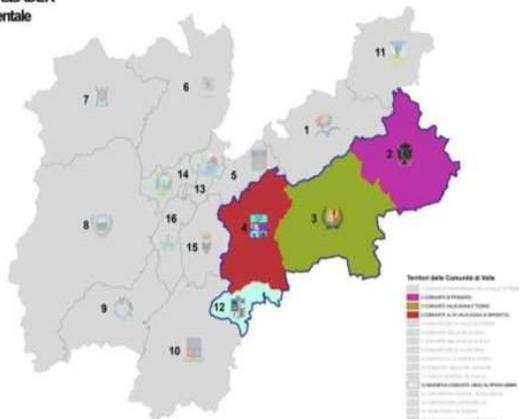




## Anticipate Future Jobs on Alpine Remote Areas

Progetto LEADER  
Area Orientale



AREE INTERNE



### Work package 4.3

# Report on local roadmapping exercise

LAG "Trentino Orientale"  
Inland Area/Remote/Marginalized Area "Tesino"

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## 1. The workshop: participants and related sub-systems



Figure 1. Participants of the session, February 23<sup>th</sup> 2019, Pieve Tesino.

The meeting has been held at Laboratorio De Gasperi of Museo Casa De Gasperi, in di Pieve Tesino, on 23<sup>rd</sup> February from 14.00 to 17.00 with the participation of 7 individuals. The participants, external to those involved in AlpNet, were:

- Female, 21, High School student, resident in Tesino;
- Female, 23, University Law student, municipal councillor in Tesino, resident in Tesino;
- Female, 34, high school teacher and professional entrepreneur (not resident in Tesino, but in Valsugana); Male, 22, University Law student, resident in Tesino;
- Male, 31, school bus driver, resident in Tesino;
- Male, 40, part-time agricultural entrepreneur and employed in the manufacturing sector, resident in Tesino;
- Male, 57, full-time employee in a Regional Public Body (Autonomous Province of Trento), resident in Tesino.

Participants are resident in the district “Comunità Valsugana e Tesino”. People having activities outside of and/or not be living in the “Inner Area”- Tesino have been invited to counterbalance residents having entrepreneurial activity within the selected area

After a short introduction about goals of ALPNET, participants were introduced briefly to the scope of the meeting.

The participants worked in two sub-groups, addressing different components of the desirable 2030 as previously defined at the backcasting exercise: wood and forestry sector, local “slow tourism”.

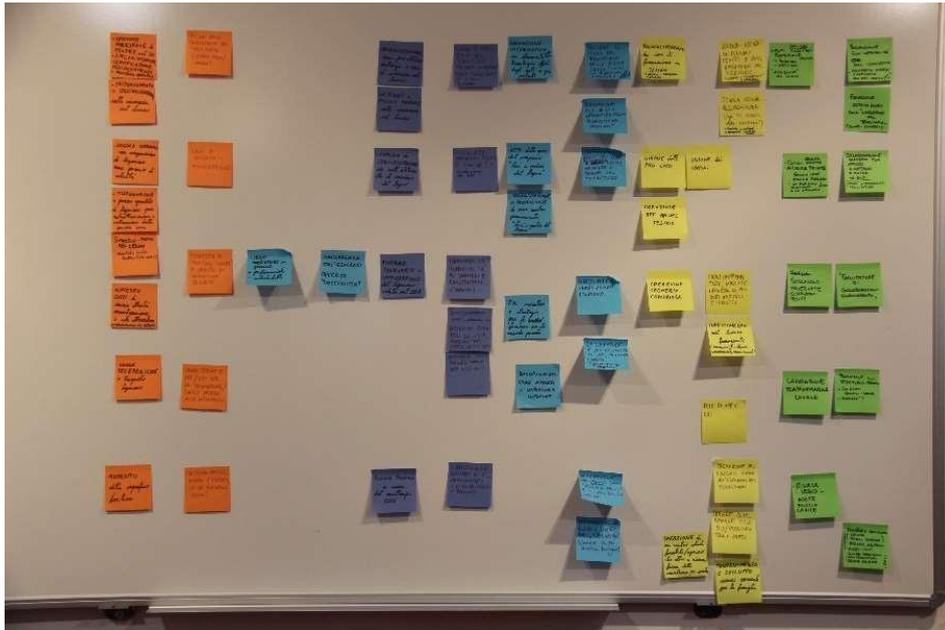


Figure 2. Group work results, presented below.

