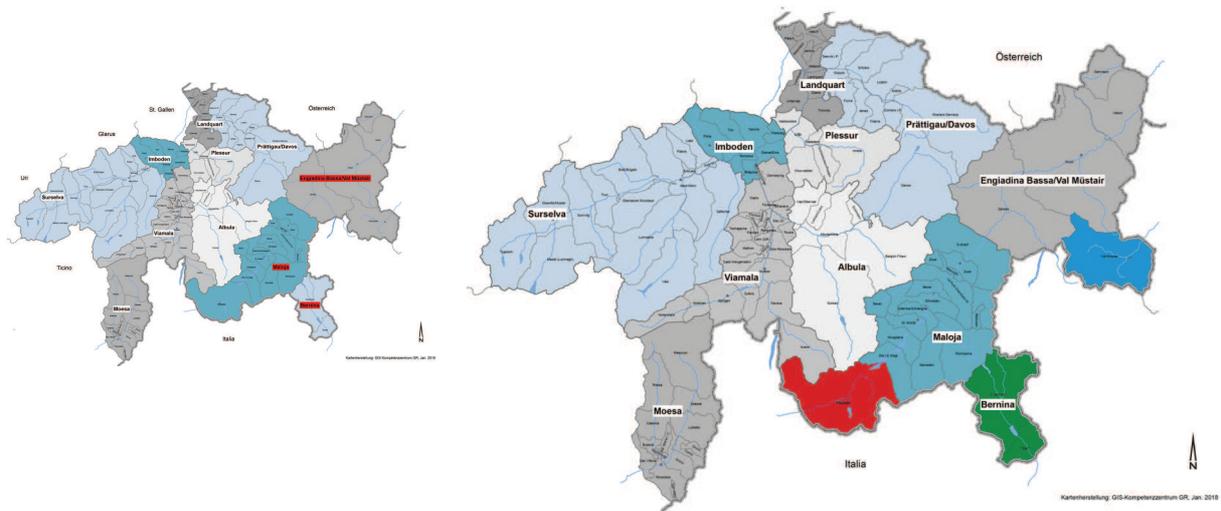




Anticipate Future Jobs on Alpine Remote Areas



Work package 4.2

Report on local backcasting exercise

LAG Valposchiavo

Municipalities: Poschiavo, Brusio

Author: Daniele Isepponi



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1. The workshop: participants and related sub-systems

We organised the workshop on the 01.04.2019 at 5:30 pm at Polo Poschiavo. Four participants attended;

Female, 56, translator;

Male, 42, vocational school teacher;

Male, 31, municipal councillor;

Male, 36, professional counsellor.



2. The desirable future: “2030, everything is going well, I can see...” “

Participants in 2019 could see in 2030:

- That a large number of young people found a job in the local supply chain.
- The jobs are qualified and in all sectors of the local economy (tourism, agriculture, services, landscape management...)
- People that used to work in the cities can work from distance (there is a public building where is possible to work).
- Young families stayed and came back to Valposchiavo, keeping the local society alive and vibrant (the already existing schools are full, a cultural centre opened, the local organisations have young people).
- The development of the local supply chain is environmentally conscious and takes account of climate change and its challenges as well as ways to mitigate it (water harvesting, renewable energy for heating, Bio gas power plant).

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2026		
Promising conditions	Obstacles	Solutions
<ul style="list-style-type: none"> - Businesses have certified products - Selling products online - The number of local chains has doubled - More qualified workplaces - Financial help for business that create new local chains - 100% Valposchiavo is completely functioning - Businesses have a wide job range - Interesting cultural ambiance - Interesting offer for families - Lago Bianco project is considered fundamental for the energy strategy 2050 - 0 km vacations are a new trend - Slow food is a new trend 	<ul style="list-style-type: none"> - “fake” products come on the market - Difficulties in selling the products - Difficulties in finding new local chains - There are no people that want to take the job - Politics is not interested - Climate crisis - Financial crisis - Lack of people active in the ambiance - Lack of political will - Political majorities are not interested - Change rate is too low, travelling is still very cheap - Corporations are too powerful, difference between local prices and foreign prices is too high 	<ul style="list-style-type: none"> - Local events (stramangiada) for local promotion - More PR and diversification - Workshops with people and businesses - Better salaries, more advertisement - Politics is not interested - Water harvesting - Niche development - Involve more young people in the organisations - Pressure on local politicians - Water fees - Marketing and promotion - Higher taxes on imported food

3. Promising conditions in 2026 for the desired 2030 and related strategic issues

3.1. Promising conditions

Industry

- The local businesses have a large number of certified products (“100% Valposchiavo” and “Fait sù in Valposchiavo” (made in Valposchiavo))
- New local chains are created (such as chestnut local chain).
- The products are easy to buy thanks to an online shop.
- The online market and the new products create the need of qualified workforces (territorial branding, storytelling, new products in the wood sector require higher skills)

Society

- The cultural scene is active and vibrant, and families have good services (good education, different activities for young people, the local hospital is still open).
- The good social conditions attract more families and less people move outside the region.

