



GOZO REGIONAL
DEVELOPMENT AUTHORITY

Regional Development Strategy for Gozo

2021 - 2030

CONSULTATION DOCUMENT

CONSULTATION PERIOD

Interested parties are invited to send their written comments no later than Tuesday, 31st August 2021 by email to consultations.grda@grda.mt

They should be addressed to "The CEO, Gozo Regional Development Authority". Please note that all written comments received will be made publicly available. Comments submitted in the name of a collective "grouping" or "coalition", or by any person submitting comments on behalf of another person or group of persons, should identify all enterprises or individuals who are members of that collective group, or the person(s) on whose behalf the commentator(s) is acting.

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Published by the Gozo Regional Development Authority.

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A Shared Vision for Gozo



Background

Gozo is a small island with an elevated density of cultural and natural heritage, and a relatively unspoiled landscape. It has economic and social specificities as well as challenges that arise from the combined effects of double insularity, environmental vulnerability, population density and limited resources.

The inherent characteristics of Gozo, among which its smallness and double insularity, imply the need for specific interventions in order to rectify market frictions and barriers which inhibit its development on a level playing field with the rest of the national and EU economy. On the other hand, Gozo possesses distinctive environmental and cultural assets whose sustainable use could be productively used for the development of the island as well as the national economy.

The Gross Domestic Product per capita of Gozo is lower than that of Malta due to lower rates of employment and lower productivity. This is attributed to the fact that Gozo is constantly facing challenges to overcome the structural challenges that characterise its regional economic and social development. A great effort is needed to overcome constraints related to the shortage of skilled labour, the cost of finance and the challenges related to the development of new markets and investment. Enterprises in Gozo need to overcome disadvantages including higher costs due to double insularity and lack of economies of scale.

The closing of the per capita income between Gozo and Malta requires addressing the divergence in productivity and the need to move towards higher value-added activities. This necessitates the nurturement of human talent and the availability of skilled human resources that match the needs of Gozitan enterprises and prospective investors. Our future prosperity depends on the availability of an educated workforce that is continuously able to adapt to changing circumstances.

Connectivity with the main Island and consequently with the rest of the world is a central consideration. Barriers related to connectivity are among the reasons for the traditionally lower levels of business activity. Cost-effective transport connectivity options are needed as part of an overall policy framework linked to a distinctive economic model for Gozo. The planned undersea tunnel between Malta and Gozo could be part of a long-term strategy to address such challenges as it addresses the inherent problems experienced by individuals and enterprises based in Gozo.



Table 1: Gozo's regional statistics

| | | |
|--|------------------|--|
| Population (2019)¹ | 34,430 | This accounts for 7% of the national total and is growing at half the national rate. |
| Households (2018)² | 12,880 | Average household size is of 3 persons both in Gozo and at the national level. |
| Households 65+ (2015)³ | 41.8% | This is 12.4 p.p higher in Gozo when compared to the national average. |
| Average Household Disposable Income (2018)² | €23,741 | This represents 85% of the national average |
| Average Household Expenditure (2015)² | €19,351 | This accounts for 4% of Gozo's GDP |
| Students at University of Malta and Vocational Institutions (2017/18)² | 1,538 | These represent 5% of the Gozitan population, compared to 4% at national level. |
| Total Gozitans Employed (2019)⁴ | 17,754 | This accounts for 53% of the Gozitan population, which is equivalent to that at national level. |
| Gozitans Employed in Gozo (2019)³ | 13,685 | 77% of those employed are actually working in Gozo. |
| Productivity per worker (2019)⁵ | €40,070 | |
| Active Business Enterprise (2015)⁶: | | |
| Micro | 2,107 | Micro enterprises in Gozo account for 96% of business as compared to 94% nationally. |
| Small | 65 | |
| Medium | 9 | |
| Large | 5 | |
| GDP at Market Prices - €'000 (2019)¹ | €586,248 | This accounts for 4% of the national total |
| GDP Per Capita (2019) | €17,027 | This represents 65% of the national economy |
| Average Time from Airport (minutes)⁷ | 94.1 | This is circa 5.5 times higher when compared to the national average. |
| Annual Sea Transport of Vehicles (2019)⁸ | 1,782,909 | Number of vehicles travelling between Malta and Gozo increased by 7% in 2019. Due to the pandemic, the number of vehicles travelling between the Island in 2020 declined by 13% when compared to the levels registered a year earlier. |
| Annual Sea Transport of Passengers (2019)⁸ | 5,917,780 | Number of passengers travelling between Malta and Gozo grew by 3% in 2019. Due to the pandemic, the number of passengers travelling between the Island in 2020 declined by 36% when compared to the levels registered a year earlier. |
| Total Arable Land (2016)⁹ | 2,688ha | This represents 34% of the national total. |
| Total kWp of connected PV (2017)¹ | 1,331 | This account for 24% of the national total. |

¹ News Release 2020_206, NSO² Malta Regional Statistics, NSO, 2020³ Household Budgetary Survey, NSO, 2018⁴ News Release 2020_159, NSO⁵ Gross Value Added divided by Full-Time Equivalent⁶ Ad hoc report by NSO, 2018⁷ University of Geneva⁸ News Release 2021_008, NSO⁹ National Agricultural Policy for the Maltese Islands, 2018-2028, ATRIGA Consult

Our Vision

It is our view that key to Gozo's future is the sustainment of a formula that safeguards sustainable development by making optimal use of space. This requires reconciling the social and economic claims for spatial development with Gozo's ecological and cultural functions.

We see spatial planning as pivotal to Gozo's development. To successfully implement this vision, it is essential to factor in both costs and benefits in order to avoid damaging Gozo's long term potential. Due to its extremely small size, the use of space often brings with it an element of friction caused by different sectoral claims. In this context, Gozo requires a balanced approach where land use planning and sectorial policies are more in line with each other, avoiding as much as possible, situations which compromise future options.

We believe that Gozo has untapped potential and can provide numerous opportunities for business to grow while offering a high level of quality of life to its residents. Creating productive employment needs to be at the core of a long-term strategy that ensures the creation of wealth while safeguarding the interests of future generations.

Although economic activity generates economic growth, it is important that this is not carried out at the unnecessarily high expense of natural and cultural resources. Standards of living do not depend exclusively on income and the scale of productivity.

In certain cases, islands like Gozo may offer a better quality of living based on other factors besides income and production. Thus, it is essential that such factors are acknowledged, supported and incentivized in a way that compliments sustainable economic activity in Gozo.

We believe that Gozo's core needs should be strengthened and supported. Its distinctiveness should be Gozo's strength. We believe that social cohesion through solidarity and networking should be acknowledged and encouraged.

The implementation of this vision requires addressing these issues also through innovation and creativity. The Gozo we want to see over the next decades is one that builds on its strengths to become a destination of excellence where quality matters over quantity. A Gozo that apply specific policies that do not necessarily replicate what is implemented in the mainland. We believe that being different is a source of added value. Doing so will offer Gozo the necessary platform that is conducive to wellbeing and at the same time capable of creating opportunities for its residents.



Figure 1: Gozo's specific needs

SECTORAL NEEDS**TOURISM**

- Distinctive niche-based offering and marketing
- Upgrading of skills and overall product

NEW ECONOMY

- Digitalisation as a model for island development
- Retention and attraction of talent

AGRICULTURE

- Enhance value chain with other sectors
- Opportunities for innovation

CULTURE AND HERITAGE

- Valorise distinctive contribution to national assets
- Develop as a distinctive sector of sustainable activity

PRODUCTION

- Diversification of activity and jobs into value chain
- Greening of activities especially in construction

PUBLIC SERVICES

- Increased efficiency, effectiveness and compliance
- Maximisation of results of positive policy actions

HORIZONTAL PILLAR NEEDS

Physical and Digital Connectivity:
fundamental enabler of societal and economic development



Differentiated place-based policies:
positive actions to be mainstreamed to optimise development



Spatial and Resource Planning:
to manage competing uses within a small territory



Creativity and Innovation:
key to overcome double insularity and build success based on distinctiveness



Partnership:
networking between public governance, business and NGOs towards co-operation and fair outcomes

CORE NEEDS

Valorise the small **Mediterranean island Gozitan lifestyle** through a sustainable development path:

- Building economic success through distinctiveness
- Engendering social cohesion through solidarity and networking
- Conserving and enhancing the unique natural and man-made environmental assets



The Role of the Gozo Regional Development Authority

Gozo has enjoyed numerous forms of local, administrative and political autonomous setups throughout its long history. The Gozo Regional Development Authority is the next step of this journey and an important landmark in the emancipation of Gozo as a territory with sound governance that can embrace and promote sustainable development.

