



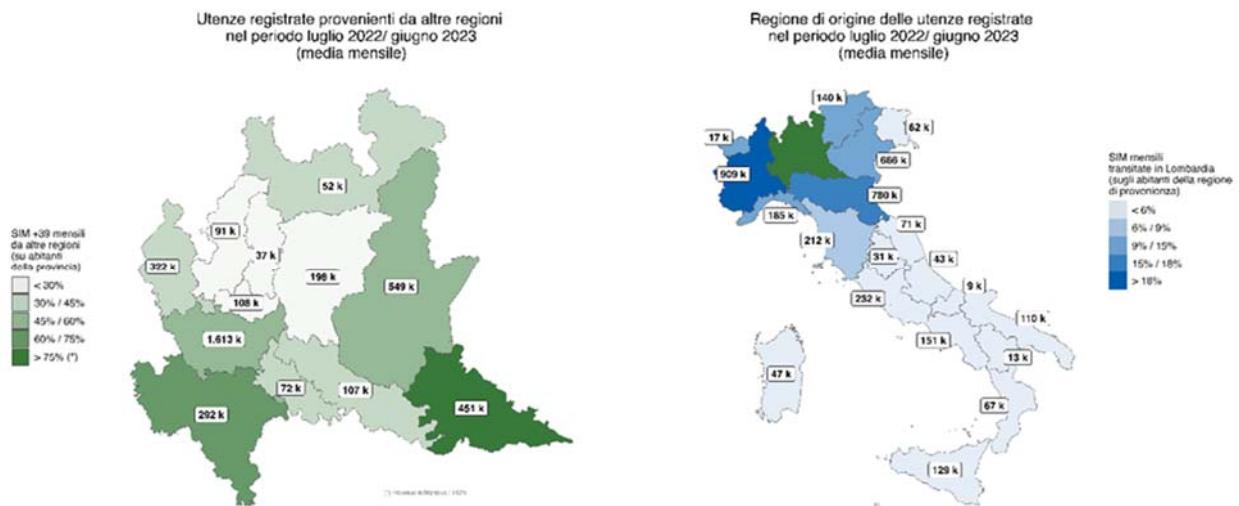
## RAPPORTO LOMBARDIA 2023

### Attractiveness is Sustainability

A system's level of attractiveness is the ability of a territory to attract, retain, and enhance key resources and competencies to ensure future competitiveness and sustainable growth. The idea of attractiveness is certainly linked to the concept of competitiveness, but it goes further and has its own distinctive characteristics. Undoubtedly it relies and is based on the competitiveness of excellences and high quality elements and sectors. However, attractiveness in turn enhances excellences and their renewal over time. Because even excellences have a lifecycle: birth, growth, peak, and decline unless they are allowed to grow outside their individual perimeter as well. That is why attractiveness is related to the overall system; it is the attractiveness of the system.

Many factors contribute to attractiveness: social, economic, environmental, and institutional. And in this Report, the close links between these factors emerge very clearly.