Environment

- The local energy production is green (the Lago Bianco project is completed).
- The local population is more sensitive to environmental topics and greener alternatives such as eating and going on holidays locally are widespread.

3.2. Possible obstacles in between

Industry

- Possible clients are not so interested in the products of Valposchiavo because on the market there are cheaper products (but of less quality), or they don't know the products exist.
- It's not possible to find local chains due to a lack of interest of the businesses, or a lack of resources (human and financial) or because of a lack of cooperation the know-how is not available (vocational school does not collaborate with business and it's not possible to develop new products; bakeries don't know how to enhance the proprieties of the local chestnuts).

Society

- There are not enough people active in the cultural sector.
- Local politicians want to cut the existing services (hospital, youth centre, kindergarten).

Environment

- Some parties as well as part of the population don't recognise the advantages of going green.

- The prices of local food and local holidays are too high compared to other options (flying is still very cheap, vegetables produced abroad are more convenient).

3.3. Possible actions mitigating or preventing the obstacles

Industry

- More events for the promotion of local products are created (such as Stramangiada) in order to attract new clients and highlight the qualities of local products (organic, traditional, not mass produced).
- More advertisement is done in order to attract new people (targeted advertisement, such as articles in newspapers related to food).
- Local politics gives incentives to businesses that create new local chains.
- Workshops are organised between different businesses in order to create new synergies and higher salaries and better working conditions (kindergarten, option to work part time) are introduced in order to attract qualified workers.

Society

- More cultural events that directly involve young people are organised
- More pressure towards local politicians is done in order to maintain the local services.

Environment

- Awareness towards environmental problems is raised (through workshops, articles in the local newspapers, international movements)
- More incentives for green energy are introduced
- Marketing that highlights the environmental advantages of local food and holidays is implemented (also for local people).

4. Promising conditions in 2022 for the desirable 2026 and related strategic issues

2022		
Promising conditions	Obstacles	Solutions
<ul style="list-style-type: none"> - Starting of the certification process of the products - Testing the products (sell them at local events) - Locals fully believe in the 100% Valposchiavo - Parents incentive their children to work in local chains - Local chains in Valposchiavo are known on a national and international level - 100 % Valposchiavo is almost completed - Youth centre is expanded - Survey to understand the needs of families - Problems of global warming are clear to the majority - Make people aware of their environmental impact, higher CO2 tax - Make people aware of the health benefits of a good diet, health insurances give incentives 	<ul style="list-style-type: none"> - Lack of interest - Request of products is too high/low - Populistic ideas are stronger - Other fields are more profitable - The graphic used is not suitable - Lack of will, initiative - Young people are not interested, it's not - No interest - Drastic improvement in fossil fuels, the problem vanishes or bigger problems emerge - Drastic improvement in fossil fuels - People don't recognise the benefits 	<ul style="list-style-type: none"> - More incentives - Fix a sustainable limit for production - Involve all the parties so to avoid enemies - Open doors, young people can visit businesses - Use the top agencies and targeted advertisement - There is a person employed by the region that coordinates the project - Integrate them more, program that directly involves them - Involve younger families - Sensitise that hydroelectric power is more cost effective, think long term - See above - Discounts

5. Promising conditions in 2022 for the desirable 2026 and related strategic issues

5.1. Promising conditions

Industry

- The local brand is well known in Switzerland and neighbouring countries.
- Families and young people are interested in the jobs offered in the local chain (miller, cheesemaker etc.). The first new products enter the local market and are presented at local events (Stramangiada, Expo Valposchiavo).

Society

- The local society believes in the project and sustains it (it's not a partisan issue and the whole political spectrum sustains it).
- The existing youth centre is enlarged and a survey is conducted in order to find out the needs of local families.

Environment

- The society is aware of the problems related to global warming and the advantages of hydroelectric power.
- Local people know that their action have an impact and are willing to change their habits.
- More taxes on CO2 are introduced in order to penalize fossil fuels.