A core responsibility of the Gozo Regional Development Authority is to ensure that priority is given to Gozo in the design of national strategies and policies. The GRDA can act as a guardian for the residents of Gozo to help ensure that the wellbeing of present and future generations is safeguarded. With a long-term approach based on accountability as well as checks and balances, it will strive to achieve the highest standards for Gozo and take the island forward in a creative, sustainable and holistic way. This can be done while developing synergies with all stakeholders with a view to ensuring a climate that is conducive to business development and the wellbeing of Gozitan society.

Gozo does not have the space to spare and cannot afford to accommodate every activity without a holistic approach from a planning perspective. The objective of the Gozo Regional Development Authority is to be a main actor in the research for a balance between the environment, economic and social aspects. The Regional Development Strategy will act as a guidance for all other regional and national policies in terms of what outcomes are to be achieved and minimize the risk of fragmentation between sectors and ensure that all the players are moving towards one unique goal, within the same set of parameters. Another important function is that of ensuring that a Regional Impact Assessment Study (RIAS) is carried out whenever a policy, strategy, action plan or regulation of major development is drawn up and will influence Gozo. The purpose of such Regional Impact Assessment studies is to make sure that Gozo's most important economic, social and environmental characteristics are taken into account in any national strategy, policy design and planning.



Achieving the
Shared Vision:
8 Priority Areas

The following priority areas embrace the effort to protect the Gozitan lifestyle in full respect of its environment, resources, culture and identity and to ensure that all these play a significant part in presenting a vibrant community

that attracts more visitors and investors to the island while sustaining the balance between economic growth and sustainable development.

Eight Priority areas to move Gozo Forward

01

**Spatial Planning and
Sustainable Urban
Development**



02

**Infrastructure and
Accessibility**



05

**Sustainable
Tourism**



06

**Social
Development**



03

**Economic
and Talent
Development**



04

**New
Economy**



07

**Rural
Development
and Eco-Gozo**



08

**Culture,
Heritage and
Arts**



PRIORITY AREA 1

Gozo Spatial Planning and Sustainable Urban Development

Gozo necessitates a focused approach towards an integrated system where land use, planning and sectorial policies are in synergy with Gozo characteristics. Spatial planning should be providing an expression to the economic, social, cultural and environmental policies relevant to the island's balanced regional development. Optimal use of land increases the chances that land is available for the future envisaged spatial development requirements. It also safeguards and enhances Gozo's unique cultural and natural characteristics, which are an important requirement for economic growth capable of improving the quality of life.

GOALS:

- A better quality of life for the residents of Gozo and visitors.
- A natural network of open space to be enjoyed by the community.
- Safeguards the green open spaces between villages which are Gozo's green lungs.
- Ensures that the rural communities remain vibrant and alive.
- Manages economic development to one that is consistent with and true to sustainable development.
- Planning and building a sustainable environment that contributes to economic prosperity of present and future generations.

MEASURES TOWARDS ACHIEVING THESE GOALS:

M1.1 Regeneration of Low-End Real Estate

In collaboration with the respective ministries and entities, tax instruments such as lower duty on documents, capital gains tax or VAT should be introduced to convert low-end real estate into medium to higher end real estate in selected development zones.

M1.2 Green Car park in Victoria and Mgarr Harbour

Address the parking shortage which exists in Victoria and Mgarr Harbour by building an ecological multi-level car park, designed in such a way that mitigates its visual impact. Efforts should be made so that parking is fitted with several electric vehicle recharging stations in order for the project to ensure eco-responsibility.

M1.3 Increasing the Number and Raising the Quality of Existing Family Parks

Increase the number of recreational green spaces open to Gozitans and visitors alike. This will be achieved by opening up green spaces which are currently closed to the public as well as building new eco-friendly parks. The quality of existing parks should be upgraded, and the necessary support measures introduced to ensure that the quality and resulting safety of our parks are kept to the highest levels all year.

M1.4 Smart Litter and Conservation Management

Increased efforts among economic actors to factor in waste management and conservation. This might include programmes whereby operators are trained on measures that reduce energy and water consumption footprint and create less waste. Such projects should allow for strong foundations for the use and application of technology such as Internet of Things (IOT) networks for better management of waste.

M1.5 Promote Green Buildings

Introduce more demand-side incentives for households and business owners, such as tax credits, grants and feed-in tariffs to increase their investment in green buildings. In particular, incentives should be directed to owners of existing and new residential and commercial property to build green roofs.

M1.6 Greening Commercial and Private Vehicles

Extend any national initiative or scheme with regards greening of commercial and private vehicle to create further incentives to Gozo. This should include the removal of exhaust belching commercial and private vehicles from the roads through a three-tiered approach. This

includes: (1) schemes directed at Gozitans to replace their commercial or private vehicle with a Battery Electronic Vehicle (BEV) or a hybrid electric vehicle; (2) discounts and eco-friendly behaviours for private vehicle mobility; (3) replace the current Ministry's fleet with Battery Electrical Vehicles (BEV).

M1.7 Generating Green Friendly Energy and Achieving Public Buildings Resource Efficiency

A multi-pronged strategy directed at generating green friendly energy should be adopted. Actions might include: (1) the setting up of mini sized PV (solar energy) parks built on green roofs and; (2) The identification of public buildings to be transformed to energy efficient buildings.

M1.8 Sustainable Construction Fund

Establish a sustainable construction fund to be utilised by the construction industry in Gozo to incentivise energy and water efficiency in new and existing buildings, improved blending with the natural and historical environment, and increased accessibility to persons.

M1.9 Regenerating Victoria's Core

Over the term of this Strategy this area should be further rehabilitated through incentivising owners to lease vacant and abandoned buildings so that this area becomes Gozo's prime district. The renewal of derelict or dilapidated buildings will be carried out in a manner that complements the form, scale, finishings, and character of this beautiful Victoria City core.

M1.10 Carbon Monitoring Scheme

A public carbon-trading scheme should be developed as a pilot project to reduce households' carbon footprint in Gozo. A digital application can be explored allowing Gozo residents and visitors to earn credits by using environmentally friendly forms of transport including walking, bikes and public transport operated by alternative fuels. Such credits can then be exchanged via the application's virtual marketplace for discounts on local services and products, which will themselves be embodying the low carbon impact principle.

M1.11 Design according to Context

To ensure that Gozo's distinctiveness is maintained, the GRDA will work with other entities including the Planning Authority so Gozo adopts a design according to context policy. This entails that finishes and façades of both residential and commercial properties would be required to take fully into account the aesthetics aspect. This measure will be supported through the provision of

specific funding for the implementation of projects such as embellishment schemes, pedestrianisation programmes, provision of street furniture and other amenities.



M1.12 Removing wires from building Façades

In collaboration with national entities and local councils, an extensive programme of work will be proposed to remove electrical and other wires from building façades. Priority will be given to Village Squares and Urban Conservation Areas.

PRIORITY AREA 2

Infrastructure and Accessibility

Gozo's double insularity impacts on the movement of people and goods as well as the provision of services. Gozo's economic performance is hindered by constraints on production and the lack of diversification that makes the strengthening of connectivity a primary consideration. Improved connectivity is crucial to continue improving Gozo's productivity and is key for Gozo to close the development gap and to serve as the basis for socio-economic development based on Gozo as a distinct island. This requires an approach based on sustaining resilient infrastructure that can enhance connectivity in a safe and enduring manner to enable competitiveness and overcome insularity.

GOALS:

- Build safe and resilient infrastructure that meets Gozo's today's as well as future needs.
- Improve accessibility and connectivity to overcome insularity and increase the productive capacity of the economy.
- Build safe and enduring infrastructure that enables Gozo to boost competitiveness including attracting inward knowledge-based investment.
- Work closely with lead ministries responsible for implementing core backbone infrastructure.



MEASURES TOWARDS ACHIEVING THESE GOALS:

M2.1 Upgrading the Ferry Connectivity Service between Malta and Gozo

Ferry service to be continuously monitored and modernised to ensure delivery of the required capacity for commercial and passenger vehicles. The introduction of a new e-ticketing system should be prioritised, while the use of hybrid ferries should also be explored.

