 visitors and **total attendance of 29 million**, 2 volunteers per medical point gives a daily requirement of around 128 volunteers.

For an average availability per volunteer of 16 days, the total requirement for the Medical Services Area comes to **1,463 volunteers** for the entire opening period of the Expo.

F. International Relations

The typical tasks for this area involve assisting international delegations to the Expo, in particular with interpreting. Assuming 120 delegations, and 1 volunteer per shift per delegation, we have a daily requirement of around 240 volunteers.

Considering an average availability per volunteer of 16 days, the total requirement for the International Relations Area comes to **2,743 volunteers** for the entire opening period of the Expo.

G. Technology

The technology area can be broken down into 3 distinct types:

- **IT systems and technology infrastructure:** the design, release and testing of all software applications needed to run the Expo with responsibility for the entire infrastructure (PCs, servers, printers, etc.).

Given that volunteers assigned to this area will be mainly employed on application user help-desks, if we assume development, release and implementation of 10 applications with 1 help-desk volunteer per application/shift, we get a daily requirement of 20 volunteers and a total requirement of **229 volunteers** over the whole opening period of the Expo;

- **telecommunications:** voice, data, radio and mobile, video, audio systems. Volunteers assigned to this area will be involved in supporting communication devices and checking frequencies. Assuming 10 communication/control points and 3 volunteers per point/shift, we arrive at a daily requirement of 60 volunteers for a total requirement of **686 volunteers** over the entire opening period of the Expo;



- **internet:** the design, production and maintenance of the official Expo site and eventual linked sites providing global public information, hosting and connectivity services. In this area we do not foresee the use of volunteer staff.

Together the three functions give a total requirement for the Technology Area of **915 volunteers**.

H. Press Operations

The duties typical of this area regard assisting journalists and the media at the Main Press Centre on the Expo site.

Assuming the presence of 45 volunteers per shift, we get a total of around **1,029 volunteers**.

I. Surplus

It is reasonable at this stage to plan a backup contingency (+5% of total volunteers) to cover absenteeism or limited availability.

On the basis of the previous assumptions we get the following table:

Area of activity	No. of volunteers	%
Visitor Services	16,110	44.5%
International Relations	2,743	7.5%
Transport	6,035	17%
Medical Services	1,463	4%
Security and risk management	5,490	15%
Technology	915	2.5%
Press Operations	1,029	3%
Accreditation	549	1.5%
Surplus	1,717	5%
Total	36,051	

Table 19.2 - Estimation of volunteers needed by area of activity

The total number of volunteers employed in the various Functional Areas described gives an average daily ratio of 1 volunteer for every 105 expected visitors, a figure largely in line with experience at recent expositions.

19.2 Recruitment and volunteer retention

Fertile ground for recruitment

Italy boasts a significant presence of voluntary organisations and no profit solidarity-based initiatives in general. These have sprung up spontaneously in civil society and are deeply rooted in the various local communities. The leading role played by voluntary work in the history of Italian society is clearly evidenced, among other things, by the passing in 1991 by Parliament of a law¹ which *acknowledges its social value* and its contribution in terms of *participation, solidarity and pluralism*² (an example subsequently followed by other European countries: *Spain 1996, Germany 2001, Greece 2001/2002*).

From this standpoint, Milan possesses a rich and distinctive tradition of social and civil commitment which amply justifies its popular nickname of “capital of voluntary service” and its choice for the headquarters of the National Charity Work Agency (the “voluntary work authority”). This propensity, which is still very widespread among the citizenry, makes an invaluable contribution in many areas (the economy, culture, research, training and education, civil protection, international co-operation, environmental protection, the arts, sport, etc.). It is also worth noting that Milan is continually working to reinforce the alliance between local political institutions and the non-profit sector.

Map of the Third Sector

The numbers confirm the picture just described: in Milan alone **68,930 volunteers work through 418 pure voluntary organisations**. To these we should add the thousands of volunteers who work in other charitable fields, among which:

- **50 recognised associations;**
- **164 social foundations and entities;**
- **125 family associations;**
- **200 co-operatives and social consortiums;**
- **14 time banks (with 647 members);**
- **31 NGOs for international co-operation on development;**
- **around 150 non-profit organisations in leisure and cultural spheres;**
- **105 self-help groups**

not to mention around **150 individuals who volunteer spontaneously to work for the City of Milan**.

¹ Law 266 of 11 August 1991 (Regulation of Voluntary Work)

² Ibid., article 1. In article 2, voluntary work is defined as work performed personally, spontaneously and free of charge (...) exclusively for solidarity with no declared or indirect profit motive



19.

From this brief outline alone it is clear that Milan and Lombardy (in which we estimate the presence of nearly 3,900 associations) represent a receptive and fertile source of potential volunteers for Expo 2015.

Zone	Adults in difficulty	Alcoholism	Animals	Elderly	Prisoners	Disabled	Mental health	Women in Difficulty	Education	Immigrants	Minors	Mixed	Healthcare	Drugs	Various	Total per zone
1	2			4		7	4	1		1	13	18	37		9	96
2		1		3	1	3	1			2	2	10	13	2	7	45
3	2			3	1	7	1		1	1	5	9	22	1	2	55
4	4		1	1		5	1			3	6	6	5		3	35
5	3	1	1			7		1		4	3	5	5			30
6	1			3		2				2	2	10	11	1	3	35
7	1			5		4		1		1	4	5	3		4	28
8	2		1	2		5	2		1	3	6	5	15	1	2	45
9	1			2		6	1	1			3	12	23			49
TOT	16	2	3	23	2	46	10	4	2	17	44	80	134	5	30	418

Table 19.3 - Volunteer associations operating in Milan in different fields
N.B. Some associations operate in several fields (80 mixed and 30 various)

Zone	Adults in difficulty	Alcoholism	Animals	Elderly	Prisoners	Disabled	Mental health	Women in Difficulty	Education	Immigrants	Minors	Mixed	Healthcare	Drugs	Various	Total per zone
1	119			98		211	140	64		10	1,074	1,413	15,619		530	19,278
2		7		295	5	36	19			15	163	338	1,172	60	223	2,333
3	473			352	5	136	13		12	13	55	2,074	26,996	23	65	30,217
4	432		25	85		166	21			94	1,179	2,131	318		151	4,602
5	78	25	15			148		48		402	52	140	286			1,194
6	68			218		54				85	50	482	2,344	43	24	3,368
7	10			239		136		28		5	72	196	1,814		106	2,606
8	32		24	106		124	33		6	168	240	117	1,344	7	90	2,291
9	14			40		147	16	86			45	1,382	1,311			3,041
TOT	1,226	32	64	1,433	10	1,158	242	226	18	792	2,930	8,273	51,204	133	1,189	68,930

Table 19.4 - Breakdown of volunteers in voluntary organisations by region and area of intervention

N.B. Some volunteers work in several fields; this figures refer to 404 associations: 14 organisations did not respond

The Organising Committee wants to involve these same organisations, especially, in the early stages, the NGO's for Co-operation on Development, dedicating a sizeable space (in terms of size and position) in the Expo to the Third sector. The Co-operation and Solidarity Pavilion will devote a special space to gathering Best Practises. The Expo will also dedicate each day to present one or more organisations.

That said, it is obvious that the job of finding volunteers for the Expo cannot be limited to these spheres alone.

Communication must be suitably diversified, preserving its core message, into campaigns capable of speaking, for example, to different generations. Bear in mind that the main sources of recruits are **students and youth groups** on the one hand (note the **peculiarity of Milan's recreational Sunday schools**, subsidised by the local authorities) and **"young pensioners"** on the other.

Meanwhile as the Expo approaches the event itself could represent a magnificent occasion for:

- a) greater social integration of **immigrant communities** in Lombardy;
- b) new social inclusion (with the necessary safeguards) for certain classes of disadvantaged (co-operatives of ex-prisoners or former drug addicts, etc.);
- c) a concrete exercise in Corporate Social Responsibility for firms who, independently or through their associations, might come up their own plans to back the Expo or give special permits to workers involved in the event.

Recruitment Programme and Timeframe

The need to find 36,051 volunteers means launching a large scale recruitment process lasting around 2 years.

As we can see from figure 19.5, the tasks involved must be planned over the two years prior to the event and break down into 7 distinct phases of action:

- **Phase 1** (*duration 18 months, May 2013 – October 2014*):

Recruitment

In the first phase a communication campaign is launched involving the local authorities and regional voluntary associations to publicise the scheme³.

Besides direct contact with the voluntary groups, a web site will be set up where candidates can fill in an application form to give the Organising Committee the basic information it needs to proceed with recruitment (personal details, willingness to volunteer, experience, availability for Expo 2015, references, contact address).

We estimate that to reach the target of 36,066 volunteers we will need to receive around 80,000 applications at this stage.

- **Phase 2** (*duration 16 months, September 2013 – December 2014*): *Selection interviews.*

In the second phase a series of phone interviews are conducted to assess the level of individual motivation, evaluate skills and decide the most suitable job for the candidate.

³ If we consider that for the 2006 Winter Olympics in Turin around 20% of volunteers came from the associations, this phase assumes an even greater importance

Communicate, promote and retention programme

The Expo 2015 Volunteer Programme will be backed by an ad-hoc communication campaign with the following scope:

- to encourage volunteers from the city and the metropolitan area;
- to promote applications from deprived areas as a way to combat social problems in young people and marginalisation;
- to encourage volunteers to offer hospitality to other volunteers;
- to reach the target of at least 16 day's commitment from every volunteer;
- to reduce the risk of absenteeism during the exposition.

The campaign will include:

- producing a distinctive mark for the Programme to help volunteers feel part of a team;
- motivating volunteers to feel a sense of responsibility for their tasks;
- conveying the message that the Expo is an exceptional event, unique for many, with social values of global magnitude.

These initiatives will be activated continuously throughout the Programme via various channels (dedicated web site, newsletters, mailings, SMS) as well as special events to mark certain occasions (e.g. the Programme launch May 2013, the selection of the first 10 volunteers, official presentation of uniforms, etc.).

The communication activity will be concentrated in the two periods prior to, and just after, the Expo.

Prior to the Expo:

- launch of the dedicated web site, gathering of applications to the Programme, downloading information and training materials;
- fortnightly/monthly newsletters issued to keep the team motivated;
- general training manuals;
- specific job training manuals;
- personalised training calendar;
- a guide to the Expo site to generate interest;



- SMS messages and mailings inviting the team to special events;
- a formal letter communicating the job assignment;
- an invitation to collect the uniform.

