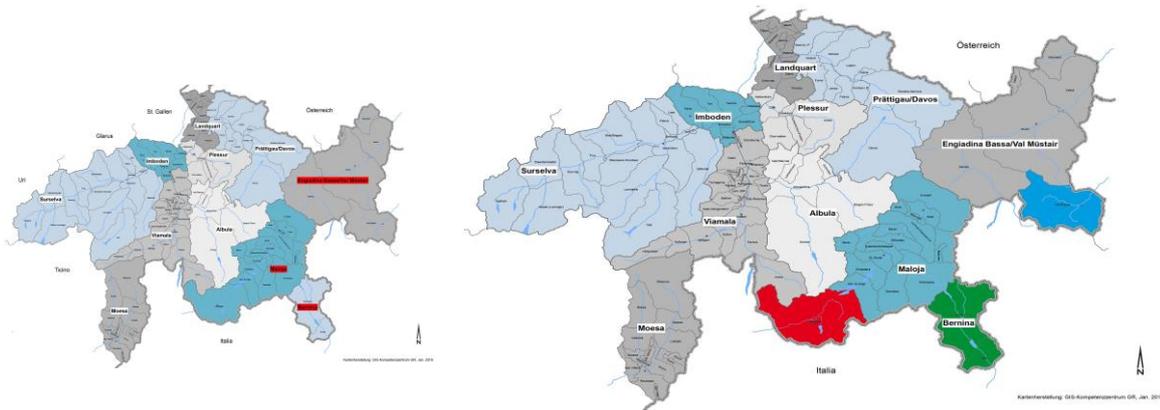




Anticipate Future Jobs on Alpine Remote Areas



Work package 4.2

Report on local roadmapping exercise

LAG Valposchiavo

Municipalities: Poschiavo, Brusio

Author: Daniele Isepponi



This project is co-financed (ARPAF funds) by the European Union

Summary

1. The workshop: participants and related sub-systems	3
2. The vision: long-term aspirations of the organization*	3
3. The past: key influences and events	9
4. The now: current situation	10
5. The short-term decision: 1-year or “budget” horizon	11
6. The medium-term plans: 3-year or “strategy” horizon	12
7. The long-term scenarios: 5-year or “radar” horizon	13
8. Learnings	14
9. Final Notes	14

1. The workshop: participants and related sub-systems

The workshop took place on the 8th of April 2019 at around 5:30 pm at Polo Poschiavo. Eleven participants attended the session, ten males and one female:

- Female, 31, landscape architect;
- Male, 54, municipal councillor;
- Male, 44, director of tourism;
- Male, 32, entrepreneur (informatic);
- Male, 36, entrepreneur and engineer;
- Male, 31, municipal councillor;
- Male, 64, mayor;
- Male, 59, farmer;
- Male, 19, apprentice at the tourism office;
- Male, 42, vocational school teacher;
- Male, 63, vocational school director.

2. The vision: 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:
 - Guarantee an educational level as good as in cities, so that local students have the same skills as in cities. (vocational and compulsory school).

- ❖ Community:
 - Maintaining the high quality of life in the valley.
 - Improve and maintain a good care of the Landscape.
 - Keep the local Identity alive whilst creating new jobs.

- ❖ Job market:
 - Increase Job opportunities in the region, so that it's easier to change profession or work part-time.

- ❖ Technology:
 - Have a close-cycle consumption and production system (local circular economy).
 - Have fast and reliable connectivity (fast internet, 5G)
 - Better exploit the potential for green energy (not just for electricity production, but also for heating and mobility).

- ❖ Resources:
 - Develop a new local planning that enhances the local supply chains.
 - Develop methods of bio dynamic cultivation.
 - Maintain or increase the quality of life.

Table 1. Original (not translated) notes written by participants.