M2.2 Environmentally friendly airstrip to link Gozo to Malta

Efforts should be directed to establish a fixed wing airlink between Gozo and the mainland that respects the natural environment. Such a link should complement the sea link, whilst providing a convenient and less time-consuming inter-island transfer for tourists and Gozitans alike between Malta International Airport and Gozo.

M2.3 Upgrading and Reconstruction of Arterial, Secondary & Town Roads

The road works programme should tackle bottleneck congestion, particularly in Mġarr Harbour and Victoria, and other critical infrastructure projects.



M2.4 Mġarr Harbour Expansion

The expansion of the Mġarr Harbour should see the construction of new berths, widening of the quay area, sea reclamation, a new breakwater and marina (east harbour side). The possibility of diversifying some of the current services to a newly constructed port at Marsalforn should also be studied to assess whether Mġarr Harbour can be alleviated from some of the port activity underway. This might include cruise berthing facilities.

M2.5 Comino Conservation

Efforts should be directed towards the development of measures to conserve and safeguard natural habitats, native plants and animals on the island whilst practicing sustainable tourism in harmony with the site's conservation needs. Examples can be restoration of rubble walls, footpaths and heritage sites.

M2.6 Marsalforn Breakwater

In close collaboration with other entities including Transport Malta & ERA, efforts should be directed towards the reconstruction of the breakwater in Marsalforn which will alleviate the challenges faced by tourism operators in Marsalforn due to adverse weather conditions. Considerations should also be given to the possibility of having berthing facilities.



M2.7 Increased Medical Capacity

Gozo can provide an excellent overall product in terms of medical tourism. For Gozo to reach its potential in this area, it needs to have a modern hospital with the required capacity. New infrastructure that provides more beds should be actively explored.

M2.8 Alternative Road to Mġarr and Victoria Ring Road

Assess the possibilities of building of an alternative road to Mġarr Harbour and a ring road around Victoria. Both should be subject to carrying out all the necessary studies including a Regional Impact Assessment.

PRIORITY AREA 3

Economic and Talent Development

Gozo economy has traditionally been centered around a few sectors. Over the last four decades, a shift towards services became more evident but a manufacturing base, albeit small, is still present and should be supported. Irrespective of the type of activity, human talent is central to economic development. Gozo can offer a quality lifestyle location of choice for work, education, innovation, culture, health and tourism. Gozo stands to gain by attracting talent and promote the provision of training and skills learning, organisation and career development.

GOALS:

- Create Productive Jobs.
- Make Gozo an attractive place to work.
- Close the development gap between Malta and Gozo through the creation of higher value-added employment.
- Provide opportunities for micro firms, which are prevalent for Gozo's economy to grow.

MEASURES TOWARDS ACHIEVING THESE GOALS:

Measures which Directly Create Labour Demand

M3.1 Tax credits for new and growing businesses

Enhance tax credits for new and growing existing businesses in Gozo on the basis of a predefined threshold as investment amount and growth in salaries for a number of years. To benefit from such a scheme, an enterprise should have a physical presence of activity in Gozo, and at least a defined share of employees must be Gozo residents. Specific sectors that completed the regional development strategy can be targeted.

M3.2 Enhance all national business promotion schemes for business in Gozo

Compensate for differences in productivity levels between Gozo and the national economy by enhancing other business promotion schemes by a predefined threshold for businesses operating in Gozo. The implementation of this measure should be subject to constraints as may be imposed by EU funding schemes and State Aid rules.

M3.3 Social Security employer credits

To attract local talent to specific sectors such as tourism, compensation for seasonality effects should be considered. This entails crediting employees and employer social security contributions for defined number of employees.

M3.4 Accelerated depreciation for firms

Incentivise investment to improve product development and energy-efficient operations in selected sectors through accelerated depreciation. Example of such measure is tourism accommodation refurbishment which cover product development and operational infrastructure including energy generation/efficiency.

M3.5 Back office work in Gozo

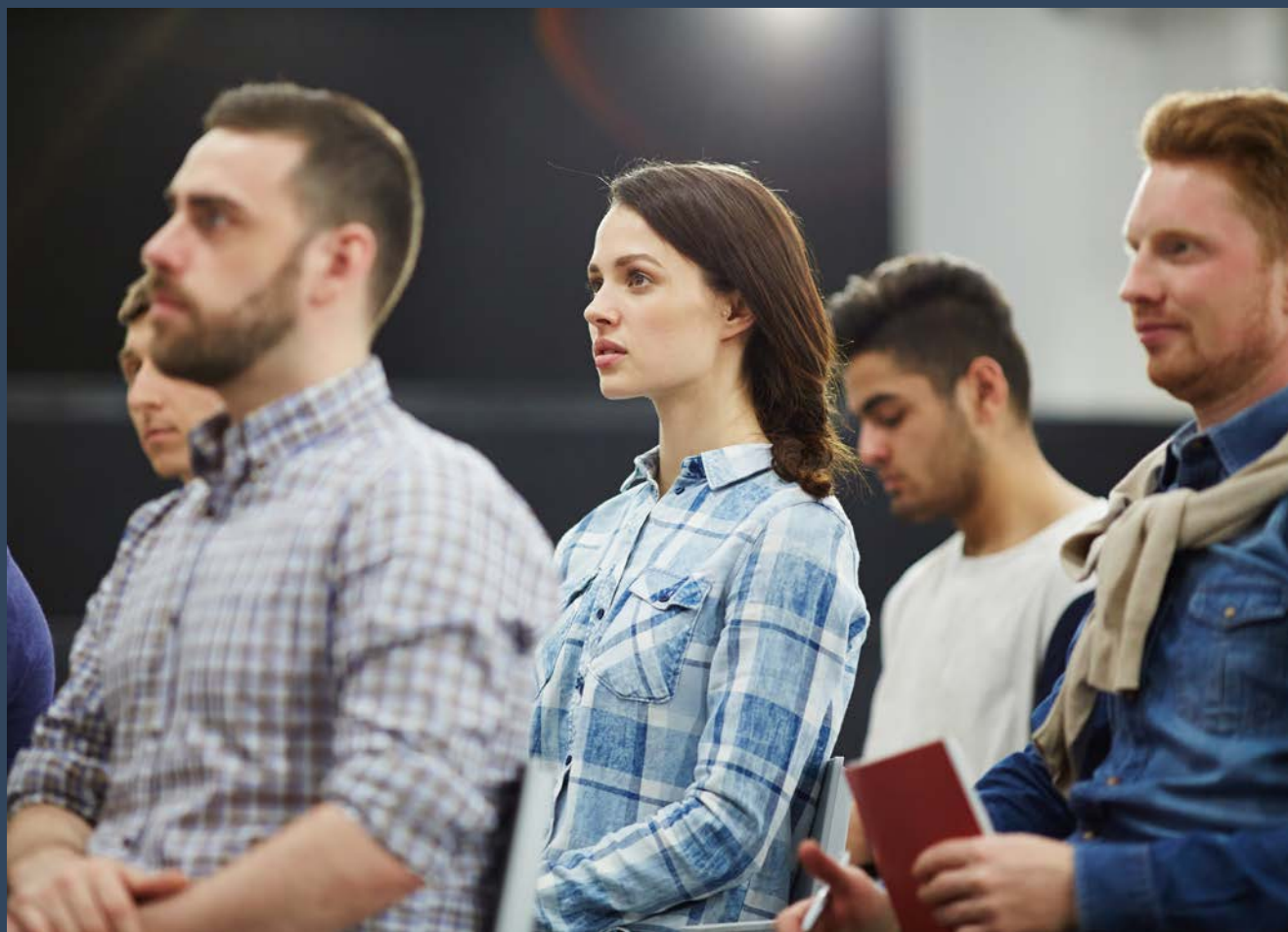
By building upon existent scheme and incentive, continue to increase work performed in Gozo through the transfer of back-office work in both the public sector and the private sector from Malta to Gozo.



Measures related to Human Capital

M3.6 Fund for further and higher education opportunities in Gozo

A Gozo Human Development fund to be utilised by the University of Malta, MCAST, ITS and other further and higher education institutions to provide education opportunities in Gozo for full-time, part-time and life-long learning in areas congruent to the aims of the strategy.



M3.7 Lower marginal tax rates for graduates in Gozo

A lower marginal tax rate for graduates newly employed in Gozo should be considered and potentially introduced to attract and retain the skills required to sustain the growth in key priority sectors.