5.2. Possible obstacles in between

Industry

- The marketing is poorly made, the graphic is bad and PR is done towards the wrong groups of people (mass tourism instead of focusing on more niche markets).
- The request of products it's too high or too low, stressing the production capacity of the region.
- There is a lack of interest in the new jobs offered by the new local chains, due to a lack of information (locals don't know the potential of this jobs) and guarantees (people tend to choose more traditional fields because they offer higher salaries and more stability).

Society

- People are not convinced by the project, and don't want to innovate.
- Young people are not interested in the youth centre and other activities.
- There is no interest in improving the services (politics think that is too expensive, people don't have interest).

Environment

- New and cheaper technologies make hydroelectric power too expensive and not financially feasible.
- New problems move the focus away from environmental issues.

5.3. Possible actions mitigating or preventing the obstacles

Industry

- A good graphic design studio does the PR and a targeted advertisement strategy is implemented.
- Regulation is implemented in order to avoid exploitation that hurts the environment (even if the request of a certain product, such as tea, is high, the production cannot increase if it's not environmentally feasible).
- Local companies open its doors to young people and their families (it's possible to visit the local businesses, see the potential and understand what kind of skills are needed).

Society

- Create programs that directly involve young people (more cultural activities targeted to young people, integrate more young people in the existing activities; cinema, concerts, dance festival).
- Make sure that all of the four parties active on the territory take part in the realisation of the project in order to avoid "enemies".

Environment

- Awareness towards environmental problems is raised (through workshops, articles in the local newspapers, international movements).
- Incentives for green energy are introduced. Marketing that highlights the environmental advantages of local food and holidays is implemented.

6. Learnings

Was the approach new to you?

This approach was new for all participants.

What were the main difficulties in doing it?

The participants found difficult to be precise and to avoid repetitions. They had the feeling that from time to time they would repeat the same obstacles/actions in both 2026 and 2022. Except for those minor difficulties the session was successful.

What were the main interesting results/insights?

The participants liked how the approach made them think about possible obstacles and solutions, not just what must be done in order to achieve the goal of the project. T

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

The participants are willing to use this approach in their associations in order to plan events or for long term developments of the associations.



7. Final notes

Participants had a good understanding of the topics and could formulate a clear desirable future. Due to the small number of participants it was not possible to have a good representation of the local society (gender and age), but participants tried to give an inclusive picture.

Politics

The LAG region is divided into municipalities. In order to provide services such as education and healthcare the municipalities often join forces. A fusion of the municipalities would lower the cost of the service and provide better synergies. The political situation is pretty stable, the parties that are being represented in the region are always the same. Since not a lot of people live in the region often more importance is given to the personality of the candidate than the party. This has been taken into consideration by the participants while developing their strategies to achieve the desirable future. Since participants know personally the local politicians “making pressure on politicians” (as often stated during the exercise) it’s easier.

Business and workplaces

Participants strongly believe (as shown in the strategic interviews this opinion is shared by the majority of stakeholders) the 100% Valposchiavo project and think that it’s the right direction for the local economy. The project offers opportunity across all sectors and gives the opportunity to young people to start a new business or motivates them to work in existing ones.

Infrastructure and mobility

Transportation and mobility heavily rely on fossil fuels and is still car centred. The local transportation infrastructure is good and well financed and also public transportation offers a good service considering the number of people living in the area. In the recent years investments in electric mobility have been made, but electric vehicles are still rare. Stakeholders expressed the desire to make mobility eco-friendlier and see a future for electric mobility in Valposchiavo.

Settlements and construction developments

After the big floods of 1987 most of the buildings in Poschiavo have been renovated and today the buildings in disuse in the valley are very few. Some hotels and tourism facilities are in need of renovation to meet today’s comfort standards but in the last years several hotel owners invested in their facilities increasing the quality of the local offer. Participants expressed some concerns regarding delays in the implementation of the new local planning. Local planning is necessary to preserve the landscape of the region and to guarantee a sustainable development of the region.

Education

The educational offer in the region is good and locals recognise the value of the service provided. In the future continuous training will become more and more important and stakeholders are aware of that. Compulsory education is also being reform in order to better prepare students for the challenges of the future. Stakeholders agree that the local education opportunities are good and think that is important to maintain them, but also think that for young locals it is important to leave the region to make gather experience and skills.



Cultural and social identity

Local cultural and social identity is seen as precious resource by participants. The local cultural scene is very active and diverse, but participants feel that the right infrastructure is not provided (cultural centre does not exist). The realisation of the right infrastructure would not just be an advantage for the quality of life of locals but would also make the touristic offer more interesting.