	Passato	Adesso 2019	Breve termine +1 anno «budget»	Medio termine +3 anni «strategia»	Lungo termine +5 anni "radar"	Vision 2030
Formazione	<ul style="list-style-type: none"> • Pochi cambiamenti nei programmi scolastici • Scuola poco dinamica 	<ul style="list-style-type: none"> • Piano studi 21 • Cambiamenti repentini • Digitalizzazione 	<ul style="list-style-type: none"> • IUFP effettua un “digi-chek”, un’analisi delle competenze digitali della scuola professionale • Formazione per insegnanti nella digitalizzazione • Collaborazione con altre scuole 	<ul style="list-style-type: none"> • Sviluppo di un progetto per la creazione di una scuola bilingue • Avere personale qualificato con conoscenze locali • Possibilità per gli studenti di fare degli interscambi • Implementare la digitalizzazione nelle classi 	<ul style="list-style-type: none"> • Implementazione del progetto scuola bilingue e valutazione sull’efficacia • Sviluppo nella formazione degli apprendisti (per nuove professioni) • Attualizzazione dei piani di studio • Ottenimento di diplomi professionali bilingue • Collaborazione fra scuole e aziende 	<ul style="list-style-type: none"> • Formazione equiparabile ai centri urbani
Comunità	<ul style="list-style-type: none"> • Alluvione • Paesaggio rurale culturale • Economia di frontiera • Consorzio e cooperative • Ferrovia retica e Forze Motrici • Bonifica fondiaria Turismo 	<ul style="list-style-type: none"> • Infrastrutture comunali e sanitarie in buono stato (qualità di vita) • Paesaggio curato e attrattivo • Sfruttamento parziale delle risorse • Crisi energetica • Turismo di passaggio 	<ul style="list-style-type: none"> • Creazione del concetto per l’anziano • Implementare sistemi informatici a livello amministrativo • L’associazione 100% Valposchiavo crea un posto di lavoro • Le problematiche dei rifiuti sono risolte • Più cura del paesaggio (Associazione Terra nostra) 	<ul style="list-style-type: none"> • Sviluppare una nuova pianificazione locale • Creare un impianto Biogas • Garantire l’esistenza di un centro medico/sanitario 	<ul style="list-style-type: none"> • Fusione dei due comuni e riparazione dei posti di lavoro • Consolidamento delle misure ecologiche e paesaggistiche • Migliorare le condizioni quadro del lavoro • Creazione di un centro culturale 	<ul style="list-style-type: none"> • Mantenere l’identità culturale montana e di confine locale • Mantenere posti di lavoro attuali ampliando l’offerta lavorativa di qualità e di nicchia • Mantenere la qualità di vita ed il paesaggio