The following initiatives will be activated during the Expo:

- periodic newsletters describing the experiences of volunteers and group heads during the exposition;
- agreements with the media (TV, radio, etc.) on broadcasting news, interviews and stories on volunteers.

Finally a number of actions will be aimed at fostering the loyalty of volunteers. For example:

- free travel on public transport during the event;
- free meals while in service;
- various free gifts (personalised brooches, badges or watches, prepaid phone cards, etc.);
- free tickets to the Expo or related shows and exhibitions;
- participation in the various opening ceremonies;
- academic credits for university students.

Particular attention will be given to capturing the interest of the 18 to 35 age group, statistically the largest volunteer group for big events⁴.

Initiatives for this group might include conventions with the universities to grant credits to students who offer at least 16 days' voluntary work, joint training sessions on relevant topics (e.g.: infrastructures, overlays, transport and logistics, technologies), as well as the possibility for Erasmus students in Milan to join the Volunteer Programme.

A further important factor will be agreements with Third sector associations (charities, NGOs, no profit organisations) to encourage their members to do voluntary work for Expo 2015.

Finally, there will be a series of schemes aimed at specific organisations (e.g.: No profit associations, etc.) to recruit volunteers who can work with the disabled and the sick.

19.3 Schools Project

Education, work, and establishing good relations between individuals and groups of people are the mainstays of any society and market that aim to bring together development and social cohesion, production of new wealth, and growth in the community's human and social capital.

It is on the basis of this belief that the decision was made to give special importance to involve the younger generations, right from the initial preparatory stages, in the planning for this event, Expo 2015, which would be likely to have a strong impact on local and international relations in our region.

Making the most of the human and pro-social potential of the younger generations and giving special attention to processes of intra- and inter-generational social integration: all this is no novelty within the framework of strategies put into place by institutions and by Milanese and Lombard civil society. Neither is it a coincidence that, for example, **in recent years, events such as the School Expo, the School-Environment Expo, and the Human Capital Expo, all closely connected to education and training, have taken place in Milan, at the new fairgrounds.** These events have attracted exhibitors and visitors from all over Italy, and there have been numerous further exhibitions on education, on training, on the transition from high school to university, on research, and on technology applied to education, at an international level too. **Therefore the Expo may provide an important stimulus to strengthen and regenerate attention towards the new generations,** and to promote a new model of open, multi-cultural citizenry, able to look to the future. A series of factors characterise the Milanese and Lombard context, namely the existence of:

- a) **a dense and diversified network of educational and training institutions;**
- b) **a number of high-level universities and research centres;**
- c) **a considerable number and variety of ways for young people to meet (youth groups, church groups, social centres, social cohesion associations, Milan City Council and Province of Milan social groups).**

It must be noted that in all three areas both private and public bodies are involved; they exist alongside each other and not infrequently work together in a variety of contexts and using a variety of approaches.



Therefore, the Expo promotion campaign aimed at the young people of today and tomorrow (especially since the idea is to involve a good number of them in the volunteer team directly involved in preparing the event) will have to go and seek them out where they actually are: in the places where they study, work, exchange ideas, and enjoy themselves. It should also be remembered that in addition to physical locations for making contact with people, places situated in a virtual dimension are becoming increasingly important.

The Organising Committee will address young people, in order to transmit to them the conviction that preparation work for Expo 2015 and, even more, the actual Expo 2015 event itself, are interesting not only because they involve the adult world (people such as politicians, businessmen, and media professionals) but also because they closely concern young people too, and are related to the future of their city, of their region, of the world they live in, and of the international relations that they will manage to develop.

It is important to emphasise that Expo 2015 is a great opportunity for personal and collective learning and growth.

19.3.1 Milan's schools

To give an idea of the range and distribution of the local school system, the list of primary schools and middle schools just in the City of Milan is given below (data from school year 2005/2006).

Primary schools	Pupils	Classes	Pupils per year				
			I	II	III	IV	V
	41,581	2,087	8,576	8,450	8,400	8,192	7,963

Middle Schools	Pupils	Pupils per year		
		I	II	III
	25,231	8,427	8,379	8,425

Table 19.6 - Number of students in primary and middle schools
Source: Regional School Office

This information relating to primary and middle school is provided because the children attending these schools today are part of the generation that in 2015 will be in the age bracket of 14 to 21. This is the generation which will be most important (especially those aged 18 to 21) as potential members of the volunteer team for Expo 2015. There will be **over 66,000 young people in Milan, as well as tens of thousands of children attending schools in the greater metropolitan area and, more generally, in the whole Region.**

Therefore this is the first point to be borne in mind when carrying out the Generation 2015 campaign.

Behind this first pool of human capital, there are also the high schools. In 2005/2006 there were **52,165 high school students in Milan alone, a generation of young people who will be in the age bracket ranging from 22 to 30 years in 2015, part of the bridge generation between the world of university and the world of work.**

Expo 2015: encouraging social integration of non-Italian students

Already today, Milan is a truly cosmopolitan and multi-ethnic city, where more than 13% of residents are non-Italians from over 100 different nationalities; in Lombardy in 2006 there were around 850,000 non-Italians, virtually a quarter of the national total⁵.

Immigration is enriching for our country in many ways, for example in terms of demographics, of culture, of labour, and anthropologically. In particular, the large number of ethnic groups and of cultures can be strategically important when planning a universal event such as Expo 2015.

Many of these young people **will be able to perform important functions of mediation and communication between Italy and the exhibiting countries, the visitors and international Expo staff. Some of these new citizens will be able to take advantage of their language and cultural knowledge in the Expo Volunteer Association** in one or more of the areas listed above.

In this respect, public institutions, especially the Milan City Council and many Third Sector bodies, are already implementing a series of initiatives, especially in elementary and middle schools, and providing a range of services which aim to foster the **integration of non-Italian school children to encourage scholastic success** and to **prevent wastage⁶.**

⁵ Source: ISMU Report - Regional Observatory for Integration and Multiethnicity (data 1st July 2006)

⁶ By way of example, initiatives include: a) Reading/Writing and Learning Support Summer Classes to prepare students who will start school for the first time in the new school year. The classes can take place in schools that are open in August anyway for the Elementary School Summer Centres programme (one summer centre per City zone); b) Reading/Writing and Curriculum Support Classes for pupils who have recently migrated to Italy, scheduled throughout the school year for elementary and middle school pupils; c) Cultural mediation initiatives in schools aiming also at involving families of pupils at risk; d) Calling tenders for accreditation of profit and no-profit bodies working in this sector to ensure quality standards for projects carried out in schools; e) School and Vocational Orientation courses for individuals and small groups in the Romany community (aged from 14 to 18). After conducting interviews with individuals to inform them, motivate them, and guide their choice, City Council professionals meet with the families of the young people and organise group activities in work socialisation classes. The young people's leisure time is organised by the educators, with visits in and around the city which aim to teach them about it and its history, and foster better integration



Starting from this basis and with the aim of building greater and better social cohesion, the City of Milan together with already existent migrant organisations, intends to establish a whole multi-year social and educational programme for citizens with mixed groups of Italian and non-Italian young people. The idea is to spread knowledge of the Expo 2015 aims, to prepare the way for young people to join the Expo Volunteer Organisation when they are old enough, and also to foster reciprocal activities. In particular, foreign students will be an extraordinary vehicle to develop the project “One school, one country” (see paragraph 9.9) and promote a better knowledge on their countries of origin.

19.3.2 Places where young people meet

Alongside the school and university systems and even sometimes within these systems, there are also places, some newer and some older, where young people meet. They are places which find a way of blending, according to different lines of interest and different priorities, the desire to be part of a group with the desire to go more deeply into spiritual, cultural or political questions, relating to the individual or the community. Consequently these places are particularly receptive to important projects such as Expo 2015; it is likely that the young people who now go to and in the future will go to these places would be very good at doing the necessary awareness-raising and mobilisation activities.

However it would be a mistake to turn to church groups, social centres, student associations and youth movements as if they were closed, self-referential worlds: the challenge is rather to involve them in action which is wide-ranging. The primary objective is to make direct contact with the greatest number of young people possible, in addition to reaching them via media (TV, radio, internet, specialist magazines, and so on).

19.3.3 “Generation 2015” Project Guidelines and First Initiatives

Given the context described above, and drawing on experience gained in schools on the Millennium Goals themes promoted by the United Nations, the Generation 2015 Project should develop according to the following stages:

1) promotion of Expo 2015 initiatives based on the theme of food together with citizen education initiatives and voluntary work initiatives in Milanese and Lombard schools

School-Voluntary Work Info Points have been operating for some time in Milanese and Lombard schools, with the support of the City of Milan and other local bodies. Students, accompanied by teachers and families if they are very young, can obtain information from the Info Points about voluntary work initiatives in schools.

The idea, therefore, is to include food themes in educational initiatives, through co-ordinated activity by the Lombard Regional School Office (Ministry of Education) and the Service Centre for Regional Voluntary Work; this is a tried and tested working partnership, which is known and well-regarded by students, teachers, and school administrators in our region.

The City of Milan (in particular the Family, School and Social Policy Department) is already moving in this direction, and together with the Regional School Office and the Expo 2015 Bidding Committee has already started the first initiatives:

- a) **the Expo 2015 Competition: “Feeding the Planet, Energy for Life – Generation 2015”**, for primary and middle school children. This large regional-level competition aims to familiarise young people with the themes of Food, Solidarity and Sustainable Development. There is no fee to enter the competition and pupils in the 3rd and 4th year of elementary school and in the 1st and 2nd year at middle school are eligible to enter; various types of work made by the class or by class groups can be presented. All pieces of work will be recognised, and the most effective will be given awards in a prestigious public ceremony to be held in one of Milan’s historic buildings, with international officials and the media present.
- b) **“Nationalities in intercultural caring schools”**. Starting from autumn 2007 a competition will be promoted in all Milan’s schools, with the purpose of giving appropriate recognition to those projects outside school hours, that:
- do volunteer work that enhances and promotes knowledge of the values and traditions of other cultures;
 - develop expressive and creative activities linked to the theme of cultural and ethnic integration;
 - promote concrete supportive and voluntary activities to foster integration in school;
 - conduct specific consciousness-raising and training activities (setting up courses for young people, for teachers and for parents).



