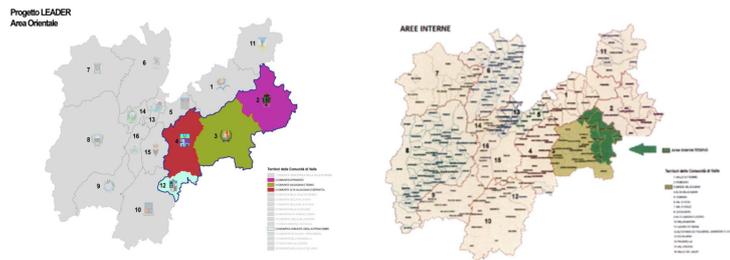


ALPJOBS

Anticipate Future Jobs on Alpine Remote Areas



Work package 2.3

Report on Local Strategic Scenarios

LAG "Trentino Orientale"

Inland Area/Remote Area "Tesino"

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1. Common Decision Focus

Source: Guidelines *"Tuning local strategic scenarios"* slide 7.

2. Common Key Decision Factors

Source: Guidelines *"Tuning local strategic scenarios"* slide 8.

3. Common Driving Forces

Source: Guidelines *"Tuning local strategic scenarios"* slide 9.

4. Common Clusters of Driving Forces

Source: Guidelines *"Tuning local strategic scenarios"* slide 10.

5. Critical uncertainties for the local system

Source: Guidelines *"Tuning local strategic scenarios"* slide from 11 and 12

Predetermined	(truly) Uncertain
<p>agri-policies family issues migration issues land use dynamics sustainable issues education systems public services</p>	<p>local politics connecting technologies international relations</p>

Predetermined

Agri-policies: no changing on the medium- long- term of subsidies from EU despite their probable slow decreasing; competition in agri-products by plain-flat areas agri-products will remain;

Family issues: rural remote areas area is rather conservative; dynamics have shown in "Final Report on Local trend_LAG-Trentino Orientale and Inner-Area Interna Tesino"; retirement policies are handed to national level will likely maintain the same direction;

Migration issues: immigration from non-EU and other EU-countries will remain more and less at the same level because of also further investments by EU; this kind of immigration will not affect existing balance of residents; rural remote areas do not seem to be so attractive for foreigners if not for a medium term. Migratory balance (see commuters) within the rural remote area and Trento province for study and work purposes will maintain more and less the same trend.

Land use dynamics: barriers in buying land or to become entrepreneur, pasture abandonment, forest management/abandonment by private land owners will remain more and less as it is;

Sustainable land use: in next 12 years awareness about climate change, request for nature and green jobs, energy literacy, support acceptance of mountaineers by society (urbans) awareness for ecological agriculture (pesticides) will not change so rapidly; of course, extreme events (see natural disasters) on rural remote areas could occur but their link to climate change remains still unclear;

Education system: the local formal system is rather conservative and not yet prone to face deviation from the current path; informal and formal system are still depending on rather stable public subvention; radical reforms handed to national level will maintain the current system

Public services: decentralization of education and services and decrease in public services will slowly changing in the rural remote areas.