M3.8 Training for the Self Employed

Incentivised training programmes should be created for single self-employed individuals in terms of providing support for re-skilling and multi-skilling, developing modern business skills to venture into new but complementary areas of business.

M3.9 Life-long learning for workers to improve employability

In collaboration with Jobsplus, further and higher education institutions and the Gozitan business sector, training and HR development courses should be considered whereby: (1) the needs of seasonal and part-time workers by providing training programmes to suit their work schedules are addressed; (2) programmes are implemented during off-peak months to firms mostly

affected by seasonality conditions to sustain and improve human capital and encourage retention of employees in off-peak months.

M3.10 Sectoral productivity

Promote a better balance between private and public sector employment in Gozo through attractive career opportunities in both sectors founded on improvements in productivity and skills.

M3.11 Making Gozo a Region of Choice for Gozitan and Foreign Talent

Make Gozo a region of choice for Gozitan and foreign talent to live, work, heal, relax, create culture and be innovative. This could include extending the High Qualified Persons Rule to Gozo. Another initiative in this regard can be the reduction of property stamp duty for targeting professionals when seeking to buy their first property in Gozo. This could enhance Gozo's attractiveness as a home to generations of families, cultures and economic backgrounds whilst increasing the availability of human capital on the island.

M3.12 Encouraging our Gozitan Youths to go on to Further and Higher Education

Today's technical and professional jobs require a higher level of professional skills and competencies than similar jobs of yesteryears. Gozitan youths are to be encouraged to aim high in terms of their educational goals – that they go on to further and higher education. To achieve this goal, in collaboration with national entities, tax deduction should be considered for Gozitans who enroll in and complete a further and higher full-time course be it in Gozo, outside Gozo or through online education.

M3.13 Creating a spirit of Entrepreneurship among Gozitan youths

Together with the Gozo Business Chamber and other relevant stakeholders, the GRDA aims to foster a spirit of

entrepreneurship among Gozitan youths by supporting the development of innovative business ideas of the 21st century based on Gozo's needs and potentials. A fund for youth entrepreneurship should be established and administered by the GRDA to support the development of entrepreneurial ideas which embrace digitalisation.

M3.14 Rural Gozo PhD and Master Research Bursary

A PhD and Master bursary should be set up to fund a limited number of PhD and Master research programmes by 2030 at the new Centre for R&I in Agriculture and the UoM Gozo Campus in matters that result in value added impacts on Gozo's rural economy and community.



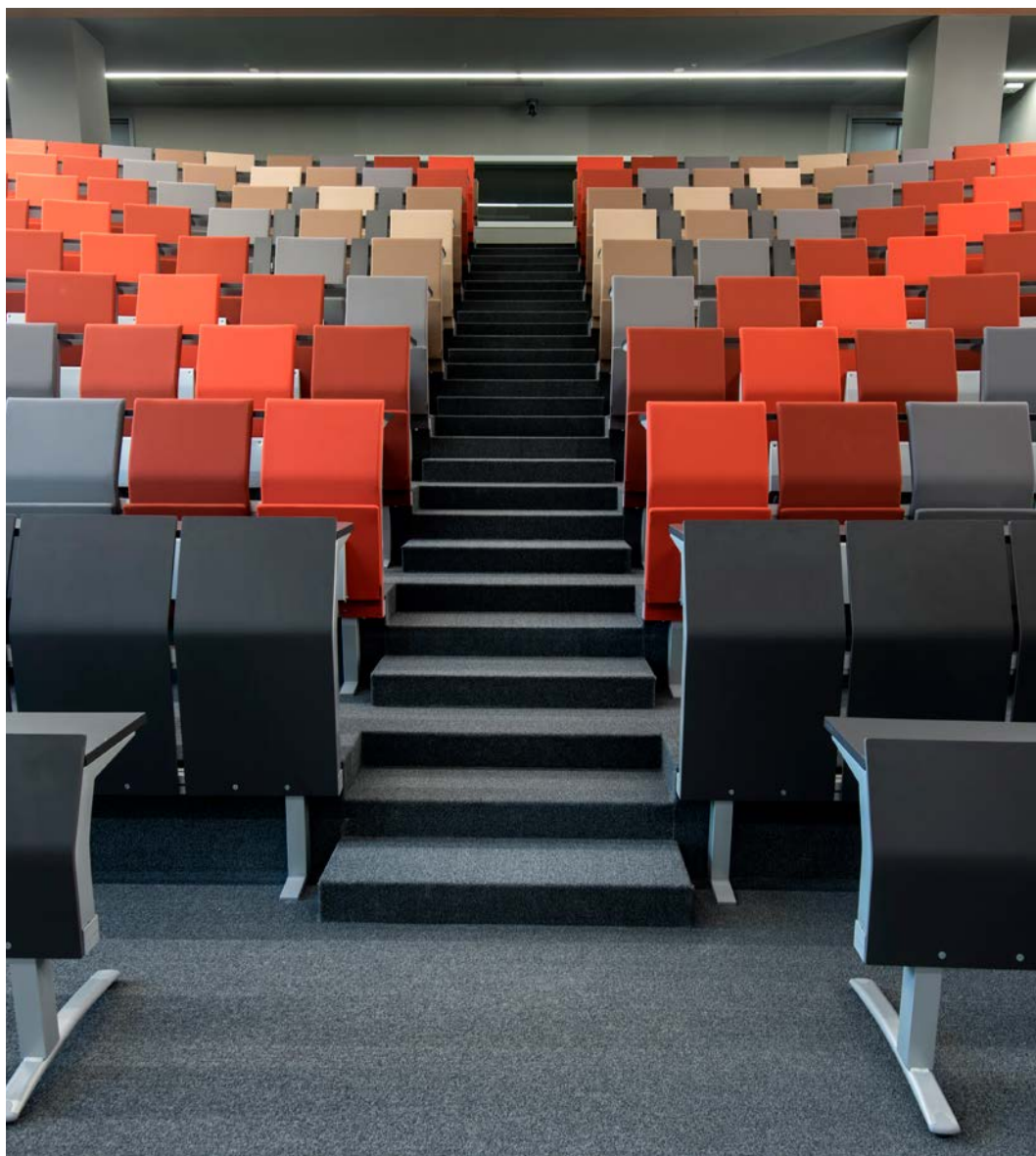
Measures which will improve economic and framework conditions

M3.15 Mainstreaming Gozo by Public Agencies by Offering Operations through a Physical or Virtual Presence

This initiative should be carried out together with national ministry partners to ensure that all national business development and business regulation agencies are to include a Gozo element within their strategies and offer their services in Gozo through physical or virtual presence.

M3.16 Introduce Prizes for Start-Ups, Incubators and Business Angels

As a means to exploit the potential of start-ups in Gozo in areas congruent with the achievement of the aims of this strategy through: (1) a supportive incubator directed to assist start-ups and spin-off during their early life cycle (five to seven years); (2) annual prizes in the form of financial grants to be provided to the best business start-ups and best new projects for firms in Gozo; and (3) contacts with successful emigrants from Gozo as well as the expatriate community who may be interested to act as business angels in respect of Gozitan business start-ups.



PRIORITY AREA 4

New Economy

A holistic approach designed specifically for the island of Gozo is required for the development of a digital and innovative eco-system to establish the island of Gozo as a centre of excellence, research and innovation. Gozo has the potential to attract new, high growth industries that are on the cutting edge of technology and that can be an important driving force of economic growth and productivity. New products and services can be created using technology platforms and test them in Gozo. The new economy can highly benefit from the second fibre optic cable and the Gozo Innovations Hub at Xewkija.

GOALS:

- Close the development gap between Malta and Gozo through the creation of higher value-added activities.
- Develop an eco-system of companies in the digital sector in Gozo.
- Attract talent required to allow these new economy sectors to expand to their full potential.
- Increase the overall competitiveness and resilience of the Gozitan economy.
- Establish Gozo as a centre of excellence in digital and technology innovation.



MEASURES TOWARDS ACHIEVING THESE TARGETS:

M4.1 Support Structures to New Economy Sectors

Efforts should be directed towards supporting the establishment and growth of businesses in new economy sectors through soft and hard infrastructure including incubators and accelerators, which would accelerate the successful development of entrepreneurial companies through an array of business support resources and services.

M4.2 Addressing the Digital Skills Gap

A study should be conducted to identify basic digital skill gaps which are currently present across the new economy sectors in Gozo and design programmes to upgrade the digital skills of the Gozitan workforce in order to address the current and possible future tech skills deficits.

