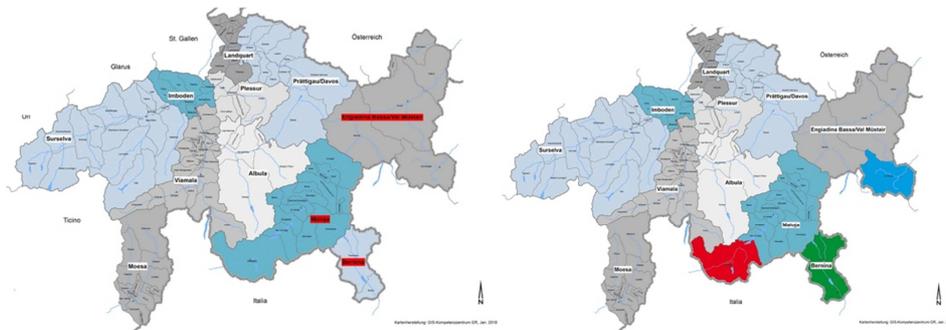# ALPJOBS

Anticipate Future Jobs on Alpine Remote Areas

Work package 2.3

Report on Local Strategic Scenarios

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1. Common Decision Focus

See Guidelines "*Tuning local strategic scenarios*" slide 7.

2. Common Key Decision Factors

See Guidelines "*Tuning local strategic scenarios*" slide 8.

3. Common Driving Forces

See Guidelines "*Tuning local strategic scenarios*" slide 9.

4. Common Clusters of Driving Forces

See Guidelines "*Tuning local strategic scenarios*" slide 10.

5. Critical uncertainties for the local system (SELECTED AREA)

See Guidelines "*Tuning local strategic scenarios*" slide from 20 to 25

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

PoP's Example

Agri-policies are more predetermined than uncertain because they are part of the national politics which heavily subsidies agriculture and changes until 2030 are quite unlikely.

As regards family issues, the range of future outcomes is rather narrow. Gender balance should get more equal and retirement will likely be postponed but overall it should keep developing in the same direction.

The education system is also stable, although there were several reforms in order to update the system, in the next 12 years it's very likely that the development will proceed in the same direction. This critical uncertainty tends to be predetermined.

Digitalization brought a lot of changes in the public services, but since those changes concern more how public services are guaranteed, and not if they are guaranteed. The scenario is therefore more predetermined than uncertain.

Since Switzerland has a solid migration policy and the selected areas never experienced a strong migration it's unlikely that the situation before 2030 will drastically change. This critical uncertainty tends to be predetermined as well.

The land use dynamic's future can also be seen as predetermined, since the usage of the land is regulated on national level. Agriculture is well subsidized and it's unlikely that forest and pasture abandonment will be an issue in the next 12 years.

Local politics can be seen as uncertain. In the next 12 years three elections will occur and the outcome is uncertain, due to populism and localism both on municipal, cantonal and national level.

Connecting technology are also uncertain, the development in this field is very fast and in the next 12 years major changes can be expected. Uncertain is also if the new technologies will bring new possibilities to the areas or if they will lead to further centralization.

International relationships are highly uncertain as well, the spread of populism in Europe and some constitutional initiatives could aggravate Switzerland's relations with the international community.

Sustainability issues are highly uncertain as well, climate change is already happening and it's hard to predict the consequences that it will have on the selected remote areas.

impact

| local politics | sustainability issues | connecting technologies | international relations |