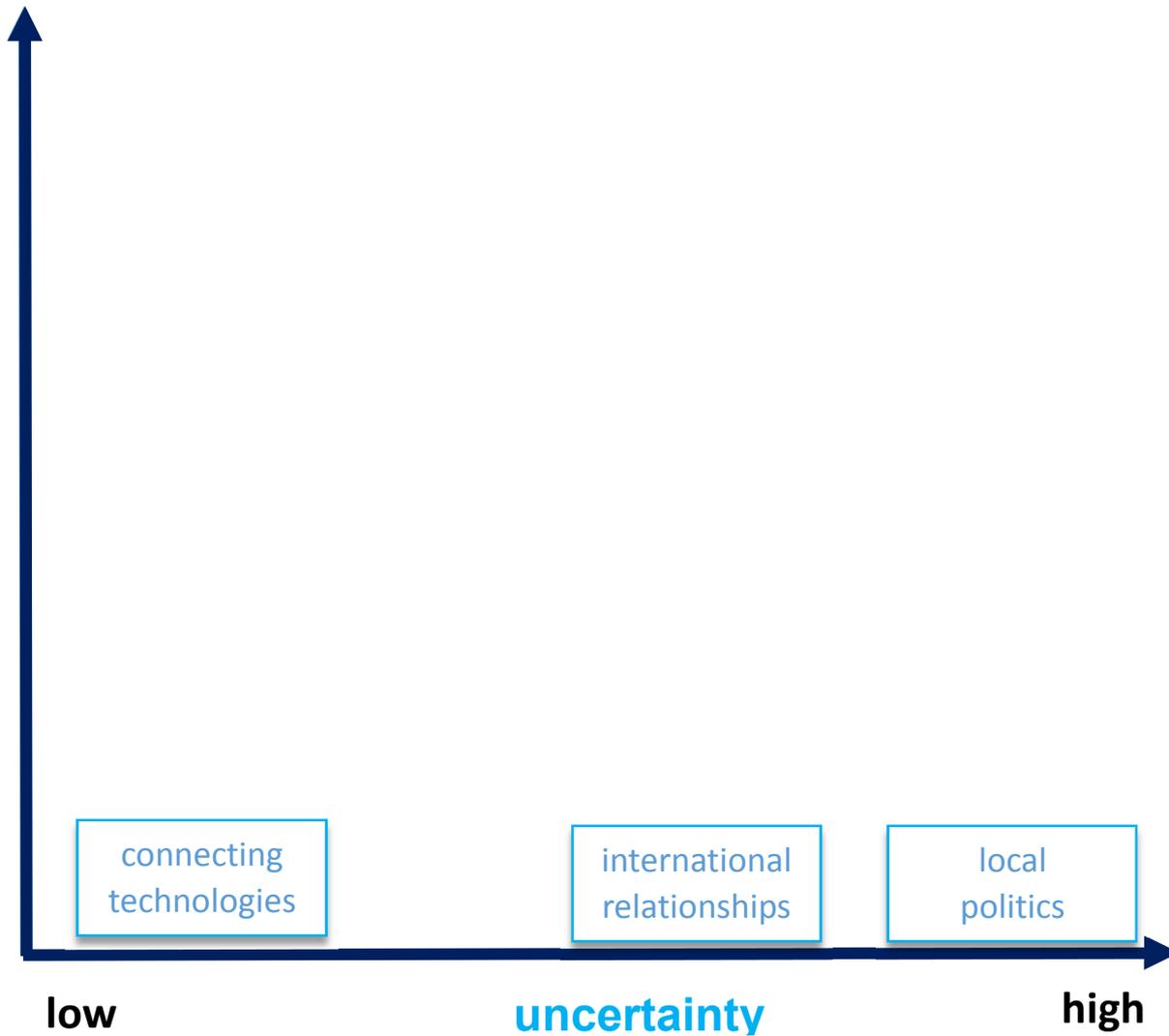
Uncertain

Local politics is considered really uncertain both a regional level (see Autonomous Province of Trento) and municipality as well as LAG level. Political parties and policy makers are perceived to have changed too many times politics' trajectories in last three "five-year" periods causing relatively unstable political system and absence of strategic both medium and long run goals. Squabbles and localism are considered to continue and hinder mainly rural remote areas. This is clearly evident at national level. EU policy and national policy makers are recognised to promote insufficiently rural remote areas and not capable to catch up continuous challenges also in next 12 years.

International relationships among countries are partially handed over to Regions of alpine area. These are managed mainly at national level and rural remote areas are the most damaged by the global political and economic crises. Tariff barriers, silent and existing wars, uncontrolled "large scale" emigration and disputes among worldwide leading countries are the main factors affecting medium and long term political and economic choices. People are holding to be true that next 12 years will remain uncertain and probably worsening.

Opportunities provided by connecting technologies are running rather fast. Rural remote areas are usually the last ones that are implementing the technological innovation. Investments on communication technologies are privileging both urban and urbanized towns. Despite of former strong investments on this field, rural remote areas perceive that is not sure to get in time the updated innovation to allow to be competitive to attract people, young, tourist and firms on their territories. Further significant steps of these technologies and further investments in the next 12 years is difficult to predict.