M4.3 Provision of Support to Gozitan SMEs

Together with relevant stakeholders, support should be provided to Gozitan SMEs to help them become more competitive in their business/production processes, and products or services using digital technologies. This support could be provided in terms of access to finance in order to be able to invest in the process of digitalisation as well as in terms of explaining the possible costs and benefits of the various options available to them across the e-commerce ecosystem.

M4.4 Funding Opportunities to Private and Public Entities

Efforts should be directed to ensure that both private and public sector entities in Gozo, engaging in RDI, are readily assisted with support to tap into the right funding instruments. These might include a Gozo Digital Fund to support enterprises in the digital economy in Gozo and a SMART Manufacturing Fund to incentivise the manufacturing industry to focus on high-added product.

M4.5 Attracting Financial Services Activities

Together with responsible entities, we aim to design and introduce fiscal incentives to move and promote Gozo towards specific financial services. The attraction and relocation of businesses in financial services to Gozo including fund related services, would not only attract quality jobs to the island, but also encourage the setting up of new technology-based start-ups seeking early-stage finance in Gozo.



M4.6 Attract Digital Working Nomads

In collaboration with relevant stakeholders, we should aim to promote Gozo as a digital nomad destination of choice where nomad workers can perform their job in a peaceful and quite ambience equipped with robust digital connectivity, relatively cheap accommodation and business-friendly policies. This could be achieved through extending any national initiative or scheme with regards digital nomads (such as the Nomad Residence Permit) to create further incentives for Gozo.

M4.7 Fiscal Incentives for Intellectual Property

The small island of Gozo offers an ideal opportunity for companies seeking a testbed for research, development and testing of innovative technologies and solutions. In collaboration with relevant stakeholders, we should introduce additional fiscal incentives for the development of Intellectual Property (IP) in Gozo. This would promote Gozo as a jurisdiction of choice where to locate intellectual property and perform research and development activities.

M4.8 Gozo as a Centre of Excellence in Agri-tech Industry

A Gozo Centre for Research and Innovation in Agriculture should be established at the Government Experimental

Farm in Xewkija to serve as a testing hub for new and innovative technology practices, a demonstration site and a knowledge exchange centre for such technology and practices for farmers. Furthermore, a Gozo Agri-tech Investment Fund should be launched to provide the necessary aid for Gozitan farmers who are interested in venturing into the agri-tech industry.

M4.9 Innovation and technology in the Medical Sector

In collaboration with the relevant stakeholders, efforts should be made to pilot the introduction of innovative and technological practices in Gozo. This would build upon the infrastructures for health care provision and education at an international level that have been developed in Gozo over the past years. Gozo also offers various advantages with regards medical tourism especially rehabilitation.

M4.10 Educational Facilities for New and Creative Economy

Invest in facilities for: (1) Interactive science learning; (2) Creativity towards Digital Gaming and Artisanal Crafts; (3) Language Lab and (4) Visual and Performing Arts to be used as resources for educational programmes, supported by teleconferencing facilities.

PRIORITY AREA 5

Sustainable Tourism¹⁰

Tourism related activities generate considerable income and employment in the economy of Gozo. It is a pillar of Gozitan economy. At the same time, increased activity inevitably put pressures on the infrastructure and the environment. Thus, it is essential that more emphasis is made on the quality rather than on the quantity. This implies that certain type of tourism is incentivised and supported while monitoring takes place on other types of activities to be able to take corrective action when necessary to minimise any undesirable consequences.

GOALS:

- Increase the quality of visitors to Gozo and decrease seasonality.
- Improve the visitor's journey experience by partnering with the private sector to improve the Gozitan brand and product.
- Increase returning visitors.
- Create new 'anchor' attractions.

MEASURES TOWARDS ACHIEVING THESE TARGETS:*Upgrading the Quality of the Gozitan Tourist Product***M5.1 Tourist Operators' Quality Upgrading Programme**

A programme should be introduced together with national partners and NGOs with the aim of further assisting our tourism operators to continue upgrading their quality standards and improve management aspects such as digital marketing and e-tourism management. A key aspect of this programme is that of positioning hoteliers, restaurants, cafes, etc. to successfully obtain international franchises and brand names.

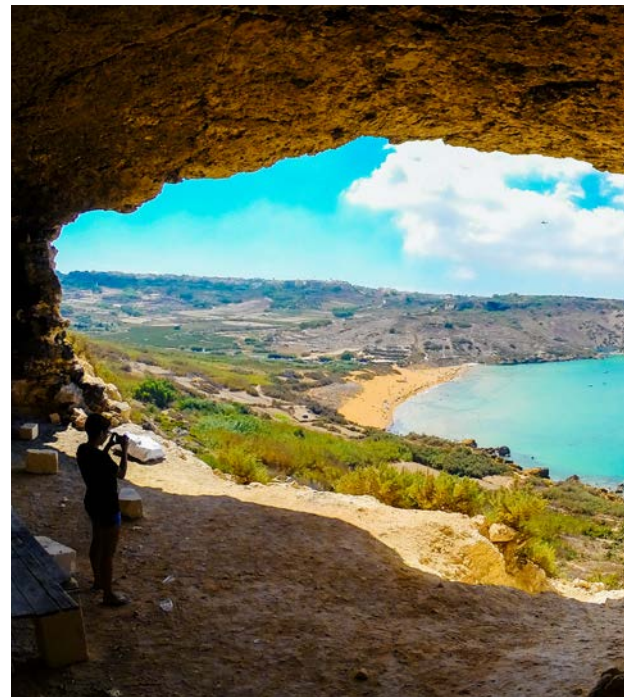
M5.2 Service Excellence Programme

In collaboration with national partners and NGOs, a permanent training curriculum directed at staff who work

in any customer interfacing position in the tourism sector – waiters, chamber maids, receptionists, etc. with a view to improve the quality of service across the tourism sector in Gozo. To enhance further the tourism sector, twinning agreements with other international vocational institutions should be promoted. The possibility of ITS introducing courses that are different to those offered in Malta should be considered.

M5.3 Gozo's Unique Traditional and Rural Charm Programme

In collaboration with national partners and NGOs, a specialised training programme should be introduced. The aim of this training programme should be to imbue staff interacting with customers working in the tourism sector with increased knowledge of Gozo's unique traditional and rural characteristics, the island's welcoming environment, knowledge on Gozo myths and stories, Gozo's history, etc.



¹⁰ This priority area is being fully coordinated with Malta Tourism Authority (MTA). Thus, it should be read in conjunction with MTA tourism strategy.

*Valorising Gozitan Gastronomy***M5.4 Maximise the contribution of Gozitan agriculture to the Gozitan culinary tradition, its evolution and future sustainability**

Incentivise the creation of value between Gozitan agricultural producers and food sellers/producers by valorising the quality of food produced utilising ingredients from Gozo, improving cost competitiveness in production, and stimulating innovation in production through: (1) the development of menus and similar activities towards the creation/preservation of knowledge to sustain and evolve the culinary tradition on the basis of local produce; (2) the provision of support to agricultural producers to develop new products; (3) the provision of support to improve the value chain from local production to consumption and (4) the development of a market recognition brand for Gozo.

*Smart Destination***M5.5 Annual Anchor Events**

Continue to develop the Gozo Events Fixed Calendar where each event covers 3 to 4 days around a fixed specific theme. Each event should be designed as an 'anchor' activity that is set at an international quality standard, that attracts domestic and international tourists alike. These should also include schemes: 1) to support theatre and museums to encourage investment and initiatives in high calibre opera performances and, 2) inject new momentum in annual international music festivals.

M5.6 Green Tourism Enterprise Scheme

A quality excellence scheme to be designed and launched for different types of economic operators in the tourism sector, targeting areas such as service excellence, gastronomy, business practices and innovation, green and sustainable tourism.

M5.7 Develop New Tourism Niches

Develop new tourism niches which are consistent with Gozo's ecological model through marketing and capacity-building programmes from the input of relevant stakeholders, including the Gozo Tourism Association. Such tourism niches should include sports and adventure tourism as well as health and rehab tourism, amongst others.

M5.8 Embrace a Partnership Approach in the Tourism Industry Based on Quality, Excellence and Effectiveness

A fund for the refurbishment of tourism and related establishments to be complemented and supported by private operators towards achieving quality excellence.