2) Starting a media campaign for youth

In this area, there is a need (also aside from Expo 2015) for a general review of the way in which adults approach the world of youth, even when they have interesting ideas to put forward.

It is not a question of attracting volunteers in an instrumental fashion, but of enabling them to be part of an experience, encouraging them to stay with it, and minimising turnover, a factor that always requires attention and gives cause for concern.

In this sense, the use of new and also of old media is extremely important.

- a) One first idea is to make use of the **student web radio** circuit (a growing phenomenon), already today promoted by some Lombard universities in collaboration with national radio networks (Radio24). The Expo Committee could decide to support the start-up and functioning of these innovative tools, perhaps by launching the idea of an Expo 2015 radio circuit. This new generation of radio has the advantage of involving young people directly in the management of programme schedules and information.
- b) Naturally the power of TV cannot be neglected, even though it will be used sparingly, in a gradual approach. **TV networks with strong appeal for young people, such as MTV, have already been contacted.** MTV has shown special attention to the world of young people and education and in 2006 started up an interesting project with schools. This project is called **School in Action**, linked to the larger project of collaboration between the United Nations Millennium Campaign and MTV, to record the opinions of young people, and communicate them to the government, in support of the Millennium Goals. The idea is to make the most of this network's broadcasting potential, especially for some big events and concerts that will be put on for Expo 2015.
- c) Alongside this international TV channel, the aim is to activate a public TV channel, through the Social Secretariat of RAI TV, Turin, a series of programmes for a young audience on the subject of **"Feeding the Planet, Energy for Life"**.

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- d) Also other **radio and TV** stations will be involved to provide further information on the Expo and its main ideas, using an informal and not traditionally educational approach. In the course of these programmes, there will always be plenty of visibility given to the possibility of joining the Expo Volunteer organisation.
 - e) Particular attention will also have to be given to **sports events**, which have always and particularly in our city, attracted a large number of young people.

All these initiatives, however, will need to take place within a well-structured programme which, in crescendo, will put on public events that are attended by a large number of the public and which have extensive links with the media launching Expo 2015. These events should be organised along the lines of the model which was successfully applied in the Live Earth initiative on the theme of global warming of the planet.

3) School visits to the Expo

Thanks to an agreement with the Ministry of Education and, through it, with all Regional School Offices, the Organising Committee will promote awareness-raising initiatives in all Italian schools.

Training courses on food safety and dietary education will target all primary and middle schools in Italy.

The aim of this initiative is to encourage school participation to the Expo, in a visiting programme taking place in school years 2014/2015 and 2015/2016. Tailor-made ticketing policies (see also paragraph 11.10) will make even more convenient school participation.

CHAPTER 20
THE DIGITAL EXPO



ABSTRACT CHAPTER 20

TECHNOLOGY AT THE SERVICE OF THE EXPO

The primary goal of the digital Expo is to make certain any visit to the Expo runs as smoothly as possible, ensuring visitors enjoy a unique experience and can experiment with cutting-edge technology.

The technological solutions are never adopted simply for the sake of technology, but are designed with people in mind.

The technologies favoured are those that have already been tested sufficiently to ensure they will work properly in 2015. This required balancing the need to give visitors a sense of awe with the organisational necessity that things work.

THE NEED FOR TECHNOLOGY AND POTENTIAL SOLUTIONS

PARTICIPATION

Innovative projects aimed at building consensus and encouraging all countries to participate:

- Countdown 2015 (travelling exhibition on a sustainable future);
- Virtual pavilions (digital solutions that allow remote participation).

SERVICES

A video-portal could be created to help communication and promote the event as well as to improve booking, ticketing and assistance.

LOGISTICS AND INFO

Various solutions will be adopted to aid logistics, to ensure visitors receive the necessary info and to ensure smooth on-site traffic flows and site access:

- Stradamica (traffic info);
- My Avatar (queue management);
- Milano In-Touch (touch screen kiosks);
- Mobile Personal Assistant.

SECURITY AND ACCESS

A biometric access system is planned (for staff and volunteers) to aid risk prevention and to provide visitors with more assistance.

THE EXPO WITH A STORY

Innovative means for communicating content:

- Virtual Playhouse (entertainment area for children);
- Expo Urban TV;
- Hyper Events (world's largest screen);
- Virtual graffiti in Milan.

A THRILLING EXPO

Ways of making the Expo more spectacular and involving:

- Holographic Pantheon (key figures recount the history of Milan from the sky);
- Holographic world (to celebrate the national days of countries).

20.1 Technology to help visitors

The primary goal of the digital side of the Expo is to make certain any visit to the Expo runs as smoothly as possible, ensuring visitors enjoy a unique experience and experiment with cutting-edge technology.

The development of the technological side will take into account the innovations introduced in Shanghai for the 2010 Expo, which will serve as baseline for more advanced platforms.

Moreover, the entire Expo is designed with a view to unveiling useful solutions that Milan and its people can continue to benefit from as legacies of the Expo.

The proposed technology and applications are based on a predictive analysis of what will be emerging in 2015. In general, the technologies favoured are those that have already been tested sufficiently to ensure they will work properly in 2015. This requires balancing the desire to stun and entertain visitors with the organisational necessity that everything will work as it should.

Some of the solutions are based on technologies that are already partially in use. Here, we mean those solutions that will be left as a legacy of the Expo to the city (logistics, security, environment). For these, feasibility, functionality and cost-effectiveness were prioritised.

Given the nature of these elements, it is possible to begin detailed designs and to start implementation prior to being awarded the bid. An advantage of such a head start would be that more in-depth testing could be carried out in the four year period from 2008-2011.

20.2 Potential technological solutions

The potential technological solutions have been grouped into clusters:

- solutions to promote consensus building;
- solutions to support pre-Expo activities;
- solutions for a welcoming city: logistics and information;
- solutions for a helpful city: security, optimisation and prevention;
- solutions to manage content: an Expo with a story;
- solutions to enhance content: a thrilling Expo.



20.2.1 Consensus building

A few innovative solutions have been put forward to promote consensus building for Milan's bid:

Countdown 2015

This is a travelling exhibition on sustainable development, with the first stage in Milan. It will provide a sneak preview of the ideas for a sustainable future that will be put forward by the Expo and will target visitors from Milan, the rest of Italy and abroad. This exhibition can be organised quickly and thus become a showcase for BIE delegations and voting countries.

Virtual Pavilions

To promote global participation and to ensure developing nations are involved in Expo 2015, digital solutions have been designed to provide effective, low-cost communication. Virtual Pavilions will be included in joint pavilions.

20.2.2 Supporting pre-Expo activities

Innovative media ideas have been devised to support the activities that will need to be carried out in the run-up to Expo 2015:

Cross media Video-portal

The portal will allow everybody to have access to a wide range of services and functions.

This system is designed to be both extremely user-friendly and to be accessible from just about any device. It will provide information (films, multimedia clips and virtual tours), booking, ticketing, and customised services (video-call centre and video-press room).

20.2.3 Logistics and information

There will be solutions that provide logistic support, that offer visitors information services and that regulate the flow of traffic both to and from the Expo and within it (local, long-haul and by car):

MPA (Mobile Personal Assistant)

This is a real time information service designed to communicate with all portable devices that will be available in 2015. It offers three types of benefit: 1) virtual information points; 2) indication of alternative routes to reduce queues; and 3) an improved visit experience through useful information and warnings. This system will also provide comprehensive booking options for shows and events in the Milan area as well as the chance to reserve urban transportation and/or a bay in a parking lot.

All the services will be accessible through any mobile device (mobile phone, i-pod, etc.).

I-Com will also be made available. It consists of a mobile device specifically created for Expo 2015, with more functionality than traditional devices. It will only be possible to use it in Milan.

Milano InTouch (TOUCH screen information points)

These user-friendly, multilingual and interactive touch screens will be placed in busy spots. They will replace info stands, provide localised information and incorporate devices to make them accessible to people with disabilities.

By highlighting the busiest areas and suggesting alternative routes, these screens will help ensure crowds flow smoothly both at the Expo and in strategic parts of Milan. They will contain innovative applications, such as 3D world maps which – by touching the interactive areas – will guide visitors to whichever of the “Feeding the Planet, Energy for Life” themes they prefer.

In addition, they will broadcast sequentially the daily programs of Expo Urban TV.

StradAmica

A system of interactive sensors is designed to communicate with motorists and to provide information in real time, thus diverting traffic towards less busy roads and warning visitors about road conditions.



My Avatar

All visitors will have a digital alter ego. Visitors will only need to put their One Pass close to a specific reader and the system will record their booking to visit the chosen pavilion and provide information on the estimated waiting time. Then, visitors will be able to relax and optimise their visiting time.

20.2.4 Co-operating on providing assistance

An innovative access system has been designed to reduce risks and provide visitors with assistance:

ABC Pass (Consensual Biometric Access)

Such system, that so far is foreseen only for staff and volunteers, is based on a biometric iris scan system. This will be used for individuals who are authorised to access restricted areas, but the system will be consensual, with people being able to opt out.

20.2.5 Innovative communication: Expo tells a story

The following innovative solutions will be used to ensure high quality, effective communication at the Expo:

Virtual metropolitan graffiti

All visitors will be able to leave messages in the air, in the busiest spots of the city, that can only be viewed using mobile devices (or *I-Com*) by the visitors they are destined for. This will turn Milan into a living forum, a bulletin board for the exchange of views on food and nutrition, like a massive billboard for urban graffiti.

Virtual Playhouse

Based on advanced natural interaction, this recreation space is designed for children and youngsters where they can learn more about "Feeding the Planet, Energy for Life" through technological innovation, in a simple and fun way.

Expo Urban Tv

A multi-platform dedicated TV channel informing visitors around the world about the Expo, broadcast to mobile devices, visitors' I-Coms, InTouch screens – when not in use – TV sets in hotel rooms, video-portals or the dedicated Sat network. All of the Expo will be broadcast live: events, useful information and interviews with key figures. A permanent forum on nutrition featuring international personalities and experts (in politics, science, culture and entertainment).

Hyper Events

The most important Italian and international events will be broadcast live on the world's largest screen that will be erected at Castello Sforzesco. It could also be used to celebrate national days, with live connections to participating countries.

All the main shows will be broadcasted live and made available for tourists.