Ordering the “truly uncertain variables” by their uncertainty

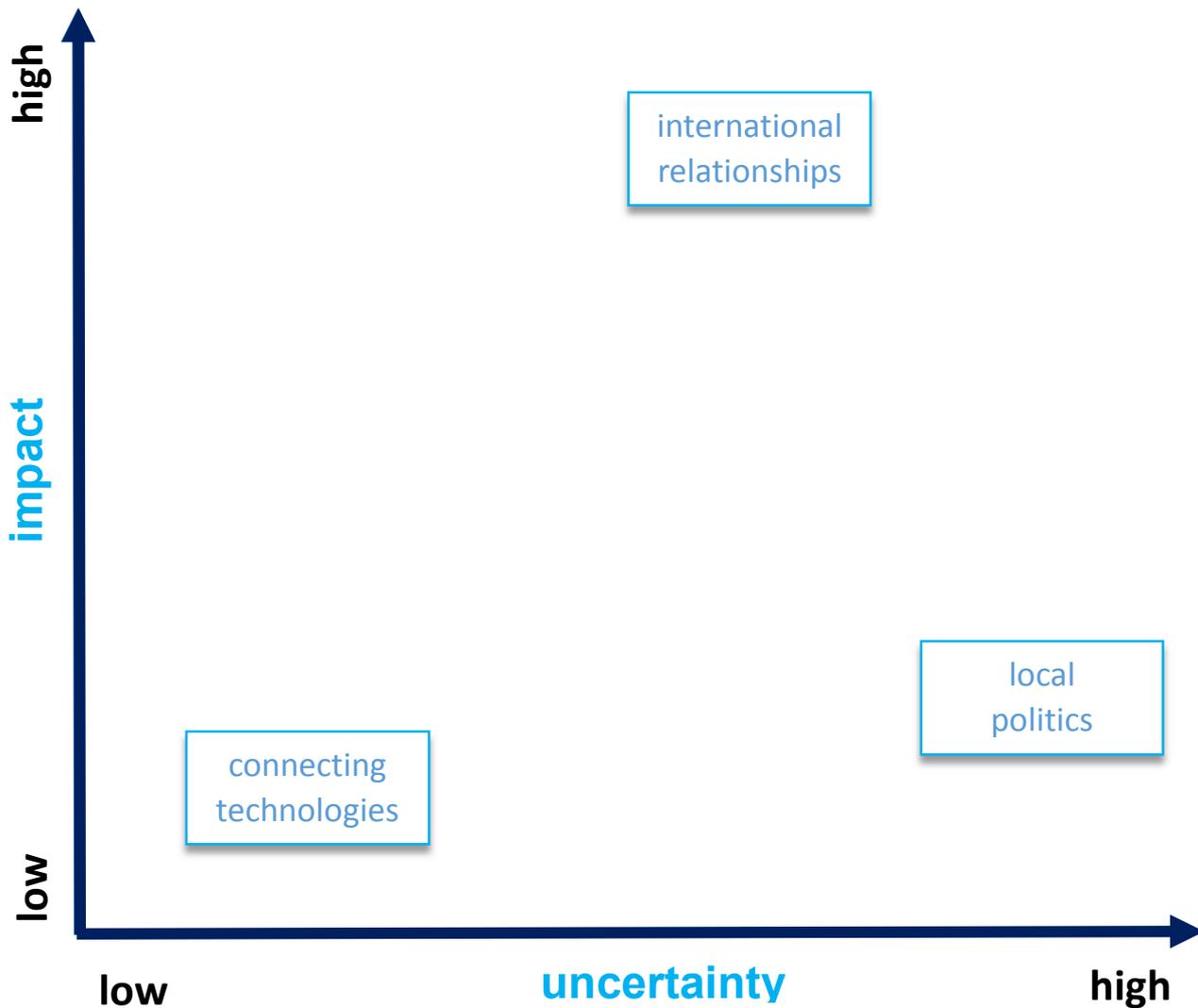


Local politics: see notes as described on page 4 of this report.

Uncertainty on international relationships as to rural remote areas will affect main economic sector when politics is aiming to attract new buyers and tourists. Closure of national borders (i.e. Schengen Treaty) linked to a rather unstable politics could affect costs of raw materials and processed products both to be imported or exported. If this will situation will occur and be stable many current local firms, enterprise and could be influenced in terms of either or closing the activity. This situation is closely linked also local politics.

Despite their rapid evolution, the development of connecting technologies have to take into account the low level of literacy of the population and heavy weight of bureaucracy in implementing on the mountain rural remote territories. Profound changes in next 12 year will not occur as in local politics and international relationships.

Ordering the “truly uncertain variables” by their impact

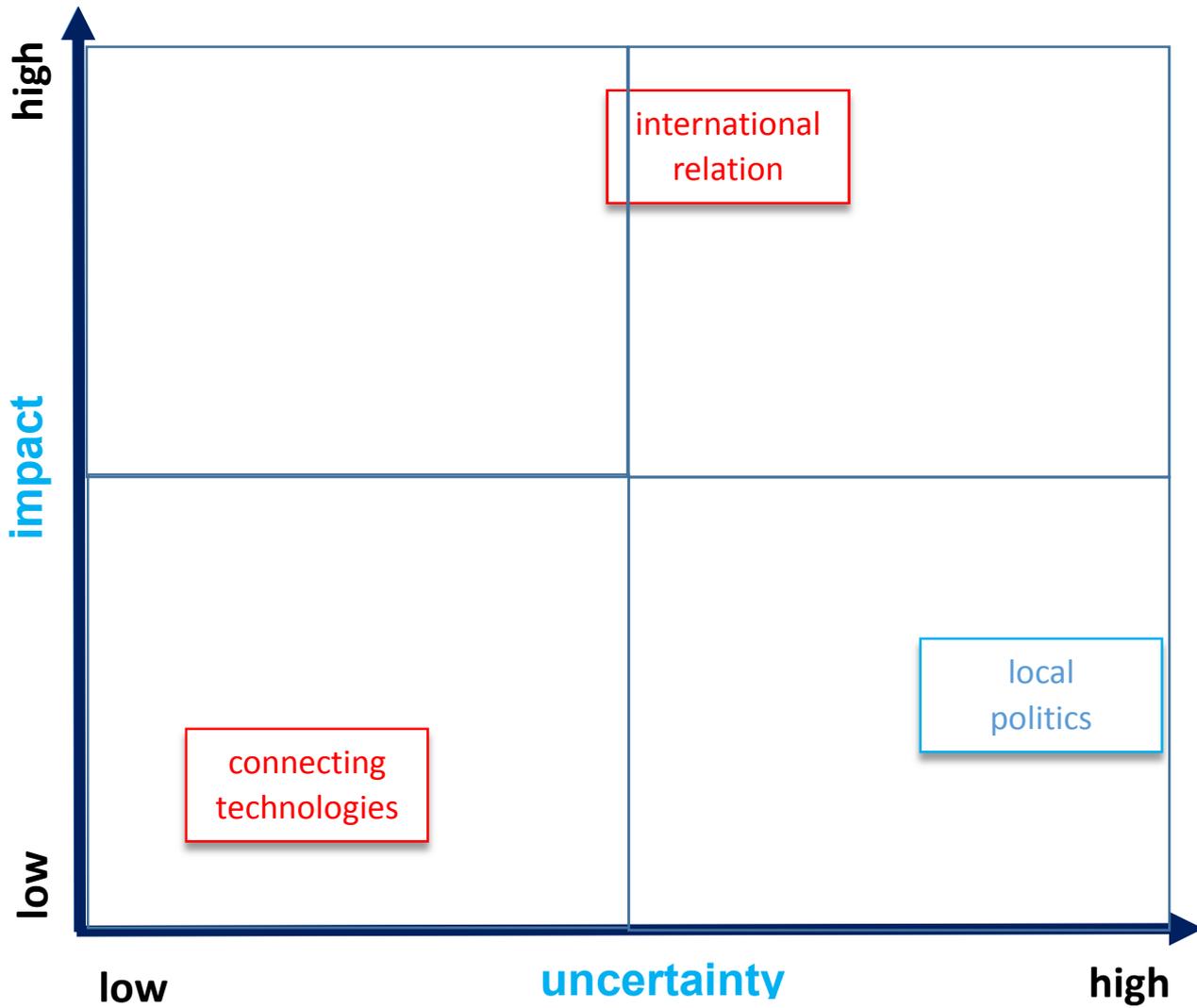


International relationships: see note on page 5.

