

Country case: Multi-level co-ordination in the development of Milan-Malpensa Airport

Description

Malpensa, the main airport of Milan and the second largest Italian airport, was between 1998 and 2007 the main hub of Alitalia. It is located approximately 50 km northwest of Milan, at the western border of a wide and economically active area with 3.9 million inhabitants, being inversely cone-shaped between Milan and the Alps. The other airports in the metropolitan area are Linate, 7 kilometres east of Milan's centre, and Bergamo Orio al Serio, about 50 km east of Milan.

Public Procurement
Principle: **Efficiency,
Integration**

Procurement Stage:
All phases

Audience: **Policy Maker,
Procuring Entity**

The airport was included in the 1983 regional transport planning (Regione Lombardia, 1983), although with a limited geographical role. In 1985, the airport franchisee, SEA, produced a new Master Plan for its development, based on traffic forecasts of 12 million passengers. On the basis of this, two national laws allocated resources for construction. In 1986 the General Transport Plan of Italy included the development of Malpensa to make it a "large airport for Northern Italy". The Malpensa 2000 project was approved by Lombardy Regional Council and later in 1987 by the Italian Ministry of Transport.

The success of Malpensa airport has been at least partially dependent on better surface access, in which sub-national governments had a significant contribution. From the beginning surface access was seen as a potential weakness and cause of constraint for the project development. Although basic rail and highway access from Milan was promptly improved, Malpensa is still seen as remote, particularly from the rest of the region.

The regional government managed the planning of surface access mainly through dedicated plans and agreements. The two main documents were the agreement signed in 1999 and the annual regional financial plan (Regione Lombardia, 1999), both signed after the opening of the airport. The plan included approximately 40 road and rail investments, to be completed over a 7-8 year period with funding shared between Regione Lombardia and the State. The cost included some investments not linked at all to airport accessibility.

Source: OECD (2015), [Effective Delivery of Large Infrastructure Projects: The Case of the New International Airport of Mexico City](#), OECD Publishing, Paris