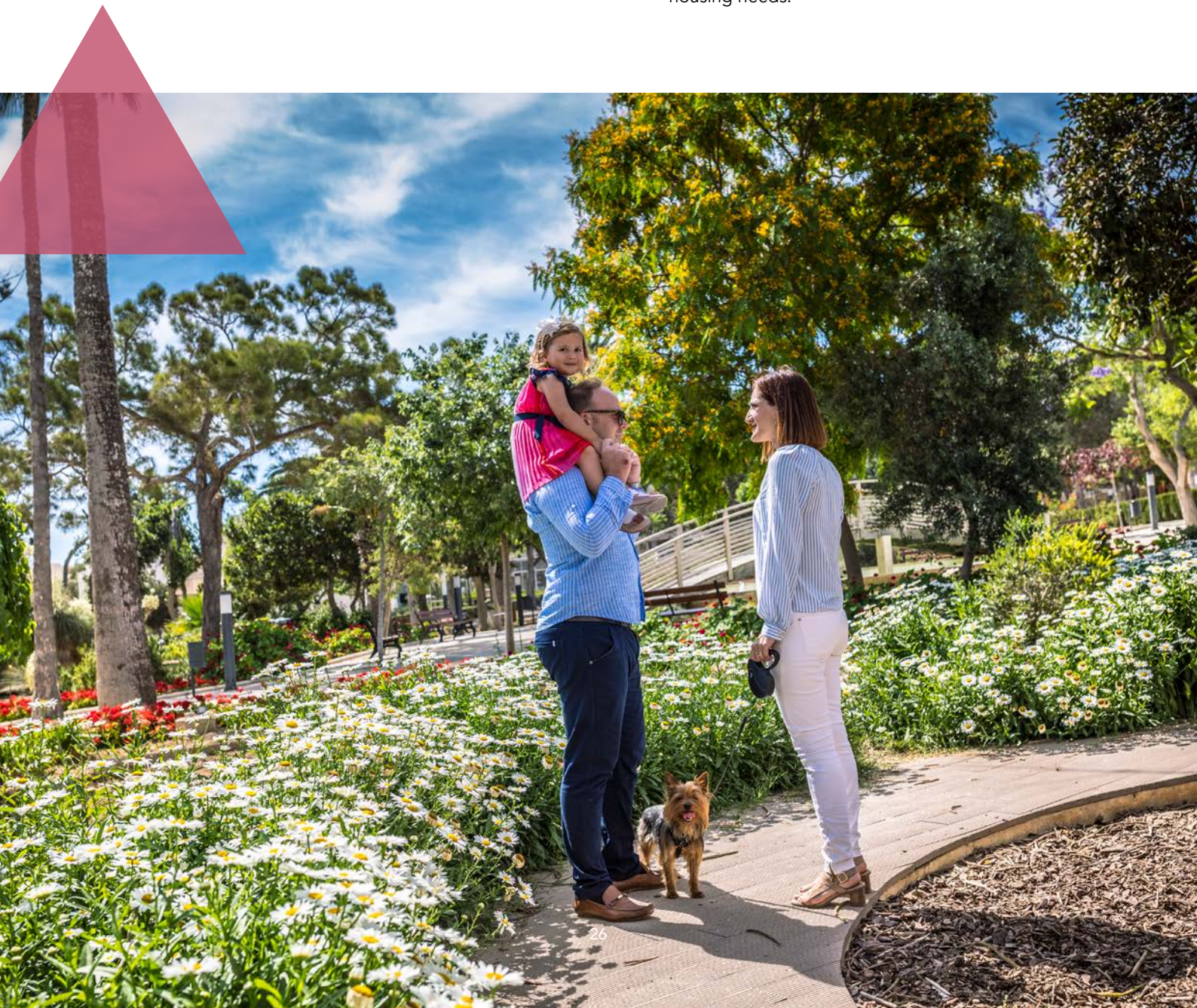
PRIORITY AREA 6

Social Development

Social sustainability and inclusion are central to improve the overall well-being and standard-of-living of every Gozitan citizen. Social development is based on the willingness to nurture a people-centered culture that promotes equity, inclusivity, social justice, and sustainability to develop resilient and responsive Gozitan communities. Social development addresses the specific and long-lasting demographic, economic, and environmental vulnerabilities of Gozo, by investing in citizens to increase social capital to enable shared prosperity. Future social development for sustainability and inclusion in Gozo will require all socio-political institutions and sociocultural systems to adjust their operational processes and practices to build up their abilities to withstand shocks to successfully meet the challenges of globalisation.

GOALS:

- Strengthen Gozo's society and its communities' underlying social capital.
- Address the needs of the elderly members and promote active ageing.
- Support Gozo's youth and families.
- Develop secure communities.
- Eradicate social exclusion and discrimination.
- Facilitate the assimilation of an increasing diverse population.
- Ensure adequate social development infrastructure.
- Develop appropriate and effective responses to housing needs.



MEASURES TOWARDS ACHIEVING THESE TARGETS:

M6.1 Gozo Centre for Social Innovation and Research

To counter a prevailing vacuum with regard to regional social policy design, a Gozo Centre for Social Innovation and Research should be set up to design tailored policy instruments together with appropriate lead ministries and social partners with the aim of addressing Gozo's social issues and secure their effective implementation.

M6.2 Strengthening NGO work towards social commitment

A programme directed to instil Gozo's social capital on its traditional values should be facilitated by specially appointed and trained family and youth leaders and should be delivered annually on the basis of a road show across our villages.

M6.3 Migrant Assimilation Programmes

This involves the setting up of an integration hub in Gozo and the design and launch of a Gozo Intercultural day which would provide opportunities for Gozitans and migrants for active learning about their respective traditions and cultures.

M6.4 Ageing Support Services

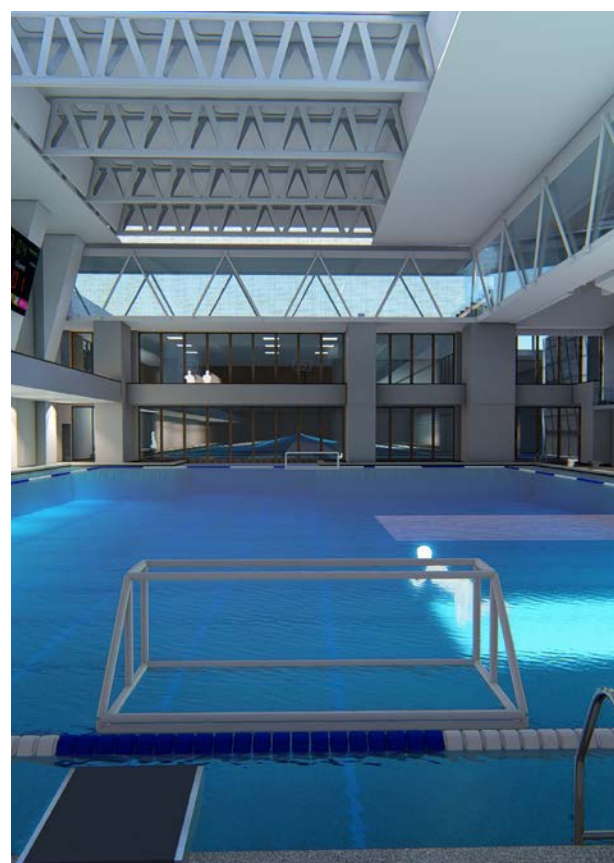
In addressing the matter of ageing, a two-pronged strategy should be adopted. The first relates to the building/completion of residential care facilities for the elderly. The second prong is directed towards supporting elderly persons to continue to live in the community.



To date, no detailed demographic study of how Gozo's population will evolve in the medium and long term is available. For this purpose, a study should be carried out to understand potential demographic behaviour in Gozo over the medium and long term and what implications this has on Gozo's elderly appropriate infrastructure, community, institutions and policies.

M6.5 Leisure and Sports Wellbeing

Partnering with the relevant stakeholders, which include entities, sports organisations and NGOs, to promote sports wellbeing to students and having sports facilities opened under supervision after school hours, weekdays and public holidays for the public. This requires also investment in sports activities directed at children and adults alike to be held all year round. Facilities like sports facilities should be accessible and properly managed and maintained to achieve the aim of providing leisure and sport wellbeing.



M6.6 Other Social Support Services

Integrate disabled Gozitans within the community by 'Engineering' Gozo as the 'accessible' island to truly empower independence for disabled persons. This should involve strengthening of independent support living value chain - housing, employment, sports, etc.