20.2.6 A thrilling Expo

A number of other innovative solutions will also be adopted to give the Expo a sense of the spectacular and to ensure visitors are truly involved in the event:

Urban Kaleidoscope

This is aimed at some of the smaller places of interest, such as the Columns of San Lorenzo, and spots where people gather in the evenings. It will consist of magic urban furnishings painted with heat-sensitive paint that changes colour as the temperature varies, sensorial carpets that play melodies as the flow of visitors fluctuates, and lighting linked to sensors that create light shows as the groupings of people change.

The Expo Xp

Specifically created devices (glasses that use increased reality technology) will allow visitors to journey through time and space. As they go through the pavilions, they will see images and films clips that help them to orientate themselves. Visitors will wear special glasses allowing them to watch films and images while visiting pavilions. Such system will help reducing waiting times that could be registered.



Milano Social Club

This solution is aimed at visitors to Expo 2015 who may wish to meet other people with the same idea. The visitor will be able to digit his personal data in the portal and then will be entitled to recognise thanks to a special increased-reality glasses, other visitors responding to the selected characteristics.

Holographic Pantheon

The world's first Holographic Park: famous people from the history of Milan will tell visitors about their city from above thanks to a giant image projected in the sky. Once the Expo ends, they will become a virtual landmark for the city.

Holographic World

On national holidays or festival, the holographic personalities from Milan will make way for holographs from the celebrating country. A stunning spectacle in the skies of Milan recreating the environment and atmosphere of the country in question (see also chapter 9, point 9.9.4).

CHAPTER 21

THE LEGACY OF THE EXPO AND FALLOUT ON THE ECONOMIC AND EMPLOYMENT PLAN FOR MILAN AND ITALY



ABSTRACT CHAPTER 21

THE IMPORTANCE OF THE LEGACY

A host city can use a major event to reinvigorate or modify its international perception, to regenerate the city and to draw in substantial investment for the area.

The Expo will obviously influence the major macro-economic variables (added value, production, unemployment rate) during the preparation and construction phase. It is, though, also important to evaluate the lasting consequences for the Milan area and even for the rest of Italy. This includes the improvements to infrastructure, the non-material heritage and the range of new projects linked to the Expo theme.

MACRO-ECONOMIC IMPACT

The event will bring in an estimated ? 3,7 billion (added value) and create roughly 70,000 new jobs during the timeframe necessary to prepare for Expo Milano 2015.

INFRASTRUCTURE

- Many buildings can be re-used for museums, administrative offices, residences and entertainment centres.
- The work related to transport and the transport infrastructure will reduce traffic congestion and thus improve the quality of life.
- The Water Way will, after the event, be a true park covering the west of the city, thus regenerating that zone, increasing the amount of greenery and improving the landscape.
- The Land Way will be a permanent route around the main tourist attractions in the city.

NON-MATERIAL HERITAGE

- Expo 2015 will strengthen human capital by spreading skills linked to planning, implementing and managing such a large event.
- The related promotion of the city will increase the number of tourists both in the short term (accommodation for visitors) and the medium-long term.
- The city's improved image and identity will make it easier to attract talented people to the area (to visit, live or work).
- The launch of the various international co-operation programmes (e.g. as regards the environment) will help development strategies.
- The legacy in terms of values will be disseminated through a Charter of Values that includes goals for sustainable development and social responsibility.

THE LEGACY OF THE PROJECTS

Expo 2015 will be at the forefront of a complete rethink of the purpose and services of a city. This will not only involve the actual Expo 2015 area but also various other parts of the city to be regenerated.

More specifically, at the general markets in Milan, a new project is due to be launched to create a City of Taste and Health. This zone will be a centre of excellence for food safety, food security and a platform of best practices in the agro-food sector, thus creating an ideal continuation of the Expo theme.

The preparation of great events, like the organisation of a World Exposition, offers a unique opportunity for a city to reinvent or modify its international image by profoundly renewing its urban planning, thereby accelerating and anticipating a considerable flow of investments on the territory.

The objective of a post-Expo Legacy project must therefore be to **maximize the short-term economic and employment impact, seeking to trigger medium and long term effects in such a way as to permanently influence the capacity of the city to offer opportunities on all levels.**

These objectives can only be reached through:

- the development of initiatives strictly related to the Exposition;
- the planning of medium-long term projects and the availability of adequate post-Expo management tools;
- the creation of a joint Master Plan for the integrated organisation of all the projects connected on a municipal level.

The following chapters portray the impact on the main macro-economic variables (value added, production, employment rate) generated during the construction and organisational phases, for the sole effect resulting from the public and private investments funnelled into the territory.

The following chapters tend to examine the permanent effects on Milanese territory and on Italian systems, distinguishing the infrastructural legacy from the intangible legacy, and from the projects that, in connection with Expo-related themes, can be developed on both a municipal and a national level.

21.1 The economic and employment impact of the Expo

The impact of the Expo on the Milanese and Italian economy will be considerable. The Bocconi University has concluded the initial estimates, based exclusively on the costs of investments planned for the area's infrastructures, for transportation connections, and on the event's management costs.

The social-economic effects studied may be classified into the following categories:

- **direct**, amounting to gross production, value added, and employment generated by the activities planned;
- **indirect**, generated by the supply chain of the goods and services required for the production of direct activities and evaluated according to the same variables.



The indirect effects coincide with the increase in intermediate demand by the businesses directly involved in setting up and managing the Expo;

- **induced**, regarding the turnover, the value added, and jobs created by spending the income received by the human resources directly and indirectly involved. More precisely, the wealth created directly and indirectly by the Expo-related interventions and evaluated in terms of salaries and profits made, will trigger a new cycle of demand for goods and services that boosts social-economic benefits within the reference area (but also outside of it);
- **global or total**, coinciding with the sum of the previous impacts.

These overall expenses should generate regional level production nearly equal to twice the investments made (estimated multiplier of 1,950) and a value added a little higher than the value of the investment.

If we add also the capital investments already planned in the area, which would in some way be “accelerated” should the Expo be awarded to Milan, the total production generated would amount to nearly 28 billion Euros, with a value added of approximately 14 billion Euros.

Even the impact on employment created by the Expo would be significant. Investments linked to site infrastructure construction, to the direct transportation connections, and to event management may generate as many as **70,000 new jobs** for each year considered necessary for the preparation of the event.

In practice, **the employment effect would amount to about one new employee every 53,000 Euro invested.** This fact regards only the employment during the construction phase, thereby excluding employment directly connected to the operation of the Organising Committee and the running of the Expo site itself.

2015 MILAN EXPO IMPACT SUMMARY OF THE RESULTS assuming maximum activation (goods and services purchased in Lombardy) Million ?				
	Planned Investment	Production triggered	Value added generated	Jobs created
INFRASTRUCTURAL INVESTMENTS <i>Multiplier</i>	2,830(*)	5,729 <i>2,024</i>	2,854	56,652
OPERATING COSTS <i>Multiplier</i>	890	1,514 <i>1,712</i>	868	12,754(**)
TOTAL <i>Multiplier</i>	3,720	7,253 <i>1,950</i>	3,722	69,406(**)
INFRASTRUCTURAL INVESTMENTS NOT LINKED TO EXPO <i>Multiplier</i>	10,179	20,612 <i>2,025</i>	10,248	204,034

(*) net of VAT charged to government agencies

(**) Excluding jobs directly created for the EXPO

Table 21.1 - The impact of Expo-generated expenses on economy and employment
Source: Bocconi University

21.2 Infrastructural legacy

21.2.1 The post-Expo use of the exposition site

As already pointed out in Chapter 9, the reuse of the site upon the closing of the event will aim at enhancing a number of permanent structures that will provide the city with a considerable endowment.

The agreement with the current owners of the area in fact calls for the definitive transfer of a part of the areas to the City of Milan, where squares and pedestrian zones will then be constructed, along with theme gardens, water attractions, and buildings like the Expo Milano Tower, the Italy Pavilion and the Thematic Pavilions located along the central boulevard.

The remaining area, completely improved and embellished with green areas to be integrated with the city's green belt, will fulfil its primary purpose as a new service district, with offices, new residences, activities to support and supplement the Rho-Pero trade fair site, and exhibition and educational functions for the permanent benefit of the City of Milan.

To this end, **the Organizing Committee, in coordination with the City of Milan, the Italian Government, and other territorial organisations, will entrust the development of a Master Plan for the defining of permanent spaces and deciding the use that will be made of the pavilions that will become municipal property of Milan.**



The Thematic Pavilions that will maintain their exhibition and education function will, however, make an important contribution to the city's museum network, as agreements may be entered into aimed at establishing relations with Universities, Research Institutes, Government Agencies, and Non-Profit Organisations.

The water areas located in the access Squares and in that of the regional Pavilions, the main canal, and the Parks with their attractions and equipment (Auditorium and Amphitheatre) will become public spaces and structures to be inherited by the City.

Furthermore, the Italian Regions' Pavilions, arranged around the main square pool, will also continue to function partially as they did during the event (for example: typical regional restaurants, commercial activities for local crafts, etc.).

The Expo installations and structures, whether permanent or not, as well as their possible post-event use, are outlined below:

DESCRIPTION	Type of Installation	Post-use
Piazza e Torre Expo Milano	permanent	Public/private offices
National Pavilions	temporary	- - -
Piazza Italia	permanent	Public space
Italia Pavilion	permanent	Entertainment
Piazza delle Regioni	permanent	Commercial
Regional Pavilions	temporary	- - -
Theme Pavilions	permanent(*)	Museum, library, etc.
Triulza Farmhouse	permanent	EXPO Museum
Public spaces (squares, boulevards, etc.)	permanent	Public Spaces
Amphitheatre and Auditorium	permanent	Performance venues
Surrounding Park	permanent	Public Park
Restaurants, bars, self-service, etc.	temporary	- - -
Services (Rest Rooms, Info Point, etc)	temporary	- - -
Parking areas, temporary storage, etc.	temporary	- - -

(*) With the exclusion of the "Con-Scienza" Theme Pavilion located inside the Pav. 1 of Fiera Milano S.p.A.

Table 21.2 - Post-event use of Expo main structures

Expo will leave Milan and the World a better and more beautiful place than before. The Expo Milano project represents an opportunity to showcase a new form of urban development that can:

- minimise the consumption of energy and land resources, realising all the infrastructure necessary for a new headquarter, which privileges the pedestrian and cycle mobility, ecocompatible transport services and passive housing city neighbourhood;

- valorise the greenfield belt ringing the metropolis, giving farmers not only responsibility for producing our food, but the role of custodians of the countryside both as a source of biodiversity and bioproducts and as a beautiful place for visitors to enjoy.