## 2. The vision 2030: long-term aspirations of the organization

The working group identified the following topics, regarding the defined five domains (community, education, job market, technology, resources):

- ❖ Education:
  - Training organizations (funded by/of Province, Municipality consortiums, Associations, FEM) propose specific training for woodcutters, craftsmen (likewise a "high school of wood")
  - Offer of training on hospitality, on entrepreneurship likewise an "academy of family enterprise" in collaboration with the Chamber of Commerce with local courses (not in Trento)
  - Offer a training courses managed by locals on the "narration of the territory" (with schools and ecomuseum)
- ❖ Community:
  - Municipalities and private companies make a profit selling timber and secondary products, they have a regional market, and a nationally recognized brand
  - Actors, managers, guides and institutions collaborate with a "director" or "territorial facilitator" of activity coordination
- ❖ Job market:
  - Up-to-date professional figures of the Woodcutter, Carpenter, operators in the construction and production of pellets (and other wood products) are growing
  - New professional figures: "Facilitator of local collaboration " and "Digital territorial animator"
- ❖ Technology:
  - Wood harvesting and processing are local
  - The territory and its routes are effectively promoted on the new social channels, on a dedicated web portal (?)
- ❖ Resources:
  - Local forestry stock (fir, beech, larch) is enhanced and maintained

- Territory is preserved: historical centres are preserved, with alpine pastures and museum in addition, local public bodies work with the collaboration of local guides and facilities managers

Table 1. Original (not translated) notes written by participants, divided in two sub-groups: wood sector (brown text), "slow tourism" (green); in black the elements in common.

	Passato	Adesso 2019	Breve termine +1 anno «budget»	Medio termine +3 anni «strategia»	Lungo termine +5 anni "radar"	Vision 2030
<b>Formazione</b>	<ul style="list-style-type: none"> <li>• Creazione istituto forestale di ricerca (2017)</li> <li>• Specializzazione certificazione e aggiornamento macchine</li> <li>• Cresce sensibilità alla sicurezza sul lavoro</li> <li>• Declino della conoscenza del territorio (scuola media/elem. tutta geografica locale)</li> </ul>	<p>(“come il precedente”)</p>	<ul style="list-style-type: none"> <li>• Organizzazione corsi per utilizzo motosega e corsi di sicurezza nel lavoro (forestale)</li> <li>• Dépliant o piccolo manuale sicurezza sul lavoro (forestale)</li> <li>• Viaggi di istruzione nel territorio tipo “progetto montagna” (scuole medie) + stage presso imprese locali a diversi livelli (superiori)</li> </ul>	<ul style="list-style-type: none"> <li>• Formazione informativa sugli strumenti tecnologici (APP/GIS) offerti da enti e già esistenti</li> <li>• Formazione per gli operatori sulla promozione digitale del territorio</li> <li>• Proporre studio del territorio nelle scuole locali (anche nel dopo scuola), collaborazione tra scuole e residenti/enti locali</li> </ul>	<ul style="list-style-type: none"> <li>• Delocalizzazione (da Trento o altri centri) dei corsi di formazione (es. apparecchiature forestali, APP GIS,) in Tesino</li> <li>• Scuola estiva residenziale (tipo “il sussurro della Montagna”), x docenti, x studenti, anche da fuori</li> <li>• Scuola estiva per operatori di turismo lento e valorizzazione del territorio “usanze e tradizioni”</li> </ul>	<ul style="list-style-type: none"> <li>• Enti di formazione (PAT-CdV, Associazioni, FEM) propongono in zona formazione specifica x boscaioli, x artigiani (tipo “alta scuola del legno”)</li> <li>• Offerta di formazione sull’ospitalità, sull’imprenditorialità tipo “accademia di impresa” (famigliare) in coll. con Camera Commercio con corsi locali (non a Trento)</li> <li>• Offerta una Formazione gestita da locali sulla “narrazione del territorio” (con scuole + ecomuseo)</li> </ul>
<b>Comunità</b>	<ul style="list-style-type: none"> <li>• (Regole com.) assegnazione legname come premio natalità</li> <li>• assegnazione a prezzo agevolato legname per costruzione/ristrutturazione 1° casa</li> <li>• Calo dei giovani (emigrazione)</li> </ul>	<p>(“come il precedente”)</p>	<ul style="list-style-type: none"> <li>• Campagna di sensibilizzazione sia sull’utilizzo che sul consumo di legname (locale)</li> <li>• Tavolo operatori turistici (coordinato da/con APT?)</li> </ul>	<ul style="list-style-type: none"> <li>• Organizzazione e promozione mostra permanente tipo “luci ed ombre del legno”</li> <li>• Asta delle opere del Simposio Legno</li> <li>• Rafforzamento Pro Loco in funzione di coordinamento di progetti sul territorio</li> </ul>	<ul style="list-style-type: none"> <li>• Creazione APT del Tesino</li> <li>• Unione delle Pro Loco</li> <li>• Unione dei comuni</li> </ul>	<ul style="list-style-type: none"> <li>• Comuni e aziende private con vendita legname e trasformazione fanno utile, hanno mercato regionale, un marchio riconosciuto a livello nazionale</li> <li>• Attori, gestori, guide ed enti collaborano con una regia o un facilitatore di coordinamento</li> </ul>