Local politics: see notes as described on page 4 of this report. In addition when politics is based mainly on common consent, political choices not always are aiming neither to effectiveness nor efficiency of the solutions to cope problems of rural remote areas.

Despite their rapid evolution, the development of connecting technologies have to take into account the low level of literacy of the population (due mainly to increasing rate of aged people and people over 34 years old) in rural remote areas. Heavy weight of bureaucracy in implementing on the mountain rural remote territories have to be considered not changing in next 12 years.

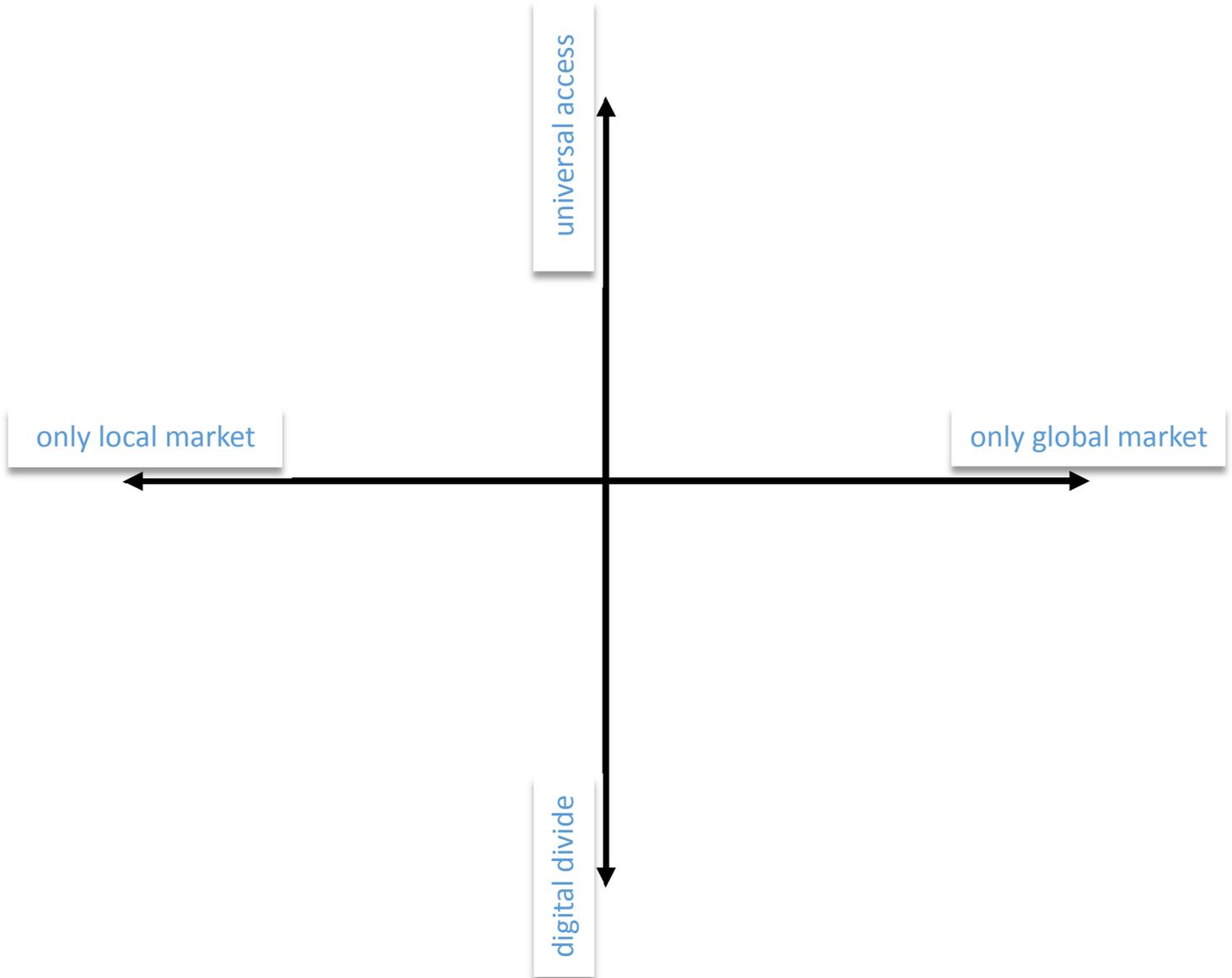
Selection of the most uncertain and most impacting variable