A model of excellence for a world that must reconcile the continual growth of urban areas with food production and the protection of the land. A glowing example of a city at peace with the countryside.

The new residential neighbourhood, populated with service companies attracted by the proximity of the Fiera, will retain the transport and services infrastructure making it the first passive housing district in the city.

21.2.2 Improvement of the transport connections

As illustrated in Chapter 8.4, the Expo organisation represents an opportunity for the further overall improvement of territorial accessibility. Considerable investments have already been planned for the purpose of improving the traffic, railways, airports, and local public transport systems.

The total **investments planned** for Milanese and Lombard territories in view of the 2015 events amounts to **more than 10 billion Euros and will include the airport, railway and roadways systems, and local public transport.**

Some of the main projects that will constitute permanent infrastructures destined to increase the competitiveness of the territory are listed below:

- improvements to the railway connections to and from Malpensa Airport;
- the construction of three new subway lines in the city, one of which will improve connections to the Expo site and one to reach the City Airport of Linate;
- three key expressway connections: the Pedemontana, the new stretch of the Brescia-Bergamo-Milano, the outer “Tangenziale” or ring road;
- numerous interventions on the traffic system in the vicinity of the Rho-Pero Fair site;
- a new runway for Malpensa airport and other miscellaneous investments that will increase its capacity significantly by 2015, with an estimate of almost 50 million passengers using the Milanese airport system.



21.2.3 The Waterways and the improvement of environmental attractions

The Expo Project establishes the primary objective of leaving a positive legacy to the Milanese territory in keeping with the principles of sustainability.

One of the main needs of the City of Milan is the consolidation of the territory's existing urban park system: even in this case, the Expo will be able to contribute significantly to the construction of a large network of metropolitan parks defined as "Raggi Verdi" - or "Green Rays".

The City of Milan therefore seeks to meet its objectives of:

- **increasing the surface area of per capita public parks;**
- **parks and green areas being located in such a way as to allow all citizens easy access with minimum distance travelled: the maximum distance between any point of the city and the nearest park being no more than 500 metres.**

The project initially calls for 8 "Raggi Verdi" that can integrate the Nine Parks surrounding the Milan urban territory with the city centre, creating a green ring that would integrate all the parks of the outer belt as well.

Even in this case the projects designed specifically for the Expo will constitute a fundamental condition for the completion of this environmental and landscape improvement project.

The **Via d'Acqua - or Waterway itinerary - was conceived to construct a true "Water and Nutrition Didactic Park" following the Expo.** Water as a primary element of the life cycle and food chain will constitute the didactic theme to be developed along this path. **A system of green areas of extraordinary dimensions (approximately 800 hectares) will be created along an itinerary of approximately 20 km. Citizens will be able to travel this distance on foot, by bicycle, with low-consumption vehicles, or on horseback (in some stretches of the green areas), or even by boats along the navigable Naviglio Grande.**

This territorial park, which will occupy the entire western part of the city, will feature water as its leitmotif, as it will be present along the entire route in various forms: canals, troughs, springs, water bodies, quarries, rice paddies, etc.

The new water body, in addition to reactivating the water line network, will play a vital role in restoring environmental equilibrium by offering:

- an increase in bio-diversity;
- beautification of the landscape of nearby areas;
- micro-production of hydroelectric power.

21.2.4 The “Via di terra” and improvement interventions on the city

The carrying out of major events offers unique opportunities for initiating urban planning projects that improve the territory.

The “**Via di Terra**” – or “Land itinerary”- was conceived as a set of one main itinerary and four secondary (thematic) itineraries that will basically be offshoots of the first.

The great appeal of these itineraries will certainly remain even once the Expo has ended, in that the “Via di Terra” **will represent a permanent tourist attraction of the city**, thanks to the quality of the landscape requalification interventions and its accessibility: a sort of itinerary suggested to visitors who will naturally be able to enjoy it as they prefer, lingering at those sites or along those routes that they may find of particular interest.

The main itinerary, beginning with the Darsena area, will zigzag across the City: the historic district alternated with the Milan of today and tomorrow. This itinerary winds counter-clockwise along a stretch of the historic settlement of the “**Cerchia dei Navigli**” (historical heart of the city), touching upon the outskirts of the **Park of the Roman Basilicas**, the **ex-Ospedale Maggiore** (today the **University**), the **Guastalla Gardens**, the **ex-Collegio Elvetico**, or **Swiss College**, (today the **Government Archives**), ending at the **Public Gardens (Giardini Montanelli)**. From here the itinerary continues along the perimeter of the **Bastions** as far as **Piazza della Repubblica** for a glimpse of **Via Vittor Pisani**, the **Central Station**, and the **Pirelli Skyscraper** before opening onto the **Garibaldi-Repubblica** project that, in the future, will be characterized by ambitious improvement interventions (**Porta Nuova Garibaldi**, **Porta Nuova Varesine**, **Porta Nuova Gardens**, **a branch of Lombardy Regional Offices**, etc.)

The route then heads south towards the **Civic Arena** and the **Sforzesco Castle**, passing by the **Palazzo della Triennale**, past the **Arco della Pace**, and along **Corso Sempione**, arriving in the historic **Fiera** district, which has been transformed by the **CityLife Project**. Beyond the new Portello project, there is the **Monte Stella (the Hill of Milan)**, after which the route heads downhill towards the **QT8 rationalist district**, followed by the area where the major sports facilities are located (**San Siro Hippodrome** and **Meazza Stadium**) and the **Trenno Park**.



From here, visitors may either connect with the “Via dell’Acqua” or, continuing northward across the Gallarate district, with the Cascina Merlata (farms area), subject of the urban planning transformation that will include the Expo Village.

There are four secondary thematic itineraries:

- 1. Creative Milan (7 km):** one of the areas of contemporary Milan, protagonist in the worlds of Fashion and Design;
- 2. 19th-Century Milan (6 km):** an area between the two rings of the ring road, a splendid example of the 19th-century urban layout;
- 3. Milan of Innovation (10 km):** the new Bicocca District, the first major urban recovery project for the old Milanese industrial outskirts (the ex-Pirelli area);
- 4. Milan of the Future (12 km):** the system of major urban planning transformations that begins at the Garibaldi-Repubblica area and stretches along the North-West axis towards the Expo site.

The “Via di Terra” will feature visitor support facilities to be located within an existing area or complex of areas to be subjected to improvement interventions or that have already been slated for urban transformation projects.

21.2.5 The Digital Platform

As highlighted in the previous Chapter, the Expo Milano 2015 aims to be the first totally digitized Expo by proposing a series of absolutely avant-garde services for visitors, for participating nations, and for citizens. All this will be made possible thanks to the creation of an integrated digital platform with a number of services that already exist on municipal territory and that will thereby be further integrated and upgraded.

In particular:

- services for traffic and road safety regulations will be permanently implemented in the city and regional territory;
- services for citizen safety will be further upgraded and implemented in a variety of applications (access to concerts, events, public places, etc.);
- technological infrastructures, like the Milano In-touch screens, will constitute a permanent legacy as information points for citizens and tourists alike;
- the portals designed for integrated access to services (bookings, transport, information on services, etc.) will continue to be accessible to citizens.

21.3 Intangible legacy

21.3.1 Reinforcement of competencies and human resources

Expo 2015 will provide new employment and business opportunities during the construction and dismantling phases of the Event, as well as through legacy uses of the Expo site and of other venues spread across the city.

A Memorandum of Understanding signed between Trade Unions and the City of Milan, identify a process of involvement to maximize the impact of employment generation during and after the Event, taking advantage of the specific skills that will be developed in connection to the event.

The following issues will be taken into consideration:

- a plan will be designed to support employees with short term contracts for event related activities in their search for relocation on the job market, after the Event. A special purpose public-private sector company could be established with the mandate of re-train and relocate employees on the job-market (such companies have been established for example for the London 2012 Olympics, as joint ventures between the Municipality employment department and temporary work agencies). Specific and measurable success targets should be given to such company that will be thus accountable for results. An example of such measurable target could be: at least 80% of Expo temporary workers repositioned within 1 year from the Expo;
- the operation and maintenance of the Expo park and the other venues could also represent a significant source of employment. Some of the employees that will be engaged in the maintenance works could be retained from the temporary staff employed for the Exposition;
- a social inclusion strategy will be formulated in order to use the Expo as an opportunity to introduce in the job market young people, immigrants and other groups with low access to employment. The strategy should aim at prioritising and support these groups in the application for temporary jobs related to the Expo, as well as enrol them in relocation and training programmes soon after the end of the Event.



21.3.2 Tourism

Short-term effects

Based on past experience, a World Exposition can achieve significant immediate and direct positive impacts on the tourism industry in the locality as well as for the whole Country. For example, the last edition held in 2005 Aichi, Japan attracted 22 million visitors (with an original expectation of 15 millions) and had 121 participant countries; 2000 Hanover attracted around 18 million visitors and 155 nations.

The short term effects of visitors' arrivals can be summarized as following:

- direct tourism expenditures on Exposition;
- direct Tourist expenditures on exhibition;
- direct tourist accommodation expenditure;
- direct visitors' expenditure on local retail and services;
- indirect and Induced effects on local services.

Long - term effects

In addition to these short-term effects, it appears to be even more important the medium and long term impact of this increased tourism flow.

In particular, an increase in visitors generates new interest and can raise the profile of a city in the eyes of world tourism. This is particularly important in the framework of Milan tourism strategy of balancing the business tourism component with cultural and leisure tourism flows.

However, this is not an inevitable result of hosting a major event: whilst in the short term and in particular during the 6 months Exposition event, demand for accommodation will boost significantly, in the longer term it is easy to risk tourist accommodation oversupply if the level of development is not properly matched to the event's scale.

Long term legacies on tourism accommodation will be encouraged by the strategic approach which the city will put in place for retaining demand generated during the event. The formulation of the Milan tourism strategy for the coming years will involve:

- considerable effort in generating a vision for Milan and its surroundings as a whole tourist destination, creating synergies amongst operators and organisations dealing with tourism traffic;

- using the Expo as a catalyst for transport infrastructure improvements both in terms of airports and railway station as well as intra-city (public transport, taxi). In particular, the investments on the connection system to Malpensa and Linate airports will enhance their status of “21st century gateways to the city”;
- providing incentives for business tourism to extend their stays adopting an integrated approach to promotion of the city’s cultural and leisure initiatives. The Expo is a fundamental tool in this perspective;
- capitalising on the on-going urban renewal plan, to increase the image of Milan as one of the “places to be” in the world, in terms of creativity, design, fashion and trend-setting;
- investing on specific actions for cleaning, urban landscape and security, to improve the overall image of the city and impress visitors that have not been in Milan for a long time and will want to return.