<b>Mercato del lavoro</b>	<ul style="list-style-type: none"> <li>• Simposio/premio del legno (comitato invita scultori internazionali)</li> <li>• Aumento costo di inizio attività, attrezzature e loro manutenzione</li> <li>• Inizia richiesta "turismo lento" e spirito di iniziativa private</li> </ul>	<ul style="list-style-type: none"> <li>• Meno operatori in generale, ma più professionisti (più specializzati e formati) e meno autodidatti</li> <li>• Concorrenza dall'estero</li> <li>• Offerta "vecchiotta"</li> </ul>	<ul style="list-style-type: none"> <li>• Riordino tonaiario e lottizzazione del legname (cauduto 30 ottobre 2018)</li> <li>• Verificare percorribilità sentieri e ripulitura (nuova professione: trackers)</li> </ul>	<ul style="list-style-type: none"> <li>• PA incentivi e strategie per le iniziative locali per aziende private</li> <li>• Concludere lavori (urbanistici) avviati</li> </ul>	<ul style="list-style-type: none"> <li>• investimento nel lavoro (terminare settore legno (amministrativo, commerciale, promozionale)</li> <li>• Creazione segneria comune/comunale</li> <li>• nuovi imprenditori (migliore offerta di prodotti agricoli e turistici)</li> </ul>	<ul style="list-style-type: none"> <li>• Crescono figure professionali aggiornate del Boscaiolo, Falegname, operatori nelle costruzioni e produzione pellet (e altri prodotti legnosi)</li> <li>• Nuove figure professionali: "Facilitatore di collaborazioni" e "Animatore digitale territoriale"</li> </ul>
<b>Tecnologia</b>	<ul style="list-style-type: none"> <li>• Nuove teleferiche per trasporto legname</li> <li>• Smartphone e APP/web per promozione e accesso alle info turistiche</li> </ul>	<p>(come precedente)"</p>	<ul style="list-style-type: none"> <li>• Destinare fondi per integrare tracce GPS dei percorsi locali nelle APP/reti social/siti WEB esistenti</li> </ul>	<ul style="list-style-type: none"> <li>• Potenziamento linee wireless e copertura internet</li> <li>• Sviluppatore e aggiornatore di APP, Percorsi, Eventi per Promozione Digitale</li> </ul>	<ul style="list-style-type: none"> <li>• Rete di siti e di APP</li> </ul>	<ul style="list-style-type: none"> <li>• Lavorazione e trasformazione del legno sono locali</li> <li>• Il territorio e i suoi percorsi sono promossi efficacemente sui nuovi canali social, su un portale web (?)</li> </ul>
<b>Risorse</b>	<ul style="list-style-type: none"> <li>• Aumento della superficie boschiva</li> <li>• Nascita ecomuseo (tentativo di collaborazione)</li> </ul>	<p>(“come precedente”)</p>	<ul style="list-style-type: none"> <li>• Pulizia boschiva (dopo maltempo 2018)</li> <li>• Destinare fondi per sistemazione dei paesi/demolizioni</li> <li>• Supporto alle domande di finanziamento per ristrutturazioni e percorsi</li> </ul>	<ul style="list-style-type: none"> <li>• Valorizzazione dei prodotti locali "marchio Tesino" e sviluppo dell'agricoltura</li> <li>• Informazione su possibili contributi "Tesino bio" (favorire la produzione bio)</li> </ul>	<ul style="list-style-type: none"> <li>• Creazione centro studi forestale/agrario che oltre a ricerca fornisca consulenza operatori locali</li> <li>• mantenimento e sviluppo servizi essenziali per la famiglia</li> <li>• Creare collegamenti ciclabili/pedonali tra paesi</li> <li>• Promozione del marchio anche all'esterno del territorio</li> </ul>	<ul style="list-style-type: none"> <li>• Risorsa legno locale (abete, faggio, larice) è valorizzata e mantenuta</li> <li>• Territorio è conservato: centri storici sono conservati, con malghe alpeggi musei + enti locali funzionanti con la collaborazione di guide del territorio, accompagnatori, gestori strutture</li> </ul>