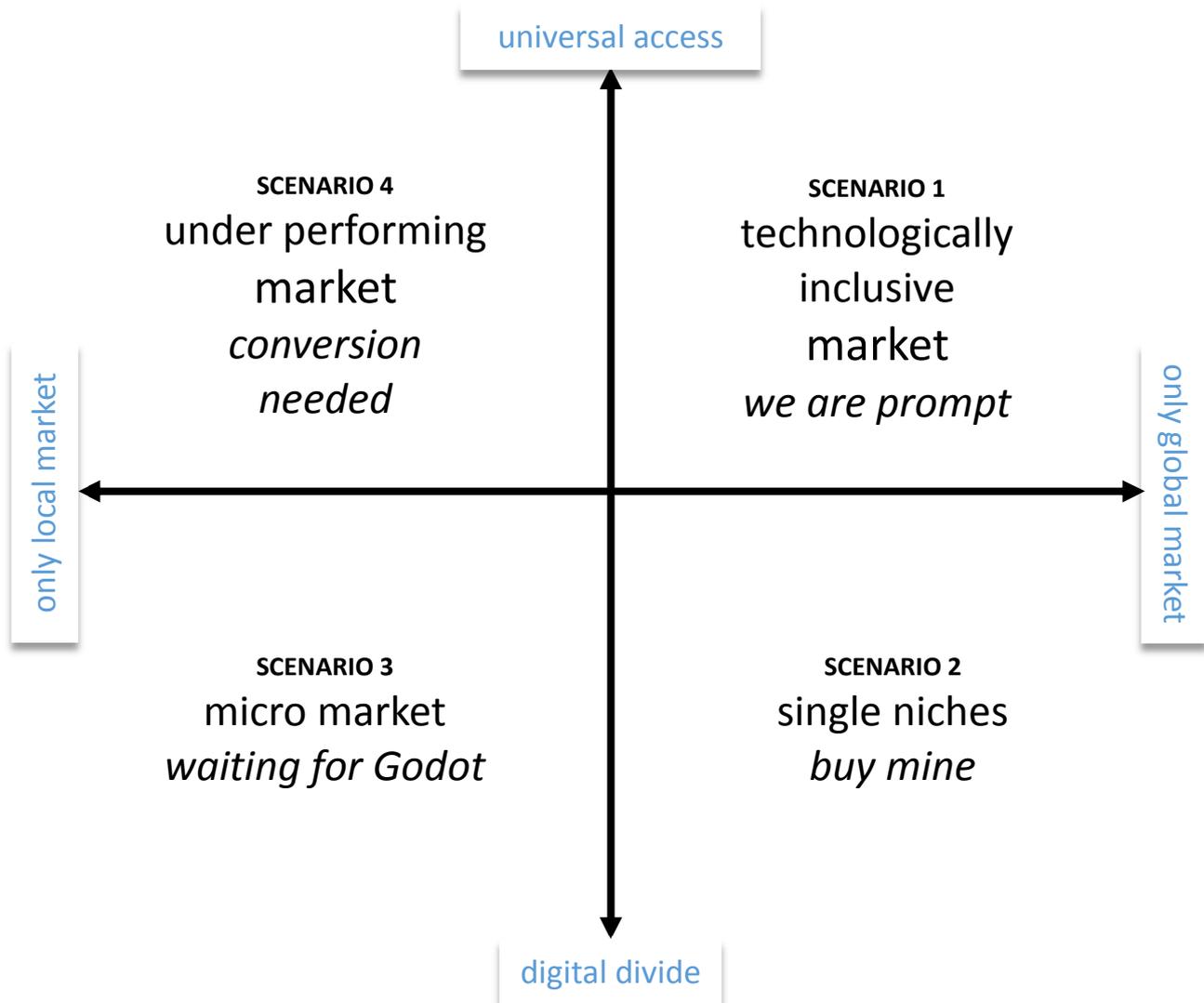
6. Scenario Framework for the local system

