



# PORT Project, North Tyrrhenian Sea: Inter-territorial EU Project

LIVORNO - TUSCANY

**Report from the Future Think Tank workshop**



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## PORT Project, North Tyrrhenian Sea: Inter-territorial EU Project

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Report from the Future Think Tank workshop  
conducted on February 16<sup>th</sup> and 17<sup>th</sup>, 2015

PREPARED BY



future→iQ  
PARTNERS



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# 1. EXECUTIVE SUMMARY

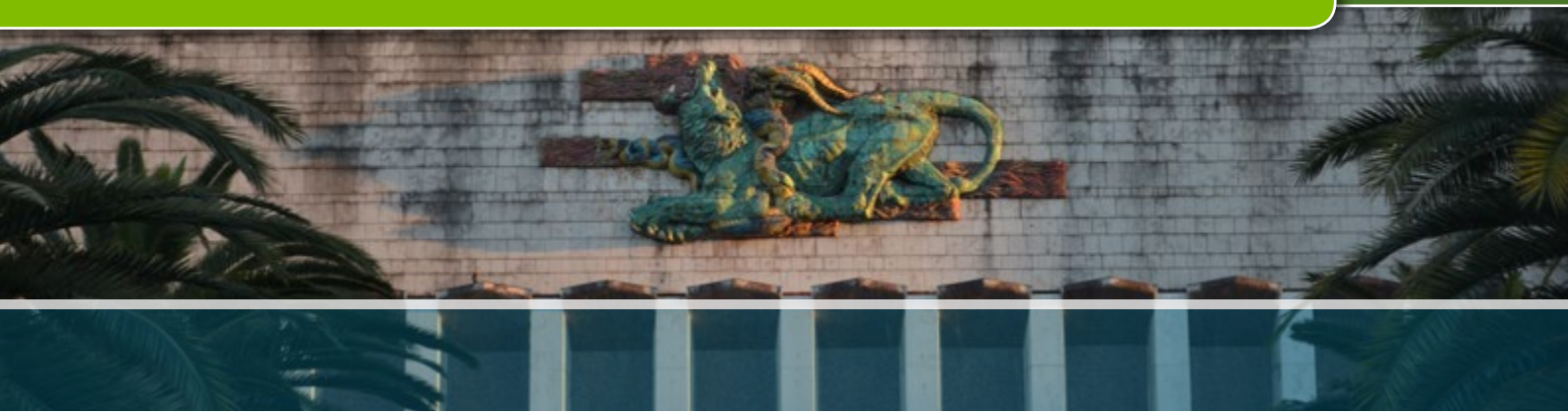
## 1.1 BACKGROUND

**PORT Project, North Tyrrhenian Sea: Inter-territorial EU Project (E79F12000020007)** is a strategic project funded by the cross-border cooperation operational Programme: Italy – Maritime France 2007-2013 – Priority 1: Accessibility (<http://www.maritimeit-fr.net/>).

The goal of the Programme Italy – Maritime France is to improve cooperation between border areas in the fields of accessibility, innovation, making the best use of natural and cultural resources, and the sharing of infrastructure and integrated services, so as to increase competitiveness at the Mediterranean, Southern European and World levels. The Programme involves the following regions of the Northern Tyrrhenian Sea, belonging to the Italian and French territories: Tuscany, Liguria, Sardinia and Corsica. Priority 1 – that co-financed the PORT Project – aims to improve access to physical and non-physical networks and transport services, so as to foster the closer integration of these networks and make them competitive.