Mercato del lavoro	<ul style="list-style-type: none"> Mantenimento della professione imparata Professioni prevalentemente artigianali 	<ul style="list-style-type: none"> Digitalizzazione Mancanza di apprendisti nelle aziende locali Sbocco verso l'Engadina per le aziende valligiane Perdita di posti di lavoro causa cambiamenti strutturali Pochi lavori part-time 	<ul style="list-style-type: none"> Nuovo posto di lavoro nel progetto 100% Valposchiavo Nuovo posto di lavoro per lo sviluppo del territorio nella regione Bernina 	<ul style="list-style-type: none"> Possibilità di lavorare a distanza Decentralizzare i servizi Evoluzione nel ramo alberghiero (avere più giovani albergatori) Proposte di lavori part-time nel settore artigianale 	<ul style="list-style-type: none"> Nuove professioni nella digitalizzazione sono disponibili sul territorio Aggiornamento professionale diversificato Lavori nel settore pubblico a distanza 	<ul style="list-style-type: none"> Creare maggiori opportunità lavorative (cambi di professioni più facili)
Tecnologia	<ul style="list-style-type: none"> Risorse idriche Ferrovia 	<ul style="list-style-type: none"> Mobilità e riscaldamento edifici con combustibili fossili Ritardo nello sviluppo della connettività 	<ul style="list-style-type: none"> Studio di fattibilità su come valorizzare gli scarti organici (impianto biogas) Sollecitare i fornitori di servizi internet a fornire prestazioni concorrenziali (fatto dai comuni) 	<ul style="list-style-type: none"> La connessione 5G è una realtà Creazione di soluzioni finanziabili per lo stoccaggio dell'energia 	<ul style="list-style-type: none"> Realizzazione del progetto lago bianco Frenare la centralizzazione dei servizi 	<ul style="list-style-type: none"> Produzione e consumo a ciclo chiuso Miglior sfruttamento dell'energia rinnovabile locale
Risorse	<ul style="list-style-type: none"> Interculturalità (nord-sud) Risorse umane (intraprendenza) Natura e paesaggio Risorse agricole e boschive 	<ul style="list-style-type: none"> Agricoltura quasi completamente biologica 	<ul style="list-style-type: none"> Migliorare gli impianti energetici inefficienti Creare una formazione per i metodi di lavoro a distanza Creare le linee guida per la pianificazione locale 	<ul style="list-style-type: none"> Creazione di una commissione per l'innovazione Creazione di un fondo per studi di fattibilità per progetti sostenibili 	<ul style="list-style-type: none"> Flessibilizzazione dei modelli di lavoro Favorire i posti di lavoro part-time 	<ul style="list-style-type: none"> Pianificazione locale idonea alla valorizzazione della filiera Implementazione di metodi di coltivazione biodinamici Mantenimento e miglioramento della qualità di vita locale

	Past	Now 2019	Short Term +1 year «budget»	Mid Term +3 years «strategy»	Long Term +5 anni "radar"	Vision 2030
Education	<ul style="list-style-type: none"> • Few changes in educational programs • School not very dynamic 	<ul style="list-style-type: none"> • Study plan 21 • Quick changes • Digitalization 	<ul style="list-style-type: none"> • IUFP will do a digi-check, an analysis of the digital competences of the vocational school • Training of the teachers in digitalization • Collaboration with other schools 	<ul style="list-style-type: none"> • Development of a bilingual vocational school • Have qualified teachers with local knowledge • Opportunity for the students to do exchanges • Implementation of digitalization in classes 	<ul style="list-style-type: none"> • Implementation of the bilingual school and evaluation of the efficiency • Development of training for new jobs • Implementation of the new study plans • Obtaining of bilingual degrees • Collaboration between schools and businesses 	<ul style="list-style-type: none"> • Guarantee a comparable education as in cities
Community	<ul style="list-style-type: none"> • Floods • Rural cultural landscape • Cross border economy • Consortia and cooperatives • Railways and hydroelectric powerplants • Land reclamation • Tourism 	<ul style="list-style-type: none"> • Communal and health infrastructures in good shape (quality of life) • Landscape is well maintained and attractive • Partial exploitation of the resources • Energy crisis • Passing tourism 	<ul style="list-style-type: none"> • Cration of the concept of the elderly • Implement informatic systems for the local administration • The association 100% Valposchiavo creates a position • Garbage problems are solved • More care of the landscape (Terra nostra) 	<ul style="list-style-type: none"> • Developpe a new local planning • Create a bio gas plant • Guarantee the existance of health facilities 	<ul style="list-style-type: none"> • Fusion of the municipalities • Consolidation of landscape and ecological policies • Have better working condition • Realization of a cultural center • 	<ul style="list-style-type: none"> • Mantain the local border and alpine identity • Maintain the current jobs, expanding the niche and quality job offer • Mantain the quality of life and landscape
Job Market	<ul style="list-style-type: none"> • Do the same profession the whole life • Artisanal jobs 	<ul style="list-style-type: none"> • Digitalization • Lack of apprentices in local business • Outlet for local business in Engadin • Less jobs due to structural changes • Few part time jobs 	<ul style="list-style-type: none"> • New job in the 100% Valposchiavo project • Job for the development of the territory in the Bernina region 	<ul style="list-style-type: none"> • Opportunity to work from distance • Decentralization of services • Evolution in the hotel sector (more young people) 	<ul style="list-style-type: none"> • New jobs in digitalization are available in the territory • Diversificated professional update • Jobs in the public sector from distance 	<ul style="list-style-type: none"> • Create more work opportunities (easier to change work)