Source: Guidelines "Tuning local strategic scenarios" slides 12

Setting the framework



Finding a slogan

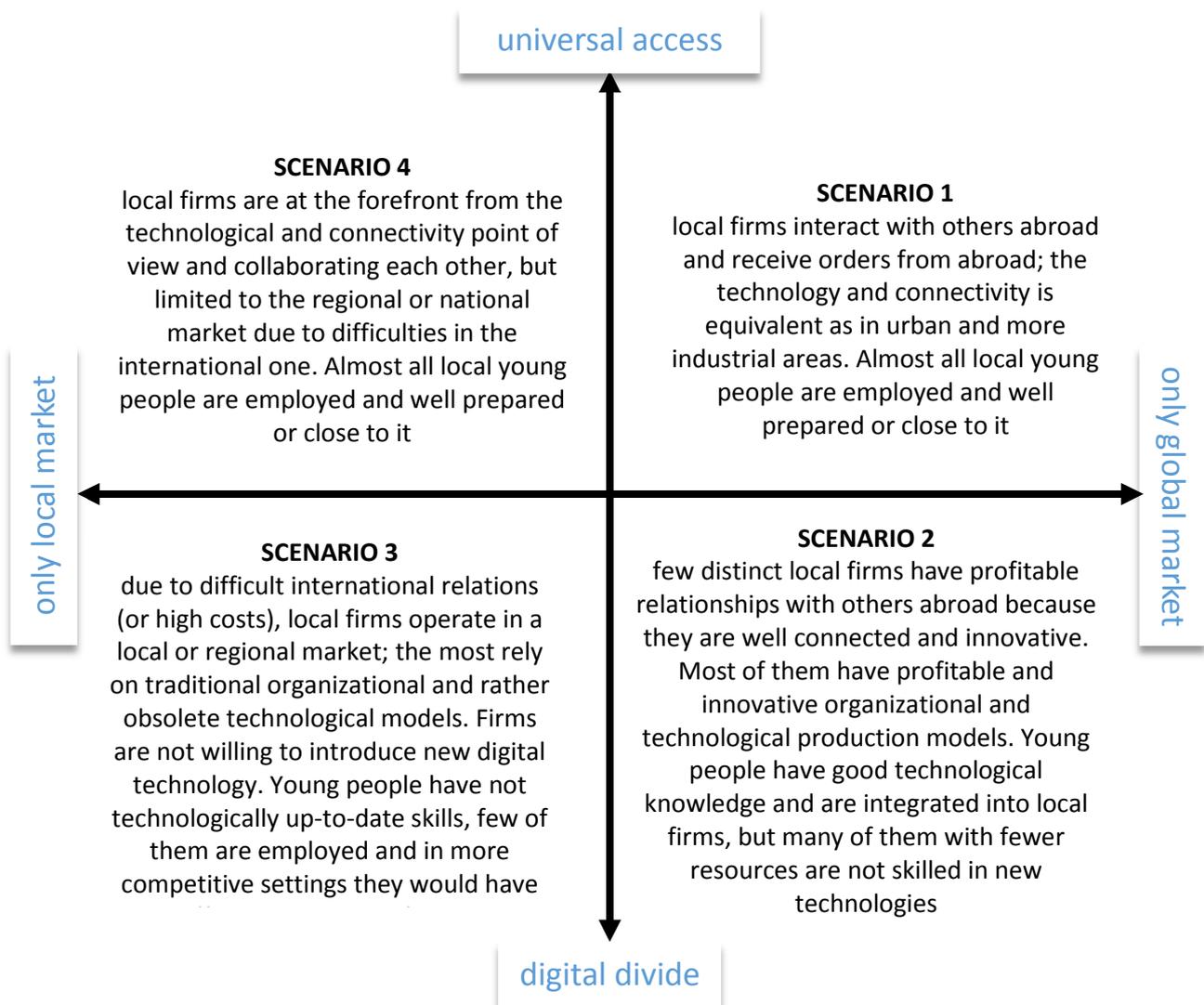


Scenario 1: all rural remote areas are technologically connected (it does not mean that all people and firms are equipped with the most advanced one and use it). Social and economic actors (agriculture, forestry, tourism, food production, ...) can operate in the global market and they could approach markets that are culturally and geographically distant. High competences are required. People are willing to stay in the territory and sporadically commuting for work either in lowland or urban areas within or outside of the Region. IT generates consistent and robust quality of life for all the inhabitants.

Scenario 2: just few social and economic actors (agriculture, forestry, tourism, food production, ...) of the rural remote areas are able to use communication infrastructures and approach global markets because of the level of literacy; in some case not all of the actors are reached by them because of dispersed settlement pattern. Just the most competitive firms, innovative and attractive goods and services will offered. High competences are anyway required to young. The majority of people is willing to stay in the territory. Commuting for work either in lowland or urban areas within or outside of the Region is slowly increasing. IT generates consistent and robust quality of life for some inhabitants.

Scenario 3: few social and economic actors (agriculture, forestry, tourism, food production, ...) of the rural remote areas are able to use communication infrastructures and approach global markets because of the level of literacy; in some cases not all of the actors are reached by them because of dispersed settlement pattern (even though IT infrastructures are up to date not all have enough competence to use efficiently and effectively). Social and economic actors of the rural remote areas refer just to local market. They are waiting for customers and keeping in touch personally. The majority of people is not willing to stay in the territory. Commuting for work either in lowland or urban areas within or outside of the Region is highly increasing. IT generates consistent and robust quality of life for some inhabitants.

Scenario 4: all rural remote areas are technologically connected (it does not mean that all people and firms are equipped with the most advanced one and use it). Social and economic actors with their activity (agriculture, forestry, tourism, food production, ...) are not so competitive. They could operate in the supra-regional market and approach markets that are similar. Good IT competences are required. Firms have the possibility to innovate and make more attractive goods and services that are selling to markets. People are willing to stay in the territory. Commuting for work either in lowland or urban areas within or outside of the Region is slowly increasing. IT generates consistent and robust quality of life for the majority of the inhabitants.



7. Scenario Characteristics for the local system

Source: Guidelines “*Tuning local strategic scenarios*” slides 14, 15, 16.

Explaining scenarios

Scenario 1

(Predetermined variables)

Agri-policies: in 2030, will be likely similar to those of today; innovative multifunctional farmers will have more opportunities than conservative ones;

Family issues: in 2030, dynamics will not change: ageing of population will remain more and less the same and young are looking to create a family in the area;

Migration issues: in 2030, immigration from non-EU and other EU will not affect existing balance of residents; the area remains not attractive for them; migratory balance (see commuters) within the rural remote area and Trento province for study and work purposes will slightly increase because of improved economic situation;

Land use dynamics: in 2030, barriers in buying/renting land or to become entrepreneur, pasture abandonment, forest management/abandonment by private land owners will remain more and less as it is;

Sustainable issues: in next 12 years awareness about climate change, request for nature and green jobs, energy literacy, support acceptance of mountaineers by society (urbans) awareness for organic and more integrated agriculture (less use synthetic active principles and new more eco-compatible molecules) has changed rapidly; extreme events (see natural disasters) on this area could occur but their link to climate change remains still unclear

Education system: the local formal system is less conservative and rather prone to face deviation from the current path; informal and formal system are still depending on rather stable public subvention; radical reforms handed to national level will maintain the current system;

Public services: in 2030, decentralization of education and services and decrease in public services will not occur in this area.