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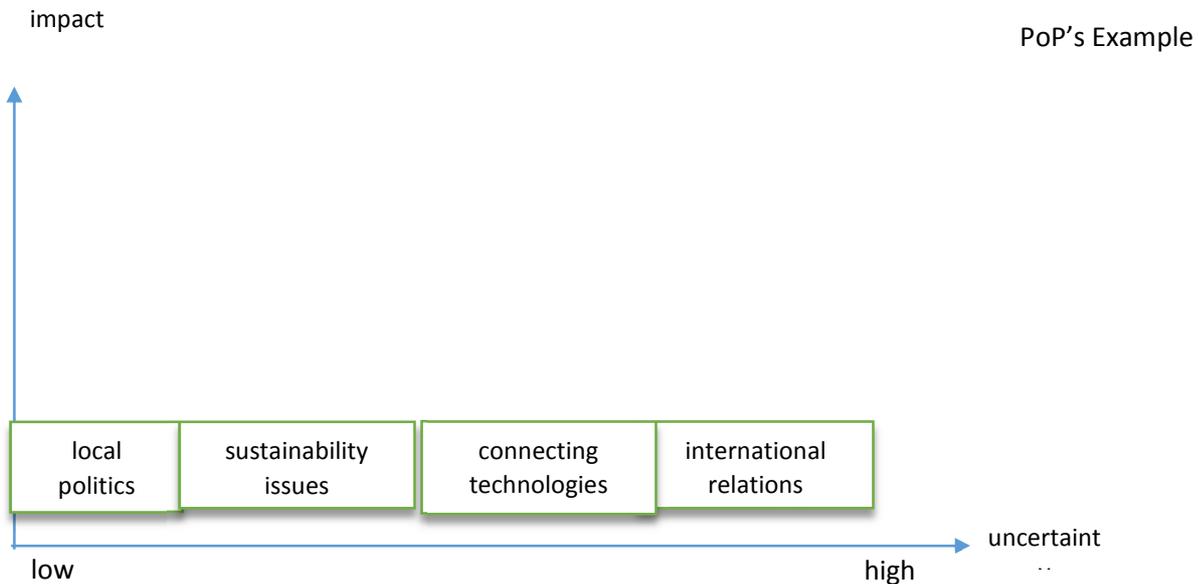
Politics in Switzerland is in generally very stable and this applies also to local politics. The same parties are being represented since decades and strong shifts are unusual, therefore this is the less uncertain of the four driving forces.

Sustainability issues and climate change are very important for the selected regions, since the alps are a fragile ecosystem. The outcome of this driving force is however less uncertain than connecting technologies because climate change is being studied and it's already possible to predict some trends (less rainfall, higher temperatures, stronger storms etc.). People are getting more aware and it's likely that it will proceed in this direction.

Connecting technologies had a strong development in the last years, changing more and more people's everyday life. Looking at the fast development in the last decades it's difficult to predict which impact they will have on the selected regions. The range of future outcomes is however lover than international relationships because there are less factors involved.

International relations are the most uncertain driving force, since several countries are involved and international relations are influenced by many factors the range of possible outcomes is very wide.
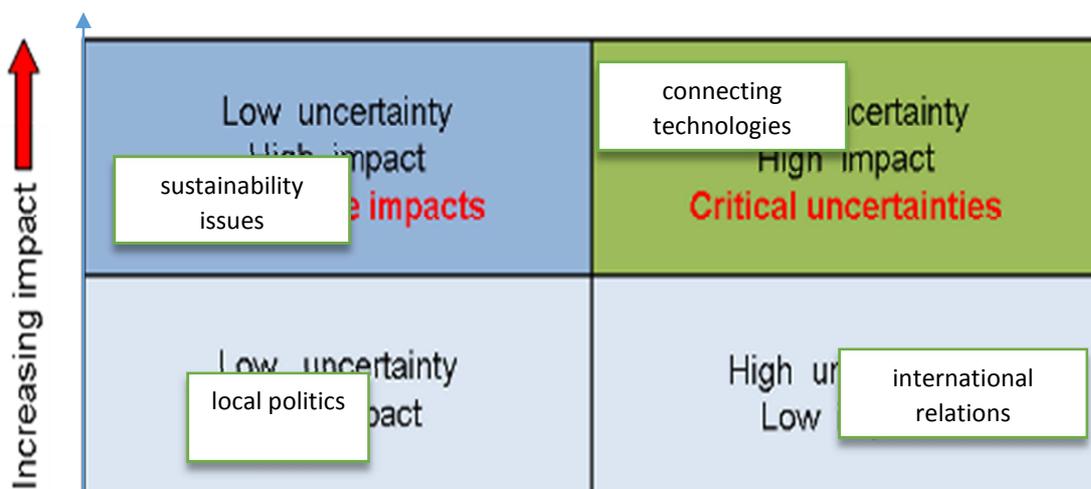
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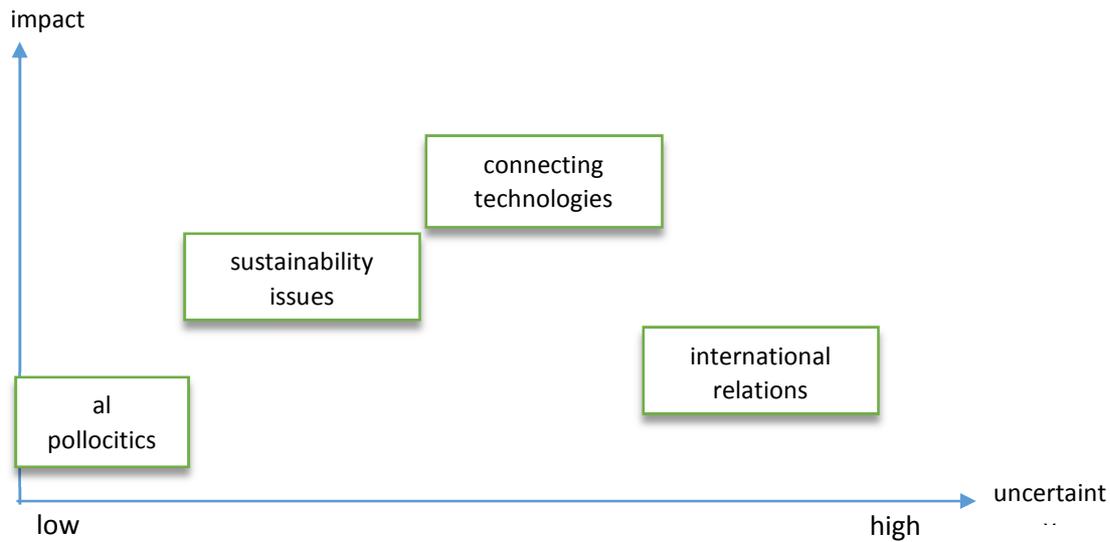
The impact that local politics have on the selected region is not so storng, the political system is very stable and based on consent. The three political levels (national, cantonal and municipal) guarantee stability and therefore it's unlikely to have a strong impact before 2030.