				<ul style="list-style-type: none"> • Part time jobs in the crafts sector 		
Technology	<ul style="list-style-type: none"> • Hydroelectric resources • Railway 	<ul style="list-style-type: none"> • Heating and transport rely on fossil fuels • Connectivity is developing slowly 	<ul style="list-style-type: none"> • Feasibility study for the biogas power plant • Solicit internet providers to guarantee better connections (done by municipalities) 	<ul style="list-style-type: none"> • 5G is a reality • Creation of financeable solution for energy stockage 	<ul style="list-style-type: none"> • Realization of the lago Bianco project • Stop the centralization of services 	<ul style="list-style-type: none"> • Circular production and consume • Better exploitation of the local renewable energy
Resources	<ul style="list-style-type: none"> • Intercultural heritage (north-south) • Human resources (resourcefulness) • Landscape and nature • Agricultural and forest resources 	<ul style="list-style-type: none"> • Agriculture almost entirely organic 	<ul style="list-style-type: none"> • Improve efficiency of inefficient plants • Create the training for distance work • Create guidelines for local planning 	<ul style="list-style-type: none"> • Creation of an innovation commission • Creation of a fund for feasibility studies for sustainable projects 	<ul style="list-style-type: none"> • More flexible work models • Encourage part-time jobs 	<ul style="list-style-type: none"> • Planning that enhances the local value chain • Bio-dynamic agriculture is implemented • Maintain and improve the quality of life

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:
 - Few and little change have been done in the last years in the educational system.

- ❖ Community:
 - Realization of the railway (important for tourism and local economy).
 - The construction of the hydroelectric power plants.
 - The big floods of 1987 (the village was partly destroyed and rebuilt).
 - Land reclamation in several parts of the valley and other interventions on the landscape (such as other protection systems built after the floods).
 - Very important to the local community is also the rural and agricultural tradition that are part of the local identity.

- ❖ Job Market:
 - Jobs were mainly artisan professions (carpenter, bricklayer, farmer).
 - There were very few changes of occupation (people would usually learn and do just one job for their entire life).

- ❖ Technology:
 - Construction of the railway.
 - Exploitation of the hydroelectric power.

- ❖ Resources:
 - The local resources were mostly shaped by nature and the landscape, diversity and variety in agriculture and forestry (local production not only focused on one product but on several ones, such as animal products, tea, tobacco, buckwheat)
 - Human resources were characterized by resourcefulness and intercultural influences (it was quite usual that local people would emigrate for work or education and then return in the valley with new ideas and influences from abroad).

4. The now: current situation

- ❖ Education:
 - Rapid change due to the implementation of a new program called “piano study 21” (the government wants to harmonize the Swiss school system (before there were several differences between the cantons) and to prepare the students for the challenges and opportunities of digitalization.).

- ❖ Community:
 - Good quality of life.
 - Good services.
 - There is a new interested in the care of the landscape, part of terraces, old dry walls and chestnuts are being recovered.
 - There are some concerns due to local traffic problems and the energy crisis (the local municipalities receive less water fees due to the low prices), but overall the situation is positive.

- ❖ Job Market:
 - The market is under pressure due to digitalization and centralization and structural changes (post office reduces the number of employees).
 - There is a lack of young apprentices for the local businesses.
 - An opportunity for the local businesses that is being exploited is the chance to work in neighboring regions.

- ❖ Technology:
 - Mobility and heating rely on fossil fuels.
 - There is a delay in the development of local connectivity (no fast internet yet).