(Uncertain variables)

Local politics: is considered less uncertain both at regional level (see Autonomous Province of Trento) and municipality as well as LAG level. Political parties and policy makers are maintaining politics’ relatively stable as to both medium and long run goals. EU policy and national policy makers are recognised to promote rural remote/marginalized areas and trying to catch up continuous challenges also in next 12 years;

Connecting technologies: in next 12 years opportunities provided by connecting technologies will be implemented. Thanks to strong investments on this field, this area is sure to get in time the updated innovation to allow to be competitive to attract people, young, tourist and firms on their territories. Further significant steps of these technologies and further investments in the next 12 years are difficult to predict;

International relations: in next 12 years global political and economic crises will remain more and less the same. Tariff barriers, silent and existing wars, uncontrolled “large scale” emigration and disputes among worldwide leading countries are the main factors affecting medium and long term political and economic choices. The situation will remain uncertain even though stable.

Scenario 3

(Predetermined variables)

Agri-policies: in 2030, will be likely slowly worsening to those of today; innovative multifunctional farmers will have less opportunities than before;

Family issues: in 2030, dynamics will not change: ageing of population will remain more and less the same and young are not looking to create a family in the area;

Migration issues: in 2030, immigration from non-EU and other EU will not affect existing balance of residents; the area remains not attractive for them; migratory balance (see commuters) within the area and Trento province for study and work purposes will slightly increase because of improved economic situation;

Land use dynamics: in 2030, barriers in buying/renting land or to become entrepreneur, pasture abandonment, forest management/abandonment by private land owners will remain more and less as it is;

Sustainable issues education systems: in 2030, in next 12 years awareness about climate change, request for nature and green jobs, energy literacy, support acceptance of mountaineers by society (urbans) awareness for ecological agriculture (pesticides) will not change; of course, extreme events (see natural disasters) on the area are worsening but their link to climate change remains still unclear;

Public services: in 2030, decentralization of education and services and decrease in public services will increase in this area.

(Uncertain variables)

Local politics: is considered really uncertain both a regional level (see Autonomous Province of Trento) and municipality as well as LAG level. Political parties and policy makers are perceived to have changed too many times politics' trajectories in last three "five-year" periods causing relatively unstable political system and absence of strategic both medium and long run goals. Squabbles and localism are considered to continue and hinder mainly this area This is clearly evident at national level. EU policy and national policy makers are recognised to promote insufficiently rural remote areas and not capable to catch up continuous challenges also in next 12 years

Connecting technologies: opportunities provided by connecting technologies are running rather fast. Tesino is as usual the last one implementing technological innovation. Investments on communication technologies are privileging both urban and urbanized towns. Despite of former strong investments on this field, people of this area perceive that is not sure to get in time the updated innovation to allow to be competitive to attract people, young, tourist and firms on their territories. No significant steps for the introduction in Tesino of these technologies and further investments in the next 12 years are most likely to occur;

International relations: among countries are partially handed over to Regions of alpine area. These are managed mainly at national level and this area is the most damaged by the global political and economic crises. Tariff barriers, silent and existing wars, uncontrolled "large scale" emigration and disputes among worldwide leading countries are the main factors affecting medium and long term political and economic choices. People are holding to be true that next 12 years will be worsening

Short narration for Scenario 1

Marco, born and living in Tesino, is a 34 years old structural engineer for solid building and timber construction. He is married with Roberta bioengineer with as son Gianni (3 years) and a daughter Miriam (1 year old). After brilliant completion of his engineering studies at University of Torino, he started his professional career as a trainee in a multinational construction company located in Milano. During this period he attended certified courses to get a solid knowledge of the English language and human resources management. He worked in different countries and when he was 30 years old became the main responsible of structural wood design of building in North America. To increase company's shares in the market he decided to move to British Columbia-Canada with his family. There he gained new insight in teleworking to increase performance of designing modular wood building and better link activities of professionals involved in installing and finishing home. Each summer he was having holidays with his family in Tesino to meet up his parents and go trekking and climbing peaks of Lagorai's mountain chain; so did in winter for Christmas to delight winter sports and snowshoeing excursions on local Pre-Alps (passo Brocòn and Altopiano del Celado) In 2023 the installation of ultra-wideband 100 Mb/s in Tesino was finalised. When his parents died, he decided to restore family house in centre of Castello Tesino and the hut lodge in Cinte Tesino according to traditional building customs. Thanks to slow de-seasonalised tourism policy carried out in Tesino he decided to adhere to the regional renting network of "typical houses of Tesino" and "Vacanze in Baita". He was able to manage the business thanks to his knowledge of internet opportunities, interact with local Pro Loco to supply experiential activities and to employ part time local cleaning women. In 2028 came back to Tesino to manage directly the tourism business and help his young brothers in their activity. Roberta engaged in local first aid volunteering. Two young Marco's brothers, who received in Borgo Valsugana respectively the degree of surveyor and computer expert, have been involved in the management of Marco's design firm and are collaborating to expand the activity with other worldwide big companies by telecommuting "office to office. Their children are growing up using all facilities provided by the local services for kids.