21.3.3 City Identity

City Identity and Perception could enormously benefit from an Event such as the Expo.

Improvement of Milan’s perception would impact significantly on the city’s capacity of attracting and retaining talented residents and visitors, willing to choose Milan as a place to visit, live and work. Currently Milan is perceived as a place where people want to work and with a good attractiveness as a “quality of life” spot in Europe, where young high-skills and footloose professional are choosing where to establish their homes according to vibrancy and quality of life factors.

However, further steps to consolidate this trend and highlight Milan as one of the “Place-to-be” in Europe and in the world have to be considered.

Thanks to the Expo, city identity and perception can be improved through urban design and landscape of public space as well as redesign of public realm (including squares, streets, transport infrastructures such as airports, train stations, metro and tram stops, street signing, small green spaces, street lighting and street furniture).

This aspect of urban regeneration is crucial for a city like Milan in order to maximise the benefits of the investment in large schemes regeneration. This will be thoroughly considered by a “think tank” group that should include international experts in the field.



There are many examples of public realm regeneration that has played a unique role in a city's vitality. This is the case of Trafalgar Square in London, that after a major public realm redesign programme it has become the central public gathering spot for community celebrations and events for London.

In this perspective, the Expo could represent an opportunity to sign a Urban Design-Milan Urban "new character and vision" document with the support of Local Authorities, Communities and Urban Design experts identifying future steps to be taken to continuously improve quality of living and attractiveness of Milan.

21.3.4 Cases of sustainability best practices

The design, operations and management of the Expo Park as well as other venues and visitor facilities, will be inspired by best practices related to the Expo theme and be reflected throughout the whole exhibition, down to smaller organisational details.

The whole approach that the Organising Company will adopt is based on an **ex-ante Strategic Environmental Assessment**, aimed at measuring the effects on the environment not only of the infrastructural component of the Expo, but of the entire management and organisation system.

The positive experience of the Torino 2006 Olympic Games will be adapted and replicated in Expo Milano 2015, in view of finding appropriate solutions to mitigate and compensate the inevitable environmental impact, with the goal of achieving a zero-impact Expo.

This would imply, among others:

- efficient energy supply and prevalent use of renewable source of energy within the Exposition Park and related venues. An MoU with Ministry of Environment and, has been signed, in view of mainstreaming energy efficiency policies throughout the whole Expo Master Plan. Special requirements will be then adopted both in the designing and in the building phase;
- sustainable water and waste supply management of the Expo Park and related venues. Specific protocols will be signed with AMSA, e.g. the waste management company operating in the City of Milan, in order to maximise the recycling ratio of the waste production, through an accurate waste collection system. Moreover, a specific water and waste-water treatment plan will be produced, in order to identify the best management solutions;
- sourcing of construction materials to minimise transportation impacts for the construction of the Park as well as future dismantling. A specific plan will be produced, in order to encourage the reuse of materials on the spot;

- biodiversity and Ecology protection of the Expo Park area and related venues. Although the area is located in an high-density infrastructural area, and the impact on wild species should be consequently limited, a specific study in order to protect existing species will be conducted;
- sustainable communities will be created in the Park and related venues by creating new, mixed-use public space safe and vital day and night, as well as easy to manage and operate;
- dissemination of new social behaviour toward theme's related issues (for ex. Healthy diet, bio-agriculture; agro-technologies etc.). This is mostly the case of the theme-related legacy projects, such as the "Città del Gusto", which is thoroughly described at Chapter 4.a;
- develop "Green Procurement" policies, inspiring the whole procurement process, in order to establish good practices in the relation with suppliers, licensees, sponsors and any other contractors who will operate in connection with the Organising Committee of the Expo;
- set up a permanent Environmental Consultation Body, involving all the national and local NGOs operating in the environmental fields, as a Forum where the organisers will provide information on the "state of the art" of the project, and will collect suggestions, recommendations and any kind of advice to be incorporated in the designing and building phases of the Expo. Management solutions for the organisation of the event will be also presented and discussed.

An important step forward will be the introduction of cooperation agreement such as the Clean Development Mechanisms and the Joint Implementation, which are described in details at Chapter 16.

21.3.5 Social development projects

The Expo social programme

One of the fundamental aspects of a major event concerns the development of a legacy in terms of values, social behaviours, and positive effects on the daily life of citizens.

This is particularly true for an event of the calibre of Expo, where the educational and didactic content is overwhelming.



The Expo Milano 2015 therefore will also result in a legacy of good practices on a social level through the development of projects that have:

- **A Charter of Values**

The success of the Expo Milano 2015 is based on an agreement between citizens and the administration that sees the individual as a protagonist in the political and organisational decisions to be taken. The challenge lies in putting together a great edition of the Expo capable of leaving a legacy of development and a new identity for the territory. From the moment of its candidacy, Milan intends to establish a strong values platform as its distinctive and decisive manifesto. Such values regard both sustainability objectives (environmental, economic, and social) and more ethical needs, which therefore imply **social responsibility**.

With the support of the BIE (Bureau of International Expositions), as well as of national institutions, NGOs (non-governmental organisations), representatives from the business community and unions, multilateral organisations, a **Committee of Values** will be formed, which will be called upon to draft a Charter of fundamental rights to be applied during the actual organisation of the Expo.

This Charter, which will identify the principles that the Committee intends to pursue in fulfilling its mission, will represent the Committee's focus on ethical, environmental, and social issues and the basic assumption that the quality of the Expo legacy is one of the *raison d'être* of the event.

Furthermore, **it will be brought to the attention of all those involved or interested in the organisation, preparation, participation, and implementation of the Expo**, like institutions, government agencies, associations, sponsors, suppliers, contractors awarded tenders for building the infrastructures, **who will be required to offer full and effective adherence to the principles therein.**

- **SA 8000 certification**

Inspiring principles and codes of conduct would have a limited and generic value if they were not accompanied by dedicated efforts for fulfilling them at the highest possible level, in keeping with the limits that escape their direct control.

The reputation of the organisation depends on them because the external stakeholders will base their judgments on the overall value of the organisation by monitoring actual conduct.

This implies that the Organising Committee will not be able to limit itself to the communication of some positive, ex-post “social results” as the result of their own conduct, but will rather have to carry out a precise evaluation of the correspondence between intentions and behaviour beginning with the preliminary phase (ex-ante assessment).

This is the reason why the Organising Committee will promote a certification process according to the principles of the SA 8000, the international standard that lists the requirements for an ethically correct conduct of the businesses and production chain towards their employees.

- **Information and communications tools**

The main tools implemented by the Organising Committee to provide information on the experience made with the Charter of Values and the publishing of reference documents will be:

- a. the 2015 Expo web site, to include a special section dedicated to the “Expo Values”, which will be divided into subsections;
- b. the official web site of the Educational and School Programme for publications aimed at young people;
- c. promotional material for the 2015 World Exposition;
- d. a sustainability report that will report and communicate on the Expo Milano 2015 activities developed for the management of economic, social, and environmental aspects related to the implementation of the Programme;
- e. the didactic tools designed for Italian elementary and middle schools;
- f. the territorial advisory committee, which will be established to guarantee the citizens’ right to participation and information;
- g. the environmental advisory committee, consisting of representatives of environmental associations, of social associations, and local authorities;
- h. Other initiatives included in the Expo 2015 preparatory programme.



• Potential positive actions

In order to guarantee a global application of the social responsibility principles described above, the following positive actions will be put in place:

- a. relations with Expo Milano 2015 sponsors will be based on the sharing of value contents. The parties will be called upon to sign the Expo Milano 2015 Charter of Values as a public declaration of the ethical values shared and respected by both parties;
- b. the management policies for licensing will be characterized by conformity with all existing regulations concerning the environment and the protection of workers' rights and some other reference guidelines, including the Charter of Values and Environmental Policy Guidelines;
- c. general guidelines for procurement and supply regarding the environmental quality and protection. The Organising Committee, given their understanding that the environmental performance of the Expo also depends on Sponsor and supplier conduct, will require that potential suppliers strive to conform to the Committee's environmental protection platform.

• Citizens' Services

Due to their awareness of the importance of the **legacy that the Expo** must leave to the territory in terms of more efficient infrastructures and services, **the local government administrations involved will strive to maintain the standards of citizens' services reached during the Expo even after its closing, with the exception of the upgrades essentially linked to the increase in flows due to the extraordinary presence of Expo visitors.** In particular, the supplementary services that the administration will seek to confirm even after the closing of the event include the following:

- a. the implementation of public transport network and related services;
- b. the implementation of grounds maintenance and waste disposal services;
- c. the construction of new green areas and urban furnishing;
- d. creation of new residential districts.

Particular attention will be devoted to the improvement of services essential to families and children, who represent the true "generational" legacy of the city. Each initiative planned for the city must be considered "Children-friendly" in order to maximize the opportunities related to the creation of a physical environment and services that benefit children.

This will result in the promotion of forms of preliminary consultation, also through existent forms of consultation, to collect suggestions to be integrated into the planning of urban improvement interventions and overall upgrading of citizens' services.

- **Expo Volunteers and permanent volunteers**

For the Region of Lombardy and the rest of Italy, the Expo 2015 represents an enormous opportunity for knowledge, exchange of experiences, and promotion for the volunteer sector. Considering that the public assistance associations of the Milanese and Lombard territory represent a valuable resource for the support of people, the environment, and fundamental human values, the Expo Milano 2015 Organising Committee **believes that the meeting and exchange with the world of public assistance may constitute an opportunity for dialogue and consolidation of territorial identity, resulting in a significant boost to participation and positive relations before, during, and after, the Expo.**

For this reason, a dialogue will be started between the Non-Profit World, which is historically rich in experience and strongly rooted throughout the Milanese and Lombard territory, the Organising Committee, and most importantly with the sectors that will have to promote, recruit, train, and manage the volunteers who will help making the Expo 2015 a success.