International relations don't have a huge impact on the selected areas either since the economy of the regions is not directly linked with international relationships.

Since the selected regions are located in the alps sustainability issues have a heavy impact on the future. Agriculture and tourism, as well as the safety of the inhabitants could be affected if sustainability issues are not addressed, making the remote areas uninhabitable.

The variable connecting technologies is considered to have the highest impact on the future of the selected areas since it's developing very fast and in the next 12 years will likely change communication, logistic and production.

Increasing impact

Low uncertainty
High impact
e impacts

sustainability
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connecting
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icertainty
High impact
Critical uncertainties

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6. Scenario Framework for the local system

See Guidelines "*Tuning local strategic scenarios*" slides 13, 27, 28

6.1. Clustering of driving forces
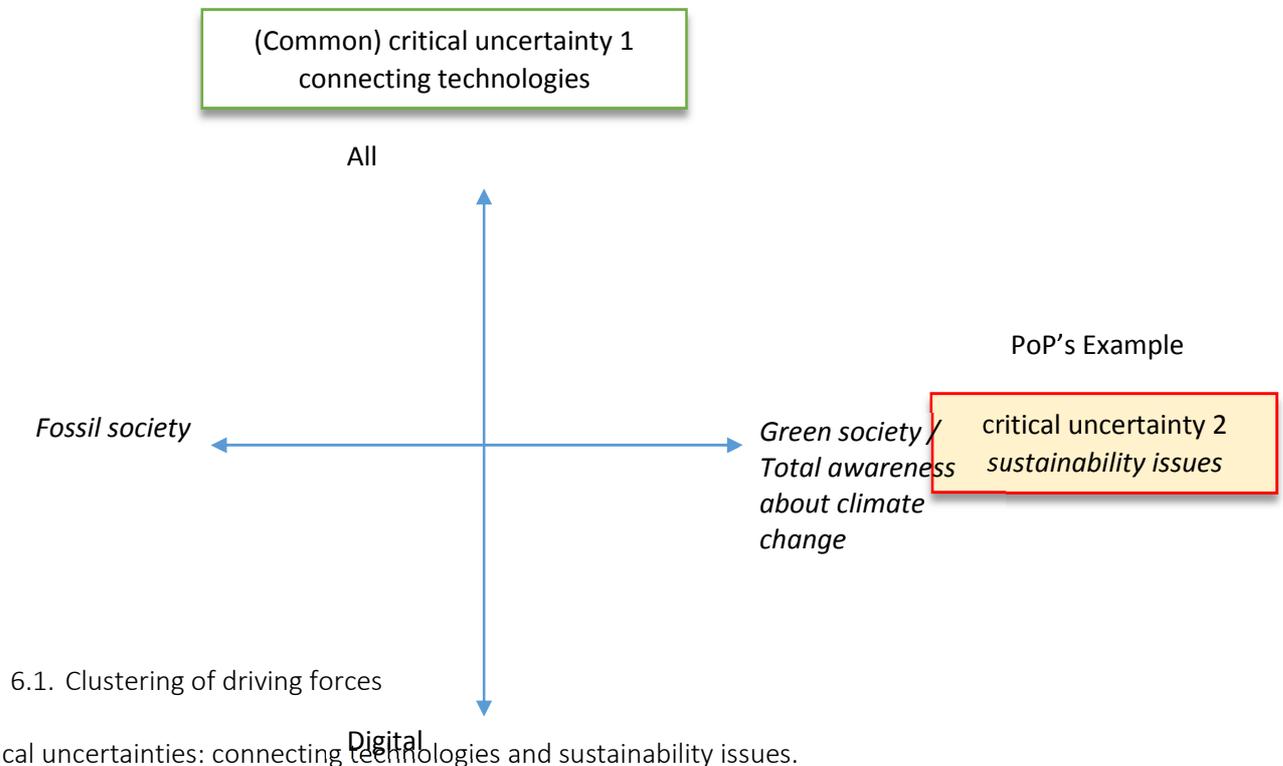
Critical uncertainties: connecting technologies and sustainability issues.