Short narration for Scenario 3

Maria, born and living in Tesino, is 33 years old and works as a waitress in a local supermarket. She is married with Luigi, mason, 34 years old working in summer as "handyman" in the same hotel and in winter as employee at ski-lifts plants on Passo Brocòn; moreover, he serves as voluntary fireman in the Volunteer Fire Brigade of Pieve Tesino. They have a 11 years old daughter Miriam who is studying at lower secondary school and her dream is to become geriatrician to provide home aid and assistance to the mother grandparents living in the same two-storey house and get a job in the nursing home either in Tesino or in the District of Bassa Valsugana. Maria and Luigi use quite expensive and performant smartphones for calls and socializing and have a basic knowledge of emailing and internet with PC, too. Maria did not put enough effort into studying economy so that when she was 16 years old abandoned the vocational training centre in Borgo Valsugana. After having received a training course as a sale staff provided by the local Provincial Labour Agency and located in Trento (moving by public transport), she was hired 2014 as a waitress in a restaurant in Castello Tesino which in February 2015 closed down the activity. The majority of new jobs within Tesino and District were casual, insecure part-time positions and low-wage so that in 2018 she got married with Luigi. At that time Luigi was owning a small contracting construction enterprise that bankrupted in 2026 because of non payment by building companies. In order to better contribute to the family income, Maria went to local provincial Labour Agency that proposed a course as food sale staff always in Trento which lead to a part time position in current small supermarket. In 2030 two new discounts have opened in Borgo Valsugana and she fears to fired out again. Inspired by her daughter, she would like meanwhile to resume her studies attending the evening course "Vocational training for "social-health care services" provided by the Vocational Training Centre where Miriam is currently studying. Maria and Miriam are supporting each other encouraged by Luigi who is still unemployed.

8. Scenarios to Strategy for the local system – Implications, Issues & Options

Scenario 1

Threats

- national tax burden on firms does not change
- new changes in national labor law
- bureaucracy burden will not change
- age structure of local population doesn't change significantly and may imply a smaller and less-willing workforce
- knowledge of foreign languages remains rather basic
- local transport system and communication is slowly improving
- stagnation of the economic growth at EU level

Opportunities

- telecommuting (in terms of virtual company or satellite centre or proximity or office to office)
- new qualified jobs opportunities due to technology and its integration into all value chains; new firms are being attracted to settle their business in the area
- informal education can establish new alliances between businesses and schools
- creation of a new innovation centre that interlink new and traditional value chains
- deseasonalisation of tourism (longer period of opening hotels, agrotourism); hotel, farmers, ... have more clients for a longer period
- networking between tourism operators and providers, hoteliers, farmers, craftsmen and local museum system

Winners

- municipalities, thanks to improvement of broadband performance, maintain minimum level of common services
- young families are settling in the area
- disabled persons will have access to personal and ad hoc services
- more proactive youngers are more competent to maintain the job and flexible to either face possible unemployment or change jobs or creating their own businesses
- innovative firms (new business related to new technologies); current firms based on local products and activities as well as SMEs are more resilient to market waving and rallies

Losers: just those who are abandoning their studies or are not willing to improve their competences

Allies

- public local authorities because the good economic situation leads to more tax income
- local banks (cassa rurale) for added ground level credit
- local craftsmen (e.g. carpenters) to furnish apartments, new houses, hotel,
- firms of the low valley interested either to have personnel not moving or investing in Tesino area
- local building constructors getting new opportunities to restore local houses
- district and regional TEV centres will widen and diversify the contents of the offer
- local private advisors to develop projects subventioned by regional, national and EU funds
- landowners looking to rent apartment

Opponents

- old style local policy makers and entrepreneurs with relatively weak entrepreneurial spirit representing the aristocracy of the area

Scenario 3

Threats

- regional public authorities do not continue to sustain firms of remote/marginalized areas
- economic growth at EU level is worsening as well as bureaucracy burden
- changes in national labor law are continuing
- local transport and communication system have not changed
- inexorable ageing of population
- obsolete thematic tourism products; no upgrading of tourist facilities; downsizing and outsourcing plan of firms; layoff of workers, unemployment, commuting trends are increasing
- low self-esteem by youngster
- no innovative contents to lifelong learning are being set up by TEV centres
- increase in part-time and temporary jobs and less time for community services; youth unemployment is growing
- firm closing causes decreasing values in the local real estate sector

Opportunities

- decreasing price of productive and residential buildings (see real estate)
- workforce easily available (in the short period)

Winners

- speculators will buy abandoned houses/apartments
- few competing firms will remain with more possibilities of monopolise sales of local goods and services

Losers

- young generation
- municipalities will lose the possibility maintain minimum level of common services for the population
- the most innovative firms either close up or relocate (in low valley) their activities
- farmers not able to use innovative IT tools
- employee linked to losing value chain firms will move away from territory

Allies

- old style local policy makers and entrepreneurs with relatively weak entrepreneurial spirit representing the aristocracy of the area

Opponents

- education authorities because schools will be closed.
- public local authorities because the bad economic situation leads to less tax income.
- innovative businesses (see above), because the of the bad conditions for developing the business.