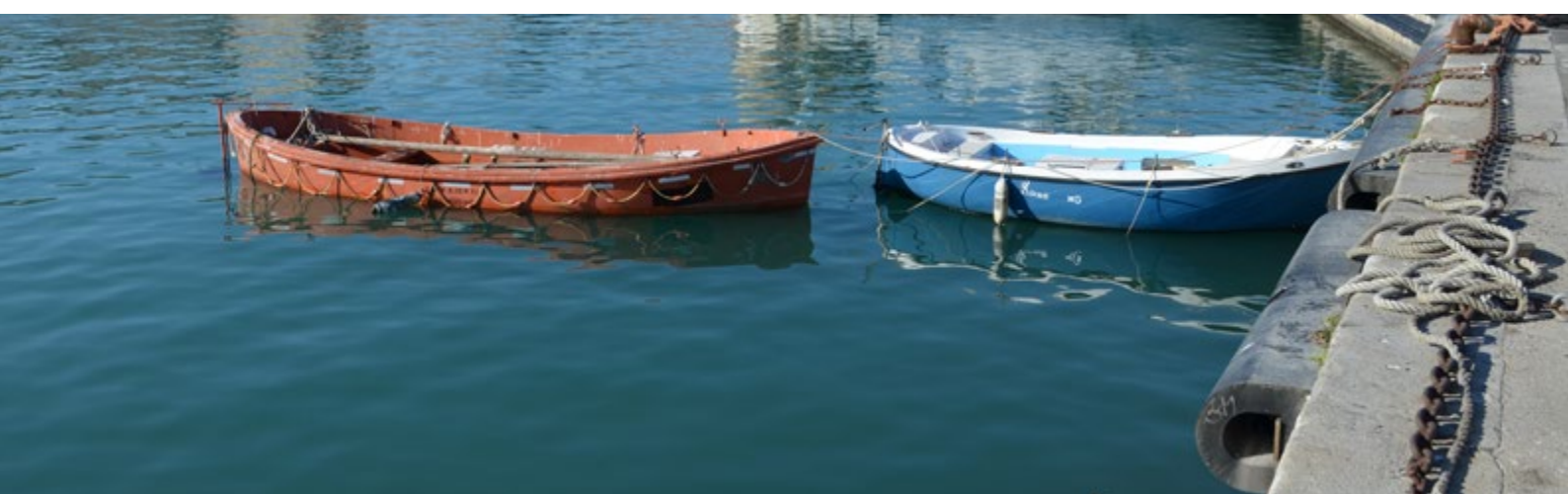
The PORT Project has a total available budget of € 5.388.583,00 of which € 4.041.437,25 has been funded through the European Regional Development Fund. The Project seeks to overcome the low level of integration and relationship between cities and their ports both at the urban, economical and social level. Accordingly with its framework and in order to achieve its results, the PORT Project foresees one Systemic Action and two Sub-projects (Sub Project A - Enhance accessibility to ports through infrastructural interventions; Sub Project B Valorise local cultural heritage through integrated activities at local, regional, european and international level).

The Systemic Action “Institutional cooperation between portual cities” led by by ANCI Toscana (with the collaboration of OTC – Office des Transports de la Corse – Service des Liaisons Européennes, ANCI Liguria and ANCI Sardegna) has the main goal of



ensuring the implementation of a process of institutional cohesion for the creation of a stable network of port cities and coastal areas, primarily directed to define a shared cross-border Strategic Programme to promote and implement integration policies aimed at increasing competitiveness of the area. It aims to develop a common and sustainable strategically and institutionally driven development programme, through sharing successful and best practices in the field of urban policies.

A scenario planning methodology was introduced in four major 'Think Tank' sessions. This report will outline the results of the workshop in Livorno, Tuscany, held on February 16<sup>th</sup> and 17<sup>th</sup>, 2015.





## 1.2 REGIONAL SURVEYS

- The majority of the responses from those surveyed from Tuscany in the regional survey indicated that the relationship of the port and the sea was highly important to their city and region.
- Respondents felt it was highly important to develop and maintain a shared vision with the other port cities of the North Tyrrhenian Sea. They reiterated the high value with regard to decision makers in their region having a shared vision with the decision makers in the other port cities.
- People were neither optimistic nor pessimistic about the region's economic future over the next 5yrs, however there was rather less pessimism about the future in 15/20yrs time.
- Innovative and Sustainable Tourism and Sea/Biomass Technologies were seen to be the most important economies for the region in 2030.
- There was a split regarding the value of collaboration across the four ports, in this project, for the future of the North Tyrrhenian Sea. 50% felt it was indispensable and 50% felt it was something to be sought.