Connecting technologies for the selected areas mean high speed internet connections available for the whole population, technology at the service of the different relevant economic sectors (agriculture, forestry, tourism, food production, …), technology integrated in all public services (mobility, healthcare, education, …).

The technological evolution in the next years will likely help the selected areas to develop strategies that integrate traditional skills with high-tech. Technology will be part of everyday life also for remote areas and creates a high quality of life for all the inhabitants of these areas.

Technology will influence all aspects of life, both in private and public.

Sustainability issues for the selected areas are central to guarantee the possibility to live in a remote area and to create new job opportunities related to traditional sectors but also in the high-tech sector. Green jobs, renewable energies, local organic biodynamic food value chain, forestry can be developed without putting in danger the environment.

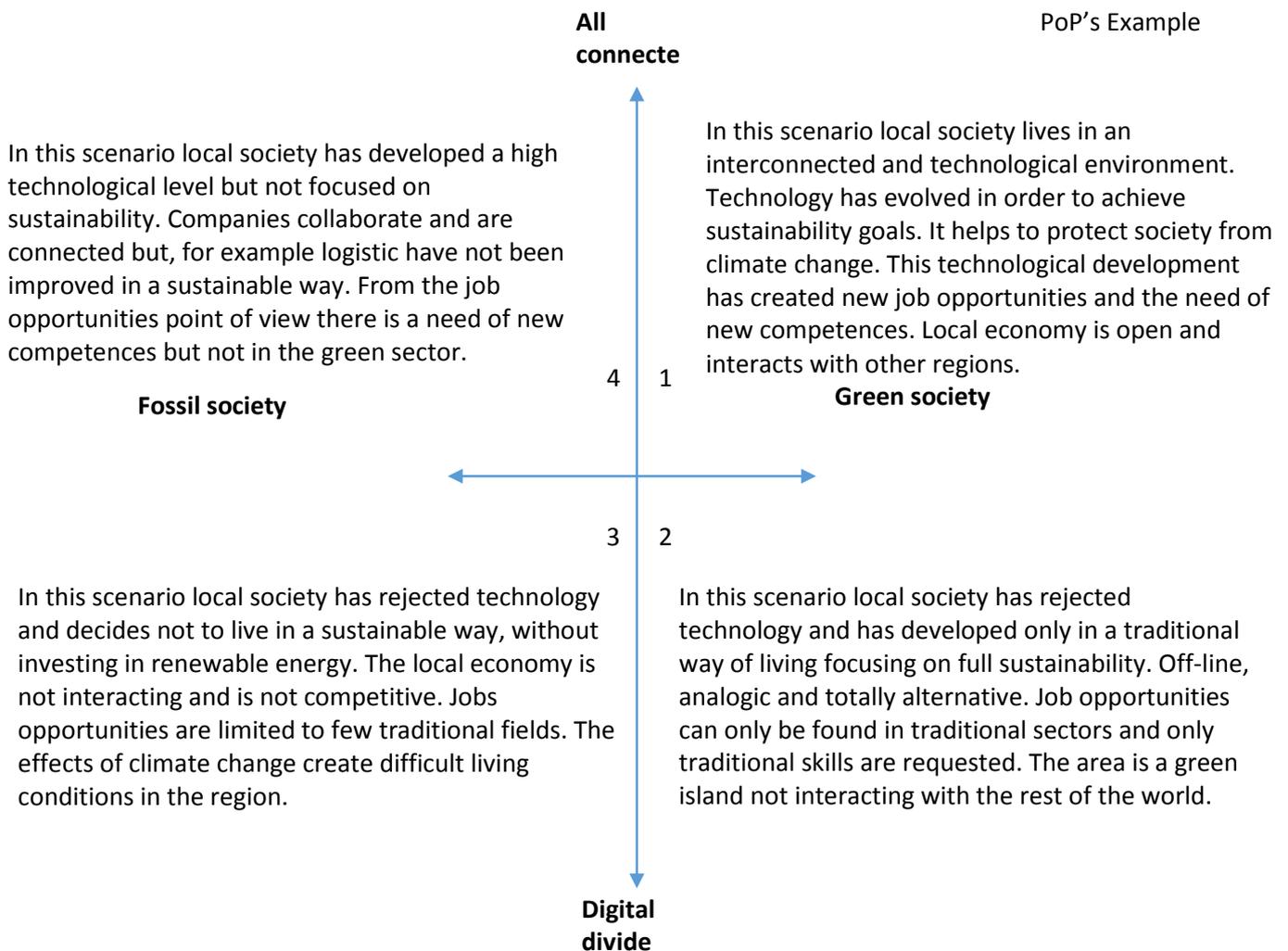The awareness about the need to develop society in a sustainable way in the next years will rise strongly also in the population of remote areas. The economic development connected to the green sectors will give many job opportunities also in the marginal areas.