In assessing the common needs of Non-Profit Coordination and the Organising Committee, objectives will be set and paths of mutual interest will be identified, with the clear purpose of exploiting all possible opportunities, capacities, and experiences gained "during the Expo" that may result in the construction of a valuable legacy for the community in terms of culture, awareness, and the identification and use of new resources to be passed on to the non-profit world and to the civil volunteers in particular.

More specifically, associations will be asked to seek volunteers who can be employed during the Expo, to arrange hospitality for volunteers from other parts of Italy or abroad, and to do so in such a way that their own organisational structures become hubs of information, publication, and consensus, thereby promoting greater active involvement in the Programme through the utilisation and activation of existing and/or new channels.



21.4 Development projects related to the Expo theme

21.4.1 The City of Taste

As has often been emphasized, the Expo should be an occasion for the widespread evolution of urban functions and municipal services through the Expo's overwhelming interaction with the municipal territory.

Even in consideration of the post-Expo legacy, the City of Milan, in close collaboration with the Bidding Committee, proposes a number of projects located not only in the Expo area, but destined to upgrade other urban spaces undergoing improvement and development.

This is true, for example, of the General Market area, where a project aim at the creation of the **"City of Taste and Health"** will be undertaken as a sort of continuity of the theme of the Milan bid.

The creation of the City of Taste and Health is an innovative model for widespread action on Milanese, Lombard, and Italian territory for:

- the transmission of Expo 2015 values to citizens and to the community;
- the creation of a consensus regarding the Expo 2015 theme and sub-themes;
- the in-depth analysis of scientific and technical themes regarding nutrition;
- offering continuity between an urban past, food markets, and the future development of the nutritional lifestyles.

The **City of Taste and Health**, a project of the Sogemi company in collaboration with *Milano Ristorazione*, enriches the city of Milan with a cultural/operative centre that features the necessary authority to deal with, delve into, divulge, and communicate as well as coordinate scientific activities and research on food quality and safety, on the appropriate use of resources, and the innovative technologies in the food production chain (from feed to food), in the preparation and distribution of food and on the correct nutrition for each individual.

A pole of excellence for food safety and food security

The **City of Taste and Health** will produce a profound transformation in the urban landscape in eastern Milan, restoring the historic turn-of-the-20th century slaughterhouse and turning it into a pole of excellence for eco-sustainable food safety and quality.

On one hand, the **City of Taste and Health** calls for the creation of innovative structures capable of offering answers to new users and to the modern trade and, from an educational and didactic point of view, the creation of a permanent professional training and improvement centre.

The **City of Taste and Health** supports and develops the city of Milan along that great cultural path featuring solidarity and international cooperation on the nutritional front, the fight against hunger and for improved nutritional lifestyles triggered by the city's candidacy to the Expo 2015, committing itself to supply facilities suitable for:

- creating an avant-garde platform where the entire agricultural-food production chain is present;
- maintaining Milan wholesale food markets in the current location, promoting the former *area carni* (slaughterhouse district), with the subsequent creation of services that are complementary and ancillary to the markets themselves, like markets of local and typical Milanese and Lombard products;
- creating a landmark for the development of production, consumption, and conduct patterns concerning:
 - a. health, nutrition, and food safety;
 - b. taste and quality;
 - c. environment, eco-compatibility, and biodiversity;
 - d. sustainability, resources, and energy.
- establishing a telematic food exchange for the remote sale of products, guaranteeing the centralisation of contracts under highly transparent conditions;
- creating a centre of high-quality food preparation via the application of innovative technologies. The centre will also offer high-quality healthy, nutritional meals for school consumption, for internal catering of the **City of Taste and Health**, for commercial catering featuring a wide variety of offerings (traditional, ethnic, specific restaurants), and welfare catering;



- acquiring an institutional profile for all the subjects involved both upstream and downstream of the agricultural-food production chain through the scientific development of sustainable models;
- creating a new wholesale market dedicated exclusively to typical and traditional products;
- promoting the direct sale of high-quality regional and ethnical agricultural-food according to an innovative sales model with strong orientation towards informed consumption (nutritional, ecological, cultural);
- developing a sales outlet for the sale of quality feedstuff for pets;
- a Permanent Training Centre and professional requalification;
- high quality infrastructures and hospitality and catering services.

A platform for the scientific Best Practice of the agro-food production chain

The scientific purpose of the activities located in the **City of Taste and Health** is the study, the experimentation, and the implementation of best practice models and systems that can be exported to all types of agricultural-food production chains, clarifying and guaranteeing the economic, social, and environmental sustainability of primary and secondary production, of the sale, and of the consumption of foods and their impact on health and the well-being of the population.

The research and development activities will revolve around the following technical-scientific issues, divided by subject:

1. FOODS AND NUTRITION

- Research and definition of the characteristics of fresh foods prepared and distributed with high hygienic, nutritional, and sensorial qualities (University of Milan, Department of Food and Microbiological Technologies and Science – DISTAM).
- Experimentation of new RFID (Radio Frequency IDentification) systems for controlled production chain products, with integrated protection and certificates of origins with strong promotion of those linked to the territory (University of Milan, Department of Veterinary Technologies and Sciences for Food Safety - VSA).

- Study of new methods for the promotion and development of organic and wholemeal products with particular reference to the protection of plant and animal biodiversity (Pomona Onlus, National Association for the Protection of Biodiversity).
- Study and implementation of new technologies for the preservation and preparation of semi-processed and finished agricultural-food products and meals (University of Milan, VSA and DISTAM).
- Research on the hygienic and nutritional development of pet food (University of Milan, VSA).
- Study of the mandatory current standards regarding agricultural-food and energy products and their applications/potential evolution (EFSA; UNI, National Standardisation Agency).

2. MARKET

- Definition of the characteristics and planning of the setting up and design of an innovative retail outlet for high quality food products that applies informed consumption criteria, for example through the study of new labelling to indicate nutritional information on the environmental impact (University of Milan, the Italian Obesity Society; Eataly).
- Study for the set up of a telematic goods exchange for leading quality products.

3. ENVIRONMENT AND ENERGY

- Calculation of the ecological, water, and energy balance of all production chains, from the production of raw materials to the consumption of finished products (Wuppertal Institut, Berlin).
- Design and implementation of a facility for the production of biogas to be used in situ for the reuse of agricultural-food wastes from the market and from catering (University of Milan, Institute of Engineering and Agricultural Economy; Federico II University of Naples, Department of Chemical Engineering).
- Study of innovative systems and technologies that are highly energy efficient and cause low environmental impact for the mobility of operators and handling of goods related to the area (Ambiente Milano).
- Study and definition of energy and water systems with a view to sustainability and savings, applicable to new structures or those slated for remodelling over the entire area (University of Milan and Polytechnic).



4. TRAINING AND COMMUNICATIONS

- Organisation and promotion of training, information, and nutritional educational activities that identify diets and nutritional models, also as a function of eco-environmental sustainability (University of Milan, Italian Obesity Society; Nutrition Foundation of Italy).
- Organisation and promotion of training, information, and education activities on themes and technologies related to: the environment, energy, resources, sustainability, biodiversity (University of Milan, Polytechnic, Pomona Onlus).
- Implementation of new didactic and laboratory methodologies integrated with school programmes finalized at nutritional education and targeted for young people (Gelive Villa, Berlino; Junibacken and Tom Titt, Stockholm).
- Implementation of methodologies for the study of social and media perception of food consumption (IULM).

A 132,000 sqm City of Taste and Health connected with roads, railways and airports

By means of a major urban improvement project, the **City of Taste and Health** is planning to restore the public area of the municipal slaughterhouse, which covers a surface area of 132,000 square meters between Viale Molise and Via Lombroso, to the city of Milan. This is the largest real estate complex where the Mercati all'Ingrosso (Wholesale Markets) managed by Sogemi S.p.A are based.

This site, the property of the City of Milan, currently in the hands of Sogemi S.p.A., is located in the eastern sector of the City between the centre, Linate airport, and the city scientific-university centre.

The area is easily accessible from ordinary roadways (via the direct slip road of the east ring road) or via the city rail link ("Vittoria" station), which is directly connected to the area in question.

Furthermore, the site is near and efficiently connected to the international airport of Milano-Linate (5,000 metres) and the motorway network (2,600 metres).

Nearby, there are several urban and cultural facilities, consisting of the new Santa Giulia residential complex and services (designed by Norman Foster), as well as the development of the ex-"Porta Vittoria" station that, in addition to residential interventions, also includes the construction of the European Library of Information and Culture (to be designed by Peter Wilson).

Highways, roads, squares and buildings of the City of Health

The **City of Taste and Health** calls for the reconstruction of the former slaughterhouse area from both an urban planning and construction point of view. This activity boasts maximum flexibility and modularity with the adoption of innovative and eco-compatible design, construction, technological, and systems principles through the exploitation of passive and renewable energy systems.

Much attention has been paid to internal and external mobility that allows the integration of the area into the surrounding urban fabric, giving prominence to its pedestrian access and green context.



The project consists of the six functional areas listed below:

- A) University and training buildings; branch offices of the agro-food sector
- B) Commercial
- C) Multipurpose
- D) Hospitality - Hotel
- E) Warehouses and production
- F) Ecological itineraries and parks



A) A UNIVERSITY IN ART NOUVEAU FOR FOOD SECTOR PROFESSIONS

University and training activities are concentrated in the Art Nouveau-style complex located along Viale Molise that dates back to the 1920s. Given the architectural interest of the buildings, they will be totally remodelled in keeping with their original style.

The buildings have a gross surface area of 7,387 square metres distributed over six independent structures.

The buildings will be designed for use in Master's Degree courses and in nutrition, health, and energy and environmental sustainability courses in collaboration with other Italian and international universities.

Furthermore, there will be a functioning Observatory for social and media perception of food consumption and a Centre for the study and information on diets and, in particular, the Mediterranean diet.

B) TECHNOLOGY AND ADVANCED INNOVATIONS FOR TECHNICAL AND HIGH QUALITY PRODUCTS

The "commercial" structure consists of approximately 12,000 square metres located on a single floor overlooking the outdoor recreation area.

Inside the structure, there will be booths equipped with daily storage units and preservation units suitable to the products sold. These spaces will be designed for the sale of high-quality regional and ethnic agricultural food products according to an innovative marketing model.

C) A CENTRE FOR THE NUTRITIONAL EDUCATION OF CITIZENS, FAMILIES, BUSINESSES FOR SUSTAINABLE CATERING AND DEVELOPMENT

This "multipurpose" structure covers a surface area of 24,400 square metres on two floors.