## 1.3 SCENARIO PLANNING PROCESS

- A critical early step in this process was initiating a wide-ranging discussion about different possibilities for the future of the Tuscany region and the relationship of the port cities within the North Tyrrhenian Sea area. To begin this exploratory conversation about the future, the region has engaged in an innovative Scenario Planning Process.
- The Scenario Planning process brought together the regional stakeholders in order to explore the future and develop a range of plausible future scenarios, looking out as far as 2030. The four scenarios were built around a critical cluster of drivers, which are the basis for two axes on the scenario matrix that define four scenario “spaces,” with quadrants either towards or away from each driver cluster. These quadrants were used to formulate four plausible scenarios.



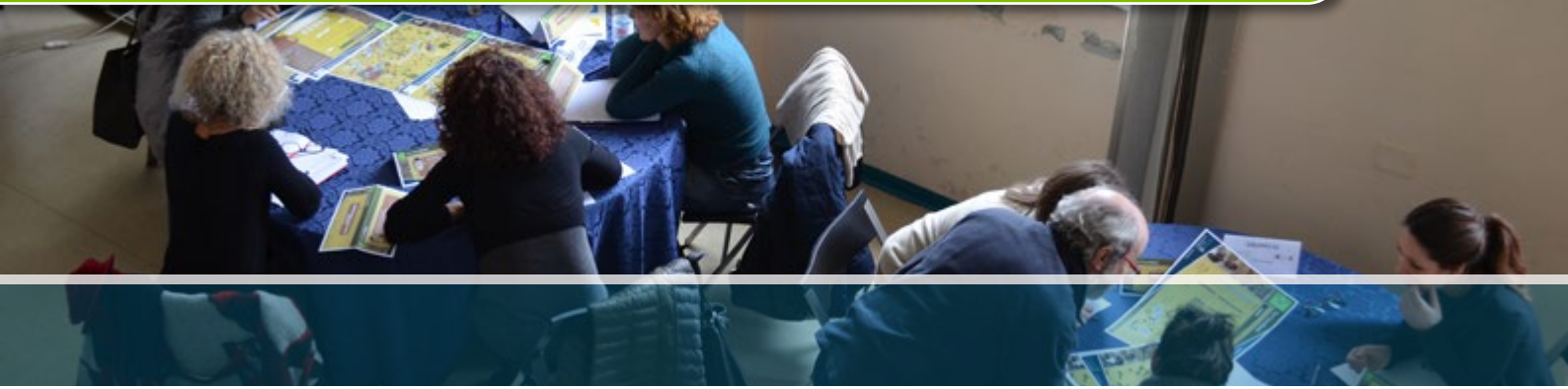


The axes were “**Focus on Regional Planning**” and “**Building on the Local Capacity**”.

- The four plausible scenarios were defined and described in detail. Participants speculated about the characteristics of each scenario and major events that could occur in the region against the triple bottom line dimensions of society, environment and economy.

## 1.4 DISCUSSION ON THE REGIONAL SCENARIOS

- The participants were asked to review the scenarios, consider their implications, and select a scenario that most reflected their preferred future. The responses were divided with 70% choosing Scenario B ‘**Local Potential, Feeling Global**’ as their preferred future. The remaining 30% chose Scenario A ‘**The Territory investing in its own capacity**’. Scenario B envisages a vibrant future for the region, whereas Scenario A depicts a future whereupon instead of improving the region's trading and commercial dimension, the ports' activities foster local tourism and culture. This would lead to repercussions on local production chains.
- None of the workshop participants believed the region was currently on track towards the future depicted in Scenario B ‘Local Potential, Feeling Global’.
- All of the respondents felt that Scenario C ‘**Externalisation of the territory, loss of identity**’ represented the future that the region was currently heading towards. This scenario is characterised by a loss in regional identity as well as low education levels and an increasing migration of young people.