The effects of climate change will influence the way of life of local populations in fragile alpine ecosystems and they will induce a change of mind in society.
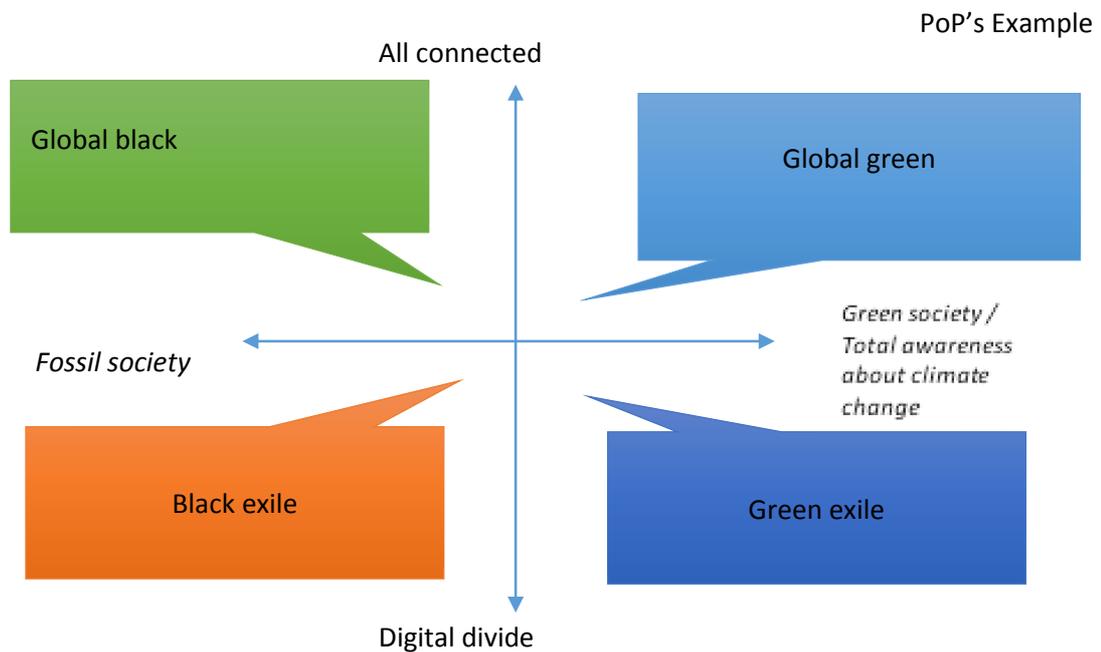
7. Scenario Characteristics for the local system

See Guidelines "*Tuning local strategic scenarios*" slides 14, 15, 16, 29 and 30.