It will house the **Centre of Nutritional Education of *Milano Ristorazione*** for training, informative, and nutritional educational activities aimed at paying maximum attention to market needs and dynamics as well as to emerging ethical, health, environmental, and energy issues.

Training will have the main objectives of:

- improving and promoting some professional and business figures with courses and Master's degrees;
- supporting the family;
- orienting population groups, also with specific health problems;
- updating politicians, administrators, and civil servants;
- instituting a three-year, post-hotel management school course for cooks based on health issues and new technologies.

The area will also include an important semi-processed and fully processed food production centre that applies high technologies with exemplary characteristics of eco-sustainability, in conformity with the results obtained from calculations of the ecological balances of individual food preparations.

The multipurpose structure will also be designed to carry out the following types of institutional and general activities:

- traditional and telematic agricultural-food exchange that calls for the introduction of a system that allows negotiation in absence of products and promotes the centralisation of trading under transparent conditions;
- promotion and safeguarding offices for regional and ethnic products aimed at sustaining models of food distribution based on organic and integrated agriculture of verified origins and quality;
- business Incubator Centre, for the purpose of activating an incubator for the start up and spin off of new businesses in the agricultural food sector (in collaboration with the Parco Tecnologico Padano);
- theme and typical restaurants with areas for the sampling of regional products and traditional, high-quality restaurant with roof garden;
- exhibition area.



D) THE HOSPITALITY CHAIN IN THE CITY OF TASTE AND HEALTH

The **City of Taste and Health** calls for the construction and subsequent management of infrastructures and services for hospitality, fitness, and high-quality catering coherent with the principles of sustainability expressed in the project for users and visitors to the Centre. More specifically, the following hospitality-hotel facilities will be built:

- hotel and “hospitality-residence” structure (26,000 m²);
- office Building (10,000 m²);
- convention centre (2,000 m²).

The “hospitality-hotel” area is destined for the realisation and management of the facilities necessary for the following purposes:

- meeting the need for overnight accommodations for persons involved in the activities developed by other “Areas”;
- meeting the needs of representation and localisation (offices) of “institutional” subjects;
- creating a convention centre.

E) COLD TECHNOLOGIES FOR FOODS

The overall surface area of these buildings is approximately 13,000 m².

This area includes five buildings, one of which is designed for use as a refrigerated warehouse for fresh and frozen products, while the other four are designed as logistic platforms that can be equipped differently according to the activities for which they will be used.

F) VEGETABLE GARDENS, GREENHOUSES, AND GREEN BELTS FOR THE CITY OF TASTE

More than a specific space, the pedestrian and green space (about 41,000 m²) marks the set of common spaces that gather together different architectural interventions and meld them into a unique aggregation that is freely accessible and can be used by citizens as a new urban theme park with important attractions, including:

- equipped recreational areas;
- biodiversity greenhouse;
- educational vegetable gardens;
- accessible Green Roof;
- ground-level and/or multifloor garage parking.

Project costs

These estimates were calculated according to a “conventional” constructive hypothesis and by assuming average market prices.

The analysis of the data obtained indicates that:

- the overall estimated cost of interventions is equal to 138,7 million Euro;
- the cost of demolition was estimated at 4,2 million Euro;
- construction costs (excluding demolition) amount to approximately 118,4 million Euro;
- ancillary costs were estimated at approximately 10,3 million Euro;
- unforeseen costs have been conservatively estimated at 6 million Euro;
- the estimates indicated above are to be considered net of technical and design fees (to be approximately estimated at 15%) plus VAT.

21.4.2 The Telematic Food Exchange

Milan aims at becoming the main Agricultural-food Exchange for all the Mediterranean area and Europe thanks to its strategic position at the centre of the south-north (Africa-Europe) and east-west (Eastern and Western Europe).

The Telematic Agricultural-food Exchange is a telematic platform for the regulated negotiations of agricultural, produce, and fish products with remote accessibility.

A telematic market similar to the Stock Exchange where trading for agricultural products, food, and fish take place, equipped with a supervisory and control organisation with responsibilities similar to those of the Consob (Italian Stock Exchange Authority) and a list of authorized intermediaries, which all work towards market efficiency and transparency.

Through the telematic market, it will be possible to determine prices in real time and transparently, guaranteeing efficiency and rationality in trading, which takes place as a continuous trading system. However, it will also be possible to invest in futures or options on crops before they are harvested (futures for agricultural commodities).



The trading system will automatically match standardized product proposals into functions with three-variables:

- price;
- quantity (multiples of a minimum lot);
- delivery terms and conditions.

The system will be regulated:

- by a General Regulation that will establish basic principles and identify support agencies, their competencies, and the operator registration and authorisation procedure;
- by Special Regulations that – for each item in the price list - will define trading conditions, product characteristics, payment and delivery/pick-up terms and conditions, and any other event or fact that may occur after the conclusion of the contract and thereby influence its fulfilment.

On the telematic exchange, it will be possible to trade all leading agricultural food products, which must meet precise standards as well as typicality and quality characteristics and must be available and sold in sufficient quantities.

The prices made in the contracts will be recorded, published, and constantly updated on-line.

Access to the system will be limited to the categories of agricultural products, fishing operators, merchants, users and processors, business brokers, cooperatives, and other holding associations, and possibly to specific government agencies.

The accreditation procedure will include a control of operator eligibility by the Management Committee and verification by the Supervisory Committee.

The BAT (Telematic Food Exchange) will represent an innovative channel for the sale and promotion of quality products and bio-agricultural products for both domestic and international demand, as well as a way of offering concreteness and transparency to the production chain agreements and a tool for preventing market crises.

An additional BAT service will be the Price Area containing all the market information (price, quantity, and exchanged values) from the price lists published and contracts concluded on the telematic platform. For the first time ever, access to the Price Area will allow, thanks to the Homogeneous International Price List, the comparison of quotations from different exchanges and the processing of national fixings for each individual product. A definitely significant and strategic indication for monitoring the goings on along the chain up to the formation of the final consumer price.

21.4.3 International Best Practice Project

The Bid of Milan and Italy for the Expo 2015 does not aim at organising a general trade fair, a showcase of food products, or a series of workshops, but rather **the planning of a path**, from now until 2015, for **the development of projects on the theme of food safety and food security** while respecting the environment and with the objective of sustainable development of the planet.

The path will be followed for a few years, working on a powerful cooperative approach of the Expo 2015 Organising Committee, of the City of Milan, and Italy (with the specific involvement of the Universities of Milan and Italy) with all nations, whether they be emerging, developing, or economically developed.

The Expo Milano 2015 was conceived from the beginning as the target of a long term project, which will show the results of this planning and unite leading multilateral bodies to contribute to the setting of future objectives and programmed strategies for reaching them.

More than once it has been mentioned, even in previous chapters, that 2015 is a significant date for the world in that it coincides with the due date established for reaching the Millennium Objectives. The gap that now exists leads us to believe that a new roadmap will probably be necessary, not only to extend this time frame, but also for defining new strategies and policy measures that better suit such undertakings.

This organisation of the Expo 2015 intends to offer a small contribution in terms of innovation of the World Exposition to extend the limited time frame to one that it truly shared and in keeping with the plans, regarding both structure and content, above all by BIE nations but also by all the organisations that will participate.

To this end, the decision made by the Bidding Committee is to provide, beginning immediately with the budget construction phase, a financial contribution dedicated to the development of cooperation project for the identification, analysis, and ascertainment of Best Practice reproducibility also in other contexts.

This amount, calculated at about 20 million Euro, corresponds to the estimated proceeds from the sale of Expo licensed products to be entirely destined for the development of these projects.

However, these resources will be made available by the Organising Committee beginning in 2008, through suitable forms of credit, to be hopefully recovered in the last two years when it is estimated that the sale of licensed products will reach its apex.



This early start decision is dictated by two needs:

- to avoid the item being considered “residual” in the development of the budget and therefore subject to possible resizing, in the case in which the licensed product sales objectives are not reached;
- to support, as from the organisation start-up phase, the Best Practices development process to be presented during the Expo 2015.

The theme and planning areas where these resources may be invested include but are not limited to:

1. the analysis of Best Practice projects and reproducibility in other contexts;
2. international cooperation and development projects;
3. access to subsidised loans;
4. the development of small basic infrastructures;
5. economic, technological, and commercial activities for local producers;
6. basic and professional training activities;
7. support of endogenous development;
8. new models of multilateral Governance.

21.4.4 The Declaration of Expo Milano 2015

The gathering together of leading international organisations in Milan will also offer the opportunity to propose Milan as a hub for the development of new sustainable development policies that may involve all the nations that choose to participate in the Expo Milano.

2015 is a highly symbolic date. It will not be possible to close the UN Millennium Campaign without having launched a new challenge that will guarantee a follow-up by:

- proposing a new road-map with measurable objectives to be progressively evaluated, namely for those objectives that will not have been reached by 2015;
- adding new objectives that deserve particular attention in order to improve the quality of life in all nations around the world;
- to raise citizens’ awareness as to reach these objectives through direct individual efforts and not only by government to actions.

Milan therefore aspires to become a laboratory of ideas and hub of policy-making where, at the conclusion of an exchange process destined to last the six months of the Expo, multilateral organisations, governments, scientific communities, and representatives of civil society will ratify a new pact for the sustainable development of the planet.

Although at this point, it is absolutely too early to provide indications regarding the contents of the **Declaration of Milan 2015**, below are the general principles that are likely to be set out in this Declaration:

1. **The access to sufficient amounts of healthy food is a fundamental human right;**
2. **The production of food must be environmentally sustainable, which requires a careful review of current agricultural methods;**
3. **Sustainable development is the 21st century passport to a future of promise for the nations of the world. It is a passport that must be issued to all of mankind;**
4. **Cooperation between countries with different level of development is the main road for sustainable development;**
5. **Developed nations should engage a pre-established amount of resources in supporting comprehensive cooperation and development plans that each country lying below a minimum level of development will have worked out with clear development objectives and strategies;**
6. **Appropriate monitoring and evaluation systems should be put in place in order to assess the achievements of the objectives and adopt corrective measures;**
7. **Coordination mechanisms are crucial also to cope with extraordinary events, such as natural catastrophes, in order to ensure a quick and effective intervention, and possibly prevent major negative effects.**