- ❖ Resources:
 - At the moment agriculture is almost entirely organic (95%).
 - The realization of a new local planning was stopped after changes in the local administration (focus was moved on other topic leaving the realization incomplete).

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

- ❖ Education:
 - The IUFFP (Federal University Institute for Professional Training) will do a “Digi-check” in order to analyze local digital competences. Once the analysis is done teachers should be trained in order to be able to integrate the necessary skills for digitalization in school.
 - Collaboration with other schools should be improved in order to see how other regions are adapting to the new school program and create new synergies

- ❖ Community:
 - Informatic Systems are implemented by the local administration in order to be more efficient.
 - The “concept for the elderly” is a reality so that older people have better services.
 - Problems such as the disposal of garbage and dribs are solved (at the moment the two municipalities cannot find reasonable solution to the problem).
 - More support is given in order to incentivize the care of the landscape.

- ❖ Job Market:
 - A new position is created and somebody is employed by the project 100% Valposchiavo in order to be able to coordinate and supervise the development of the project.
 - The Bernina region becomes more active and creates a job position for somebody is put in charge for the development of the territory.

- ❖ Technology:
 - A study is carried out in order to find out if a bio gas power plant in the region is feasible.
 - Internet providers are solicited to improve their services in the area.

- ❖ Resources:
 - The new guidelines for the local planning are developed.
 - The opportunity for distance work and education are accomplished (the infrastructure needed is available).
 - And the inefficiency of certain power plants is improved (district heating, insulation).

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

- ❖ Education:
 - Beginning of the development of a bilingual program so that students have the opportunity of studying in Italian and German.
 - There is the possibility to do study exchanges in other schools (local students go in schools in other regions for a week or two).
 - The teachers are well formed and have a good understanding of local knowledge.
 - Schools are well equipped for the challenges of digitalization (computers, interactive blackboards).

- ❖ Community:
 - The region Bernina is more active and problems such as the disposal of garbage are solved.
 - The health infrastructure is not closed (no cuts in services).

- ❖ Job Market:
 - It's possible to work from distance in the region (person is employed in Zurich but can work in Valposchiavo).
 - Part time jobs are a reality.
 - Services such as cantonal administration are decentralized so that also local people can be employed as well.
 - The hotel offer is improved thanks to investments and renovations.

- ❖ Technology:
 - There are financially feasible solutions for the stocking of renewable energy (Lago Bianco project, hydrogen).
 - The 5G connection is available.

- ❖ Resources:
 - A commission for innovation is created, so that new ideas and project have a better support and have more chances of becoming reality.
 - A fund for feasibility studies for sustainable projects is created by the municipalities.

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

- ❖ Education:
 - The bilingual school is implemented and its effectiveness is tested.
 - The offer of a bilingual degree is extended also for the vocational school.
 - A study is carried out to see if there is the necessity to include new professions in the local vocational options.

- ❖ Community:
 - The two municipalities merge in a single one and workplaces and offices are equally distributed on the territory.
 - The landscape is restored and more ecological measures are taken (incentives for green electricity, cars).
 - A cultural center is realized and services are still guaranteed (such as the hospital, post office, schools, kindergarten).

- ❖ Job Market:
 - There are new jobs related to digitalization in the region.
 - It's easier to do professional updates and the offer is directed to the whole population, not just young people (so that also older generations can adapt to digitalization). It's possible to work from distance.

- ❖ Technology:
 - The decision of the realization of the Lago Bianco project is taken.
 - The centralization of workplaces has been stopped and new opportunities are available in the area.
 - Mobility and heating are green, the bio gas power plant is finished.

- ❖ Resources:
 - The new local planning is fully functioning.
 - More flexible working conditions and the encouragement of part time jobs created a more dynamic job market that enhances the potential of human resources.

8. Learnings

Was the approach new to you?

The approach was new to all participants.

What were the main difficulties in doing it?