All connecte

PoP's Example

In this scenario local society has developed a high technological level but not focused on sustainability. Companies collaborate and are connected but, for example logistic have not been improved in a sustainable way. From the job opportunities point of view there is a need of new competences but not in the green sector.

Fossil society

4 | 1

In this scenario local society lives in an interconnected and technological environment. Technology has evolved in order to achieve sustainability goals. It helps to protect society from climate change. This technological development has created new job opportunities and the need of new competences. Local economy is open and interacts with other regions.

Green society

3 | 2

In this scenario local society has rejected technology and decides not to live in a sustainable way, without investing in renewable energy. The local economy is not interacting and is not competitive. Jobs opportunities are limited to few traditional fields. The effects of climate change create difficult living conditions in the region.

In this scenario local society has rejected technology and has developed only in a traditional way of living focusing on full sustainability. Off-line, analogic and totally alternative. Job opportunities can only be found in traditional sectors and only traditional skills are requested. The area is a green island not interacting with the rest of the world.

Digital divide

Global green

- Agriculture is sustainable, organic/biodynamic, and highly technological. Agri-policies sustain this kind of agriculture. -<u>**Agri-policies.**</u>
- All needed services are available and technological. Innovative intergenerational housing concept have been developed. -<u>**Family issues.**</u>
- Local authorities are innovative and provide high technological services and are open to cooperation with other surrounding areas. -<u>**Local politics.**</u>
- In all sectors technology has been integrated, high speed internet is available everywhere. -<u>**Connecting technology.**</u>
- Local society is open and interacts with other communities and areas. -<u>**International relations.**</u>

- The availability of qualified jobs created the necessity of working forces from outside the area and the development of integration policies. -**Migration issues.**
- The development is strongly connected to the agriculture and forestry sectors and this implicates an awareness about land use and landscape. -**Land use dynamics.**
- Strong awareness about climate change developed new green jobs and a new smart way to manage the area. -**Sustainability issues.**
- The education system adapted to the new needs and developed innovative courses to sustain sustainability. -**Education system.**
- Public services are still available to the entire population thanks to technological development. -**Public service.**

Black exile

- Only traditional farming is sustained. -**Agri-policies.**
- Services for families have not been particularly developed making the area unattractive for families. -**Family issues.**
- Local authorities are afraid to cooperate with surrounding areas and provide basic services. -**Local politics.**
- Connectivity has not been developed and there has not been a technological innovation in the different economic sectors. **Connecting technology.**
- Local society is closed and does not cooperate, local companies have only a local market. -**International relations.**
- People are leaving the area because it's not attractive enough, emigration. -**Migration issues.**
- Traditional forestry and agriculture have been developed with a negative impact on landscape and biodiversity. -**Land use dynamics.**
- No awareness about sustainability with an impact on health and the quality of life. -**Sustainability issues.**
- Education system provides only basic education which is not innovative and based on traditional knowledge. -**Education system.**
- Public services have been reduced and many services are not anymore available in the area. -**Public service.**

- *Short narration, approx. half-page, of the two possible worlds (**scenarios 1 and 3** of the scenario quadrant) in 2030 (referring to realistic persons/roles in that reality)*

    See Guidelines "*Tuning local strategic scenarios*" slides 16 for an example

2030 Global green

September 5th 2030, Sofia is on a buckwheat filed talking to Luca the farmer through a webchat. They are discussing about the quality of the crop and whether it's time to harvest it or not. They are using the new high-tech device developed by a small local company to assess the quality of the seeds.

Sofia is a baker and owns the family bakery that she runs since 2027 after her father's tragic death. She learned her profession at the local vocational school attending the new intersectoral bakery course and in the bakery of a neighbouring village. Her father invested a lot in new technologies to produce bread and sell

bread in a sustainable way. Her beloved bakery products are delivered by the local drone transport company every morning to some clients living in places difficult to reach. To cover the important investments, she developed a new product line with ancient alpine crop species that have been reintroduced by Luca and other farmers to further increase biodiversity in the area. The crops are milled in the local stone mill which is also an important tourist attraction. These new products are exported to neighbouring areas trough the sustainable integrated e-transport delivery system developed with the surrounding areas to lower the carbon footprint of transports.