PRIORITY AREA 7

Rural Development and Eco-Gozo

Rural Development plays a key role in the process of improving the quality of life and economic well-being of Gozo. The island is rooted in its rural culture, and it is a central priority to preserve the cultural and traditional tapestry that makes Gozo a unique community. However, the preservation of Gozo's rural heritage is being challenged in view of development pressures. The Eco-Gozo concept represents actions circulating around the pillars of sustainable development namely the economy, environment, society and culture. It aims to be the benchmark example of local government achieving an increasingly sustainable society through committed grassroots involvement by the Gozitan community.

GOALS:

- Keep rural Gozo an attractive place to live and work.
- Valorise Gozitan food and produce as a brand and strengthen its value under the EU Geographical Indications Framework.
- Support farmers in building sustainable enterprises and in doing so increasing rural employment particularly among the younger generation.
- Carry out R&I to counter climate change impacts through technological developments.
- Protect and enhance Gozo's biodiversity, natural, traditional and historical heritage.
- Heighten Gozitan communities' awareness and appreciation of our natural, traditional and historical heritage.
- Handover to future generations a sustainably managed environment.

MEASURES TOWARDS ACHIEVING THESE GOALS:

Add Value to Gozo's Food and Produce

M7.1 The Gozo Foodscapes Market

A Gozitan Foodscapes Market should be set up to act as a window for all food and produce cultivated in Gozo. This should be designed as an iconic tourist attraction in its own right and will have multipurpose space for crafts, folklore, exhibitions, etc.

M7.2 Local Food and Produce Quality Assurance and Traceability System

A quality assurance scheme to enable farmers to brand their products to a quality level to be complemented by a compulsory traceability system to guarantee the transparency of the scheme and assures the complete traceability of the products. In parallel, a Gozo Food Brand Quality Assurance Unit should be set up to ensure that Gozo's regional brand is not vitiated by malpractice and abuse.



M7.3 Re-introducing Gozitan Food and Species

Attract farmers to once again start growing indigenous vegetables, fruit, and livestock. The regional branding of food and produce and the marketing of Gozo as a gastronomic centre will result in higher value for quality assured Gozitan food. Additionally, a study to identify the appropriate incentives to be introduced should be carried out so that farmers once again start cultivating and breeding our indigenous food and species.

M7.4 Awareness and Education of Gozitan Food and Produce

Together with relevant stakeholders, a long-term strategy should be drawn up and implemented. This strategy will seek to educate and increase awareness of Gozitan food and produce particularly the direct and indirect benefits of local food and produce, the reviving of traditional recipes, the agriculture and livestock farming process, and different eco-systems that our food gives life to. This strategy should include dedicated programmes on prime time, radio, seminars to households and digital media.

Support Gozo's Farming and Rural Community

M7.5 Consolidating Land Parcels to Render Gozo's Rural Economy more Efficient

A study should be undertaken to assess the impact of current land parcelling on the sustainability of the rural economy and how land parcel fragmentation is affecting sectors such as rural tourism. The study should assess options including compulsory measures required to consolidate public arable land that is not under cultivation and consolidation of private land on succession.

M7.6 Distribution Network for New Water to Gozitan Farmers

An education campaign directed at both the farming community itself as well as consumers should be embarked on to counter the negative perception of the quality of the water and its impact on produce. The education campaign should include demonstration projects for both farmers and consumers targeting water quality, produce performance and health and safety.

M7.7 Healthy Foods Research and Innovation for Value Added Products

An R&I strategy for Gozo should be established for healthy food harvesting and product derivation. The strategy should explore the different type of products that can be derived from superfoods, such as the pomegranate fruit, that are best fit for the sustainability of our rural resources. Moreover, it should also explore the different ways of minimal processing and the most efficient harvest management.

M7.8 Revitalising Gozo's Rural Community through a Youth Farmers Toolbox

Failure to attract youth to the rural economy will result in its demise, and, potentially, the despoliation of the rural environment. The challenge of reversing the decline of the farming community before this becomes terminal is considerable. To reverse this trend, an innovative toolbox of policy measures should be designed to encourage youths to look at farming as a rewarding profession. Available policy options will be studied including Young Farmer Entrants Scheme, Beginner Farmer Tax Credit programme, access to government owned agricultural land and special loans at reduced rates.

M7.9 Farmer Advisory Programme Partnership

A recast of existing partnership organisations or the setting up of a new Rural Gozo partnership organisation should be supported by a Farmer Advisory programme which will provide Gozitan farmers with technical, scientific, and entrepreneurship advice.



*Mobilise and Protect Our Water Resources***M7.10 Rehabilitation of Valleys and restoration of wells**

A comprehensive programme of valley rehabilitation which should be launched to address a number of objectives including the creation or restoration of dams.

Agricultural wells should continue to be restored to allow farmers to harvest and use natural water for irrigation purposes.

*Secure and Valorise Our Coastal and Marine Ecosystems***M7.11 Upgrading Gozo's Beaches**

Amongst the first initiative targets should be the introduction of Blue Flag Certification in a minimum of at least three beaches around Gozo. The goal of this certification is the clearing out from the beaches surface and underwater litter in a non-destructive manner through the removal of marine garbage including plastics. A second initiative should target the introduction of the Green Coast Award for Gozitan beaches. The objective of this initiative is to retain these beautiful rural beaches in their natural, unspoiled environment.

**M7.12 N2K Terrestrial Sites Action Programme**

Safeguard and render more sustainable our Natura 2000 sites through: (1) minimum improvement of conservation of primary habitats; (2) removal of invasive alien species; (3) ecological restoration of areas identified in the scoping exercise.

M7.13 Afforestation Programme

An afforestation program is a priority in encouraging a greener Gozo and hence, assist in actions against desertification and soil erosion, sustain endemic flora and fauna, wildlife habitat and contribute to atmospheric CO2 reductions. A ban on the importation of non-endemic trees in Gozo should also be considered. This together with incentive to replace alien species (acacia) with endemic ones.

*Invest in Our Natural Rural and Traditional Assets***M7.14 Restoration of the Gozo Aqueduct**

The aqueducts between Victoria and Kerċem are vulnerable to further damage due to their exposure to the elements. A target should be that by 2025 a major restoration programme that restores this important historical asset is undertaken.



M7.15 Regeneration of Gozitan Pjazzas and Squares

Over the term of this Strategy a programme should be embarked upon to rehabilitate key squares and 'pjazzez' around Gozo. This might include having such spaces closed for traffic on specific hours and days of the week.

M7.16 Piloting Sustainable Villages

A sustainable villages concept should be piloted in partnership with a local council. This includes measures relating to village square design, removal of visual eyesores such as wires on facades, upgrade of alleys, street design and traffic management and street trees.



PRIORITY AREA 8

Culture, Heritage and Arts

On a national level, the culture and creative industry account for a substantial share of the value added created. Depending on its definition, the share can be considered as contributing to as much as 10 per cent of value generated. For Gozo, potentially it can be even greater. What perhaps is even more relevant is the fact that there is a lot of upside potential. On a global level, sectors related to culture, heritage and arts are estimated to generate €1.9 trillion in revenues and create 30 million jobs over the next decade.

Despite its small size, cultural activity is very much present in Gozo. It is visible in the important heritage sites and museums, in the local theatres, libraries, schools and band clubs. It can be seen and touched in the village cores, in the very façades of the residential houses, churches and public buildings. The island region's cultural asset base is also expected to increase next year, when the Gozo Museum project for an innovative, multi-disciplinary regional museum and cultural centre is scheduled to be completed. Gozo's art, culture and heritage should not be only protected and preserved but should be promoted

through investment so that it continues to yield benefits in the years to come. This priority area should be read in conjunction with Reġjun Għawdex bid for Gozo to be the European City of Culture in 2031.

GOALS:

- Enhance accessibility and connectivity to cultural heritage, resources and activities even through digitalisation.
- Enable conditions for local talent to flourish.
- Revitalise and re-purpose heritage assets for new forms of cultural activities, and as a new source of income generation for creative industries.
- Enhance cultural connectivity and dialogue and strengthen regional cultural governance.
- Promote a culturally distinctive Gozo.
- Enhance economic diversification, enterprise stimulation and job creation through a stronger creative sector.



MEASURES TOWARDS ACHIEVING THESE GOALS:

M8.1 Cultural Creative Film and Digital Media Production Gozo Fund

Cultural Creative Film and Digital Media Production Gozo Fund should be set up with the core purpose of promulgating Gozo's rural, cultural and historical assets for local and international film, television, and digital/virtual media production. The Fund should also support the training of Gozitans in jobs relating to movie filming and production.