### 3. The past: key influences and events

The working group identified the following topics, regarding locally relevant events that have led to the current situation concerning the five domains (learning points that will influence the success of future plans):

- ❖ Education:
  - Creation of a forestry school institute in Feltre (1970, relatively close)
  - Certification and specialization (in forestry sector), evolution of woodworking machines
  - Increases sensitivity to workplace safety
  - Decline of knowledge of the territory (middle/elementary school removed the local geography as subject)
- ❖ Community:
  - (local norm) assignment of timber stock resource as a birth bonus
  - (local norm) assignment of subsidized timber for construction/renovation of the 1<sup>st</sup> house
  - Decline of young people (emigration)
- ❖ Job market:
  - Establishment of International Symposium/wood prize (committee invites international sculptors)
  - Increase in forestry company start-up costs, (increasing cost for equipment and their maintenance)
  - Start of demand for "slow tourism" and entrepreneurship initiatives
- ❖ Technology:
  - New cableways for timber transport
  - Smartphone and APPs/websites for promotion and access to tourist info
- ❖ Resources:
  - Increased forest area
  - Establishment of the Ecomuseum (with first attempts at local collaboration)



## 4. The now: current situation

Concerning the present, participants identified the following key aspects:

- ❖ Education:
  - ("as the previous")
- ❖ Community:
  - ("as the previous")
- ❖ Job market:
  - Less operators in general, but more professional (more specialized and trained) and less autodidact
  - Competition by abroad sites
  - Old-fashioned offer
- ❖ Technology:
  - ("as the previous")
- ❖ Resources:
  - ("as the previous")



## 5. The short-term decision: 1-year or “budget” horizon

Concerning tangible plans and actions within the next year, participants identified the following points:

- ❖ Education:
  - Organization of courses for the use of chainsaws and forestry work safety courses
  - Leaflet or small manual on forestry work safety is published and locally distributed
  - Educational trips in the territory (such as those currently organized in the province called "mountain project" for middle schools), and internships at local companies at different levels (different years of high school/VET) are organized
- ❖ Community:
  - Awareness campaign on both the use and consumption of wood (local)
  - Tour operators board (coordinated by/with APT-local tourism office?)
- ❖ Job market:
  - Land reorganization and parcelling of the fallen timber after the storm October 30, 2018
  - Check of the viability of hiking trails and restore it (new profession: GPS-tracker?)
- ❖ Technology:
  - Allocation of funds to integrate GPS tracks of local routes in the existing APPs/social networks/WEB sites
- ❖ Resources:
  - Cleaning of woods (removing trees crashed by the storm 2018)
  - Allocation of funds for demolitions/renovation/rebuilds of damaged and abandoned buildings in local villages (historical centres)
  - Support/subsidies for building renovations and development of routes

## 6. The medium-term plans: 3-year or “strategy” horizon

The following points describe the imaginable strategies for local development in the next 3 years:

- ❖ Education:
  - Training on technological tools (APPs/ GIS) offered by institutions and already existing
  - Training for operators on the digital promotion of the territory
  - Proposal study of the territory in the local schools (even afterschool, extra-curricular activities), with collaboration between schools and residents/local authorities
- ❖ Community:
  - Organization and promotion of permanent exhibition about woodwork ("lights and shadows of wood")
  - Auction of the works of the Wood Symposium
  - Strengthening of the Pro Loco (local cultural organizations dedicated to local development) function for the coordination of local projects
- ❖ Job market:
  - Incentives by public bodies and strategies for "local" supplies for/by local companies
  - Conclusion of the started urban planning works
- ❖ Technology:
  - Strengthening of wireless internet coverage
  - (new jobs) APP developer and updater, digital promoter of hiking trails and events

- ❖ Resources:
  - Valorisation of local products by a local “Tesino” brand and agricultural development
  - Information on possible subsidies for organic production (“Tesino bio”)

## 7. The long-term scenarios: 5-year or “radar” horizon

The following proposals describe desirable scenarios articulated by the participants:

- ❖ Education:
  - Relocation of technical/working training courses (e.g. on forestry equipment, GIS use and software or related APPs) from Trento or other centres to Tesino area;
  - Establishment of a residential summer school (likewise another existing one “Il sussurro della montagna”, the whisper of the Mountain), for teachers, for students, from the area and from outside
  - Establishment of a Summer school for “slow tourism” operators and promotion of the territory regarding customs and traditions
- ❖ Community:
  - Creation of the Tesino APT (Tourism Office)
  - Merging of Pro Loco (local cultural organizations dedicated to local development)
  - Merging of the municipalities (of Tesino area)
- ❖ Job market:
  - Investment in women's work in the wood sector (administrative, commercial, promotional)
  - Creation of a common/municipal sawmill
  - Creation of new entrepreneurs, improvement of the offer of agricultural and tourist products
- ❖ Technology:
  - Websites collaborating in network and APPs
- ❖ Resources:
  - Creation of a forestry/agricultural study centre providing consultations and support to local operators, in addition to research
  - Maintenance and development of essential services for the family
  - Creation of cycle/pedestrian connections between villages
  - Promotion of the “Tesino” brand also outside the territory

## 8. Learnings

### Was the approach new to you?

The approach was new to all participants, none of them had never heard about it.

### What were the main difficulties in doing it?

According to participants, the most difficult part was the beginning; at the first sight, the matrix appeared complicated, eventually the sequence of tasks, step-by-step, was not perceived too problematic, *“without a facilitator would be really difficult to work with it”*.

### What were the main interesting results/insights?

All participants appreciated the approach, and some statements on it are noteworthy:

- *“This method is helpful to clarify in group and to better organize mental map, as individual as well as community, about the possible future actions”*
- *“The strength of this method is the clear and shared statements about WHAT, HOW and WHY”*
- *“Everyone can see the territory as a whole and the synergies between its various systems without bringing the parochialism into play”*
- *“It makes visible small concrete objectives on which everything is easily agreed”*
- *“it is a tool that gives the idea that a change is possible, in 3 years, in 5 years, by small concrete steps.”*

A short discussion emerged with participants about the comparing between backcasting and roadmapping. One observation was about that compared to backcasting, in the roadmapping obstacles do not emerge visible. Precisely for this reason that backcasting and roadmapping are often associated, the results of the first serve as input for the second.

### Would you be willing to use this approach in their activities or to further develop the exercise done?

Among the participants there was a general agreement on the potentials of the method, it was considered useful to better focus the public discussions on defined issues. One participant concluded that *“this method could also be used in schools ... it would be useful to plan extracurricular training activities”*.

## 9. Final notes

Similarly as in the backcasting exercise, the participants identified a coherent and rich picture of their desirable future. As in the preceding session, common themes emerged concerning the needs of cooperation between villages and between sectors, such as agro-forestry, tourism, education, cultural identity and urban planning; but here the discussion and ideas were even more detailed and specific.

Obviously, it should be remembered that the small group only focused on two directions of the possible local development (forestry and slow tourism), these were not necessarily the most important or most promising but simply the most interesting for the participants in that session (February 23th, 2019).

Concerning the education, the needs of continues training and updating of personal competences and skills for the people already working was highlighted. This includes spreading of technological competences, e.g GIS tools for forestry activities, and web-based tools for digital promotion of territory. Remarkably, the education initiatives were intended also in terms of offer and attractivity for people from outside the community, possibly managed by locals.

In terms of community, a path towards strengthening of the local coordination of projects was well identified by simple but reasonable milestones, such as promotion on the local use of local wood, merging of local cultural organizations dedicated to local development.

In the job market, some new activities emerged as possible works, such as *GPS-trails tracker and manager* (for monitoring, maintenance and promotion), new entrepreneurs in wood products (maybe in a new common/municipal sawmill), *“slow tourism operators, digital territorial animator/promoter, professional facilitator for community coordination* of initiatives.

Concerning the technology, the main aspect emphasised by participants was the internet (wireless coverage) and the digital world of social networks and web-communication.

The mentioned resources included subsidies for activities such as demolition/renovation of abandoned buildings, and maintenance of essential services for families, as well as profitable initiatives to cultivate such as a future local brand for tourism and organic production, new cycle/pedestrian connections.

All these elements could make up a real multi-year development strategy, in which the next step would be to identify and involve possible allies to undertake together the imagined path.