In the distance Sofia hears the bells ringing: it's midday. She says goodbye to Luca and walks home, were her roommate is cooking a delicious local meal. Sofia lives in a renovated rural house in the centre of the village. To exploit better the spaces in the house and to decrease the heating costs the house is divided in private spaces and shared spaces. For Sofia it's the best solution, she wouldn't like to live alone and now she lives with the grandmother of a good friend and three young girls. This housing concept is part of the new integration policies, so that foreigners who come and work in the area are quickly integrated, and elderly people can live longer without medical assistance and are not alone.

Once finished the lunch Sofia goes to another field, in the harvest season she always has to work a lot.

Black Exile

24th July 2030, Paolo is in his diesel car directed to his workplace. He works for the municipal administration two days a week, in the remaining time he tries to grow some vegetables and fruits, but with poor results. Driving to work is getting always more difficult, the several landslides ruined the road and he has to drive slowly otherwise he breaks his car. Once arrived at his office he takes paper and pen and begins to rewrite the municipal invoices. He never uses the computer, the old one broke in 2023 and the municipal council never wanted to buy a new one, but Paolo doesn't really care, the connection is so slow he is faster writing by hand.

At midday, he drives back home for lunch. He lives in what was once his hotel. Until 2022 he had a successful business, a wife and two daughters, but since the landslide of 2023 the area is no more attractive for tourists and he had to close his hotel. His wife left him, she was tired of living in a village where she couldn't find a job and went to the nearby urban area. She asked Paolo if he wanted to leave with her, but he prefers to stay where he was born, he doesn't want to move. His daughters are also not living with him, the local vocational school doesn't offer a lot of opportunities so they went studying in the capital. Paolo feels lonely living in his big hotel alone, but since the housing market collapsed he is not able to sell the propriety and can't buy a smaller house. For lunch, he wants to cook some vegetables from his garden, but he quickly realises there aren't enough. Spring was very dry and hot and the strong hailstorm of the last days ruined irreparably his garden.

The only joy left for Paolo is going in the woods looking for mushrooms. In the highest part of the valley the hailstorm was less intense, and since it rained he hopes to find some porcini mushrooms. Being on a higher level he notices that not only the landslide ruined the landscape, but also the intense deforestation changed the view. When the new forest company arrived in the valley he thought it would be a positive thing. New jobs were created and for a short time the economy was going better. Now that all the easily accessible trees are cut, the company moved to another valley, leaving the area demeaned and with an increasing risk of landslides. While Paolo hikes in search for mushrooms he arrives in field placed next to the woods. Also for farmers the harvest it's poor. The lack of investments in a new irrigations system did not protect the harvest from the draught. Always less farmers live in the area, since the national policies support big farms, and not the smaller ones of the remote areas. After two hours Paolo found a couple of mushrooms, it's getting dark and he walks slowly home.

See Guidelines "*Tuning local strategic scenarios*" slides 17, 30, 31, 32, 33

Pop's Example

Scenario 1: Global green

Threats:

- Local compulsory and vocational school such as public authorities could be resistant to change.
- Climate change is faster than the technological development and the awareness of local population.
- The technological development is not attractive for local businesses (building, carpentry, forestry, agriculture).
- The inhabitants of the regions are resistant to sustainable developments strategies proposed by local authorities.
- The municipality is not interested to take a risk to change the current system.

Opportunities:

- New qualified jobs opportunities due to technology and its integration into all value chains.
- Opportunity to create new competence centres connected to innovation.

Winners:

- Young skilled people (with university or applied university degree in science).
- The whole population.
- Innovative businesses (new business related to new technologies).

Losers:

- Nonskilled people (who have a job easily replaceable with automatization and digitalisation, like cashiers, bricklayers, administrational employees etc.).
- Traditional minded people (people of every age and in every sector, that are not willing to change).

Allies:

- Local businesses developing local innovation projects.
- Education institutions, like the local vocational school, developing cooperation with privates and offering innovative courses for new competences.

Opponents:

- Traditional business and people who are not willing to innovate (business in all sectors that don't want to invest in innovation, such as hotels, farms, construction companies etc).

Scenario 3: Black exile

Threats:

- Unemployment and lack of qualified work places.
- Decrease of attractiveness and of quality of life.

Opportunities

- Low prices in real estate due to loss of attractiveness.

Winners:

- Traditional minded and unskilled people (see above).
- Few traditional companies (see above).

Losers:

- Young generations.
- Society as a whole.

Allies:

- Traditional minded and unskilled people (see above).
- Few traditional companies (see above).

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.