M8.2 Conserve Our Natural Heritage and Culture:

Additional Heritage trails and new public paths should be introduced with resources assigned to ensure that these are maintained all year round. Schemes should also be launched to: 1) give more value to Christmas & Easter events on the island to continue creating the right ambience for internal and foreign tourism and; 2) valorise the summer village feasts and interpret the events into a whole four months festival to be marketed internationally.

M8.3 Gozo as a Cultural Education Destination

Provide career opportunities by developing an educational tourism niche, to cover areas such as history,

archaeology and art. Support cultural and arts education through research and collaboration with local and foreign organisations.

M8.4 Bequeathing Our Gozo to Future Generations

A fund should be set up to protect important heritage and cultural sites, traditional monuments and rustic architecture around Gozo.

M8.5 The Odyssey in Gozo: Ulysses and Calypso

Calypso's Cave should be restored and complemented by a comprehensive programme directed to embed Gozo within the heart of the Ulysses mythology. This should be achieved through the application of immersive interactive technology as well as a core programme of historical and cultural activities steeped within Homer's Ulysses.

M8.6 Strengthening the Voluntary Sector

Theatres, museums and other cultural spaces run by NGOs that seek to connect contemporary culture with cultural heritage should be awarded the title of Regional Cultural Space.



M8.7 Internationalisation of Culture

Promote Gozo as a creative space for international artists. This might include: 1) the setting up of an Art Freeport in Gozo, making the Island a Southern Europe Regional Art Hub and; 2) the setting up of a design hub.

M8.8 Cultural Governance

Establish a cultural committee to oversee the implementation of the regional cultural strategy, facilitate interregional cooperation between local NGOs and international partners, and establish accessible data collection and exchange.

M8.9 Support to theatres and museums

Theatres and museums scattered around Gozo offer value added to both residents and visitors. Their value goes beyond culture, as it encompasses economic and social benefits. A number of schemes should be launched to: 1) help turn theatres into an all year round cultural hub; 2) help integrate the theatres with the school of drama, music and dance, and other performance arts; 3) and add value to local museums and assist them to sustain exhibitions all year round.



Assessment and Prioritisation of Policy Measures



This section provides a high-level description of how policy measures identified earlier in this Strategy under the eight priority areas can be categorised and prioritised. This is done in view of the fact that the implementation requires prioritisation and resources. We are proposing a Multi-Criteria Decision Analysis (MCDA), that aims to assess the priority of each policy measure in terms of its Effectiveness, Implementability and Futureproofing by considering its contribution or the risks that it poses to several judgment criteria.

METHODOLOGY

The basic concept of a Multi-Criteria Decision Analysis (MCDA) is to evaluate the performance of different policies with respect to a set of judgment criteria that capture the key dimensions of the decision-making problem. Indeed, the criteria considered in this MCDA are to reflect the key needs of the economy of Gozo. These criteria are identified below:

- **Better synergies between sectors** – Improved collaboration between different economic sectors
- **A more balanced approach to investment** – A balanced pattern of investment including productive, human, environmental, climate mainstreaming, social and institutional capital
- **Countercyclicality** – Moderation of the impact of cyclical fluctuations due to the business cycle
- **Socio-demographic balance** – Filling gaps related to demographic imbalances, social cohesion and inequality
- **Potential for mobilisation of social and civil actors** – Promotion of the collaborative action between social and civil actors
- **Ability to attract public and private financial resources** – Attraction of the necessary financial and other resources for implementation
- **Futureproofing** – Sustaining the benefits over the longer term

The following Table sets out the categorisation of these criteria under three key aspects, namely:

EFFECTIVENESS: a measure of the extent to which an intervention is able to achieve its objectives. In this case, the degree of effectiveness of a policy is determined by considering the extent of its contribution towards achieving better synergies between sectors, a more balanced approach to investment, countercyclicality and a socio-demographic balance.

IMPLEMENTABILITY: a measure of the extent to which a policy is easily implementable. This is interpreted in terms of the ability of the policy to mobilise social and civil actors and to attract public and private financial resources.

FUTUREPROOFING: as indicated in the Table, this considers the extent to which the benefits emanating from the policy are sustained over the longer term. For a policy measure to be future proof, it has to be effective and implementable. Against this background, this criterion captures both of these elements together.

Each of these criteria are assigned a weight to reflect their relative importance. The criteria related to effectiveness are assigned the largest proportion with an aggregate weighting of 45 per cent such that each individual criterion carries a weight of around 11 per cent. As for the criteria related to Implementability, an overall weighting of 40 per cent is assigned, thus attributing a 20 per cent weight to each individual criterion. The degree of effectiveness and Implementability of a policy are considered to be more or less equally important for that policy to be feasible, with a slight bias towards effectiveness. Finally, future proofing is assigned a weight of 15 per cent.

| | CRITERIA | EXPLANATION OF CRITERIA | WEIGHTS (%) |
|-------------------------|---|---|-------------|
| Effectiveness | Better synergies between sectors | To what extent does the measure facilitate synergies between different sectors of economic activity? | 11.25 |
| | A more balanced approach to investment | To what extent does the measure promote a balanced pattern of investment between productive, human, environmental, climate mainstreaming, social and institutional capital? | 11.25 |
| | Countercyclicality | To what extent does the measure moderate the impact of cyclical fluctuations due to the business cycle in an economy? | 11.25 |
| | Socio-demographic balance | To what extent does the measure contribute to address demographic imbalances, promote a cohesive social fabric and mainstream equality issues? | 11.25 |
| Implementability | Potential for mobilisation of social and civil actors | To what extent does the measure require and promote the collaborative action between social and civil actors? | 20.00 |
| | Ability to attract public and private financial resources | To what extent would the measure be able to attract the necessary financial and other resources to enable its implementation? | 20.00 |
| Future Proofing | Futureproofing | To what extent are the benefits of the measure likely to be sustained over the longer term? | 15.00 |

A scoring system¹¹ is then established to express the contribution or otherwise of each policy to the above criteria. This scoring method considers not only the expected return or the contribution of the policy measure to the criterion concerned but also any potential adverse risks which the policy might pose to that criterion. Indeed, the scores are interpreted as shown in the Table below.

Following a ranking process, policy measures were categorised into six groups, across the different thematic areas. Policy measures presented in the first group are considered to be the most implementable, offer the most future proofing and are the most effective. On the contrary, policy measures ranked in the last category are considered to be the slowest or most difficult to implement, lack future proofing and are least effective.

| SCORE | INTERPRETATION |
|-------|--|
| 1 | Adverse risks that are not easily mitigated |
| 2 | Potential adverse risks which can be mitigated through careful attention to design and implementation |
| 3 | Neutral |
| 4 | Potential for important contribution to criterion, but requires careful attention in design and implementation |
| 5 | Important contribution to criterion |

¹¹ In deriving the Effectiveness, Implementability and Total scores, a geometric weighting method is applied such that a low score is brought down even further to reflect the fact that a weak score (1 and 2) hurts the criteria even more than a strong score (4 and 5) contributes to the criteria.

The below questions are for indicative purpose only. Interested parties are free to submit their opinions, suggestions and ideas to the Gozo Regional Development Authority.

QUESTIONS

1. Do you agree with the high-level vision being proposed by the Gozo Regional Development Authority?
2. Does this strategy need to give additional weight to any particular area beside the 8 priority areas already mentioned?
3. What additional measures can be added to the ones listed in the consultation document?
4. Do you agree with the concept that standards of living do not depend exclusively on income? What other factors should be considered?
5. Do you think there is a trade-off between economic growth and conservation of the natural environment? If so, what weight should be given to the natural environment vis-à-vis the economy?
6. In what ways can fiscal incentives be used to attract more business in Gozo?
7. How can Gozo benefit from an environment which is conducive to Research & Innovation?
8. How can we diversify the Gozitan economy? What other economic niches should be targeted?
9. What are your views of the link between social development, inclusivity, and the changing social fabric of Gozo?
10. Do you see a bigger role of Culture, History and Arts in Gozo?
11. How can Gozo overcome the challenge of having inherent natural limitations?
12. How much do you value connectivity with the main Island?
13. Do you agree with the proposed methodology for prioritisation of measures?
14. What are your views about the further involvement of the private sector in the implementation of specific measures?



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