The participants had some difficulties concentrating on their domains. Because of the large number of participants three smaller groups worked on different domains. Because of this there were some repetitions and similar concepts were repeated. Several topics had links in more than one domain and it was not always easy to put the ideas in the right category (green energy production can be part of technology as well as resources, good working conditions are important for the job market as well as for human resources). Some difficulties were also encountered with the group that focused its work the domain “community”. It was difficult to explain to them what the domain included. The participants had the impression it was vague and did not always know what to write. Over time the tasks got clearer and the problem was solved. Except for those two small obstacles the session was successful.

What were the main interesting results/insights?

The participants liked that in order to develop a strategy for the future, events of the past were taken in consideration (step 2). The participants that took part in previous sessions liked roadmapping because it’s a more concrete approach and allowed them to go in details.

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

The participants liked this approach and they would use for the development of their associations and institutions.

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):

9. Final Notes

People in Valposchiavo seem to be aware of the possibilities that the territory offers and are conscious of the fact that there is still potential to better valorise the available resources. Even though the ideas on how the valley might develop in the future are different, people seem to agree that the 100% Valposchiavo and the valorisation of the local culture are steps in the right direction. Society is also aware of the main challenges of the future, such as digitalisation and climate change, but there is no proper plan on how these challenges should be faced.

Politics

The LAG “Valposchiavo” is divided in two municipalities. Both municipalities are part of the region Bernina, which should promote the local economy and sustain its development, but it’s not very effective. A fusion of the two municipalities would offer a lot of advantages (lower costs for the same services, better synergies) but there is no real proposal to make it a reality. In the recent years the rivalries between the municipalities and a fusion of the municipalities is not likely in the foreseeable future.

Business and Workplaces

Local economy is mainly focused on agriculture, artisanship, energy production and services. Thanks to the project 100% Valposchiavo and the return in the valley of young people there are a good number of new businesses and services (production of vegetable, Informatic services, generational change in hotels etc.). Despite the good developments in the economy, work frame conditions are still quite traditional. There is a lack of part time jobs opportunities, long distance work is still not fully developed and there is no shared workspace. Local businesses have problems finding enough apprentices, mainly because young people tend to leave the valley for their education. Guaranteeing better working condition would make working in the

region more attractive, and more young people would consider return to the valley for work. This would bring new ideas and impulses, making the local economy more dynamic.

Settlements and construction development

After being hit by heavy floods in 1987, the region had the opportunity to renovate and enhance the qualities of most of the historic buildings. In the following years there has been a constant care of the old village and now the majority of the buildings are restored and in use. This is beneficial for tourism and economy as well as for the quality of life of locals.

There are still some problems regarding the realisation of ring roads and the lack of the development of an updated local planning. Local planning is vital to avoid random developments and for better exploiting the local resources and should be developed in the coming years.

Education

Due to digitalization and climate change local people will need new and updated skills in order to be able to do their job. Continuous training will be key for achieving that. Locally Polo Poschiavo already offers continuous training (informatic courses, courses related to agriculture and language courses). Compulsory education will have to evolve as well, in order to provide the new skills needed in future (focus on skills that cannot be easily replaced by AI, more informatic etc.). This will be decided on a cantonal, inter-cantonal and national level. The implementation of the new school program (Piano studio 21) represents a step in this direction.

Cultural and social identity

People were happy and willing to be involved in the project. Locals are aware that there is the potential for a sustainable and long-lasting development and are willing to be part of it. People see fast connectivity and technologies as an opportunity, but some are concerned that the local cultural identity might get lost. Participants agreed that local cultural and social identity is a resource and should be protected.

Environment

Locals are aware that natural resources must be well managed and preserved. People have a general understanding of the dangers of global warming, but heating and transportation heavily rely on fossil fuels. Several projects have been implemented (charging stations for electric cars, wood chip district heating etc.) But there is still room for improvement. The transition to a green economy has not benefits just for the environment, but also for the economy, as it would bring new jobs, innovation and investments in the region (such as a new biogas powerplant).