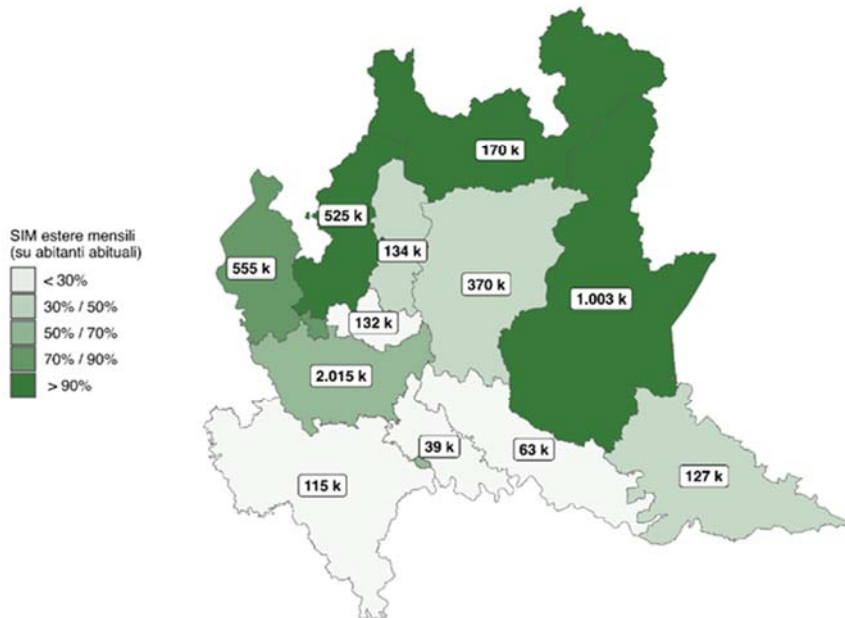
Lombardy is the most attractive region in Italy. The following tables, resulting from important and innovative experimental research using mobile phone data conducted by PoliS-Lombardia in partnership with the Impact center of the Politecnico di Milano started in 2022, show the significant volume of people flows from Italian regions and abroad, during the period July 2022-June 2023, with our territory as their destination.



*Analysis of Italian SIM cards arriving on average each month from other regions. The number of users arriving in each province (left map) is collected by considering SIM cards from outside the region that have spent at least one overnight stay in the province. SIM cards that were present for at four hours with no overnight stay in Lombardy are also included. The coloured parts are based on the ratio between the SIM cards included in the analysis and the resident population of the province. The analysis of regional origins (right map) is carried out only on the SIM cards included in the analysis of arrivals in the provinces. The coloured parts are based on the ratio between the monthly users included in the analysis and the number of inhabitants of the originating region. The period considered is July 2022-June 2023.*



UtENZE straniere registrate  
nel periodo luglio 2022/ giugno 2023  
(media mensile)



TOP 3 per nazione			
Tre nazionalità più presenti per ogni provincia			
Provincia	1°	2°	3°
MI	262 k	144 k	142 k
BS	360 k	75 k	61 k
VA	91 k	80 k	53 k
CO	80 k	68 k	63 k
BG	38 k	29 k	27 k
SO	29 k	21 k	18 k
LC	19 k	19 k	11 k
MB	15 k	10 k	9 k
MN	19 k	11 k	9 k
PV	15 k	9 k	9 k
CR	7 k	5 k	5 k
LO	4 k	4 k	3 k

*Analysis of foreign SIM cards arriving on average each month from outside the region, divided by destination province. The SIM cards considered spent at least 4 hours in a province within a month. On the table to the right, the three nationalities recording the most entries are listed for each province. The coloured parts highlight the provinces based on the ratio between the number of foreign SIM cards and the Italian resident population in the province. The period considered is July 2022/June 2023.*

Regarding attractiveness, the first step is to recognize, on a systemic level, what the strengths of the Lombard territory are. These include: an active society, both socially and economically, as seen in the number of businesses compared to the population or the number of third-sector subjects in a vast range of sectors that have developed in response to demand. Furthermore, an excellent education and training system at every level, currently undergoing significant transformation. It's no coincidence that the universities in Lombardy are showing a clear increase in enrolments (more than 61,000 in 2022/23) as well as graduates (almost 72,000), with an international student presence reaching 8.4%, as documented in the chapter on Goal 4. The attractiveness of the system is also evident in the presence of foreign companies (Lombardy hosts over 15,000 foreign companies, with 34.4% of multinational corporations) and the number of innovative startups (over 4,000, 28% of Italy's total).

Following this, weaknesses have to be identified and worked on. Among these, the growing income gap compared to the cost of living (housing, consumption, etc.) in Milan, which risks causing a failure of its historical vocation as a magnet for talent (students, qualified human capital, entrepreneurs, social entrepreneurs, etc). Unless, as suggested by Alessandro Balducci and Valeria Fedeli, the territory starts being considered on a broader scale: the Metropolitan City and the physical Metropolis, extending well beyond its administrative boundaries.



Here as well one must consider indicators that evidence potential negative aspects. In Lombardy, for example, income inequality has increased more than elsewhere in the last year (see Chapter on Goal 10), this impacts particularly on younger workers.

There are also opportunities to consider regarding external elements. As affirmed by various reports from the Symbola Foundation, our economic system has embraced the challenge of the green economy (as many as 90,520 companies have made 'green' investments, an absolute record in Italy). We're not only among the leaders in waste sorting but also at the forefront in waste recycling and reducing food waste (see chapter on Goal 12).

Regarding digitalization, as demonstrated by reports on the Lombard economy by the Bank of Italy, our companies have understood the challenge of digitalization. In this case it is assisted by intelligent economic policy (Industry 4.0): intelligent because it extends to all sectors and dimensions of business, automatic (beyond the partiality and complexity of the bidding system), intervening once investment has been made.

All this has resulted not only in a remarkable revival of industrial production and all indicators linked to the economy in general but has also contributed to making the region a leader in Italy for spending on Research and Development, number of patents, and employment in the hi-tech sector (refer to the Chapter on Goal 9).

Finally, there are threats. The main and most serious threat to attractiveness is a situation resulting from the combination of a demographic winter and an aging population. Forecasts by Istat (for Italy) and Prof. Blangiardo (for Lombardy) clearly indicate that, if the current trend continues, in the medium term, the Italian system risks collapsing. By 2070 (which seemingly might be distant, considering that the active population 'put into action' in 2023 will mature only by 2048...), the Lombard population will decrease by a million units (about 10%); and the missing population will be the active one. The consequence is that the economy, welfare, and even the environment won't be sustainable. For the whole area, issues of low birth rates and an aging population, will be exacerbated by depopulation, simultaneously the cause and effect of lack of employment, especially skilled jobs, and services (educational, healthcare, and transport).

All these elements, we repeat, must be seen together: weaknesses can become strengths, and threats can be turned into opportunities.

A few years ago, a biomass plant for district heating was designed and implemented in the municipalities of Temù and Ponte di Legno. This was in direct response to the absence of a natural gas network for heating and the environmental consequences of potential hydrogeological disaster in the Adamello hills high up in the Camonica Valley, as the cost of maintaining the forest was uneconomical.

This intervention included setting up a forest management system in the area and high-quality reforestation, the creation of new economic activities, and consequent employment, including the sawmill, and an undeniable positive contribution to reducing CO2 emissions to the atmosphere. This example could be replicated with appropriate interventions for example: a plan for forest roads to make wooded areas accessible, with positive effects on soil structure, emergency management (e.g., fires), and sustainable tourism both in winter and summer.



Wanting to address overall sustainability in the context of attractiveness, one must first abandon the logic of linear causality (A causes B) and embrace the logic of mutual causality (A causes B, but B causes A and also C; and C causes A and B). Linear causality is simplistically mechanical, denies complexity, and therefore cannot capture all the elements that condition the system. Due to these limitations, it is entirely inadequate to contribute to policy design and therefore identify effective responses. Practicing contextual analysis, even using artificial intelligence tools, it is necessary to understand the interdependencies between subsystems and provide comprehensive responses. In a world without complexity, self-contained policies can suffice; in a complex world, integrated policies are necessary, capable of simultaneously activating elements of change and stability together.

New laws are not necessarily needed, as they often serve as an illusory refuge for solving problems and challenges. For a public system capable of ensuring both sustainability and attractiveness, more governance is needed. Where 'more' is both quantitative and qualitative. Quantitative because it effectively involves both vertical subjects of the public system and horizontally engages social and economic resources. But also qualitative, in the sense that every subject – public, private, private-social – is called upon, to face up to present and the future challenges, to step out of their comfort zone and 'exceed oneself'. Only by exceeding oneself, in fact, can one excel. This, and not mere success, is the correct concept of merit, connecting the particular to the whole.

Navigating towards systemic attractiveness is, therefore, today's challenge to serve the common good. And to truly make it sustainable.

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