## 2. INTRODUCTION

The Scenario Planning work presented in this report was conducted in order to ascertain the local population of Tuscany's views of the future of their ports and coastal cities, with the cohesion and engagement between the port cities of the North Tyrrhenian Sea area as a main focus. The participants focused on how the decisions made by urban planners would mobilise tourism, cultural heritage, socio-economics and the management of the territories, in the city ports. The nature of the future think tank workshop enabled participants to ascertain the plausible scenarios for their region and port cities, and explore the initiatives and priority actions that were needed to be taken in order to achieve their preferred future.

This cohesion and connectivity between the port cities, would involve sharing knowledge and working together for the benefit of the Tuscany region and the North Tyrrhenian Sea area.





### 3. BACKGROUND TO THE REGION

The Tuscany Region has a coastal extension of about 633 kilometers, including seven islands of the Tuscan archipelago, which covers about 80,000 acres. The seven islands of the Archipelago (Elba, Giglio, Capraia, Montecristo, Pianosa, Giannutri and Gorgona) are arranged in a semicircle between the low and the high Ligurian Tyrrhenian Sea and surrounded by forty islets. Among these, the Island of Elba is the largest of the Tuscan Archipelago and the third largest in Italy, with a coastline of 147 km and an area of 223.5 square kilometers (Tuscany Region, 2014).

#### 3.1 SOCIAL ASPECTS

From a demographic standpoint, the trend of the last two decades is overall constant, with a slight increase in the last 4-5 years. From 1990 to 2012, the population grew by about 5%, with an average annual growth rate of 0.19%, with a ratio of male / female constant at 0.93.

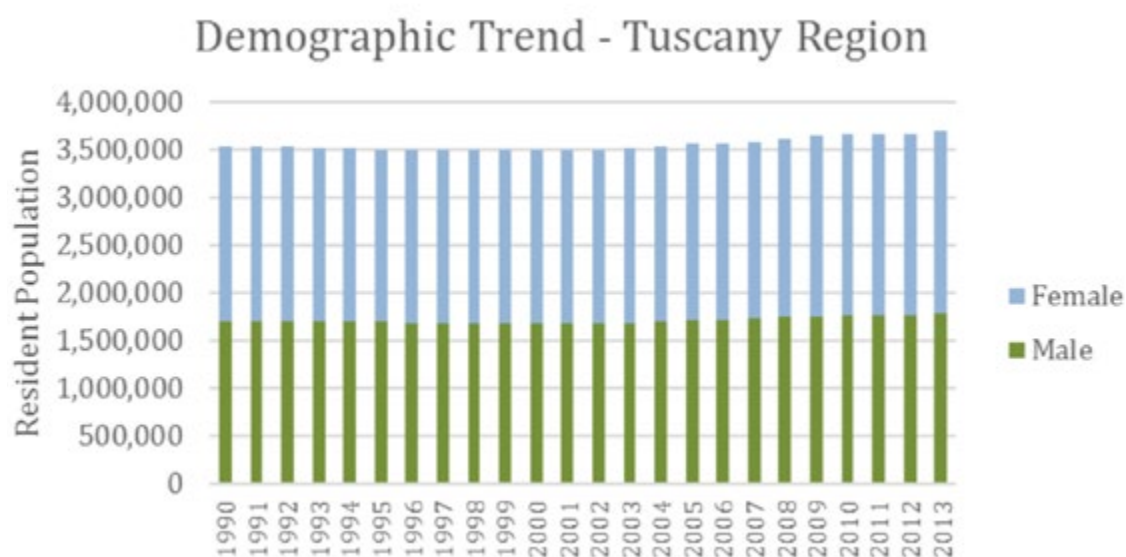


Figure 1: Demographic Trend (Our Elaboration on Eurostat data series)



From the point of view of per capita wealth, this ranked above the European average of about 13% in 2012 (with a decreasing trend), and seems to remain constant in absolute terms, with a slightly rising trend. Overall, from 2000 to 2011 the per capita wealth in Tuscany has grown by 24%, with an average annual growth rate of 2% (with a slight decline in 2009).

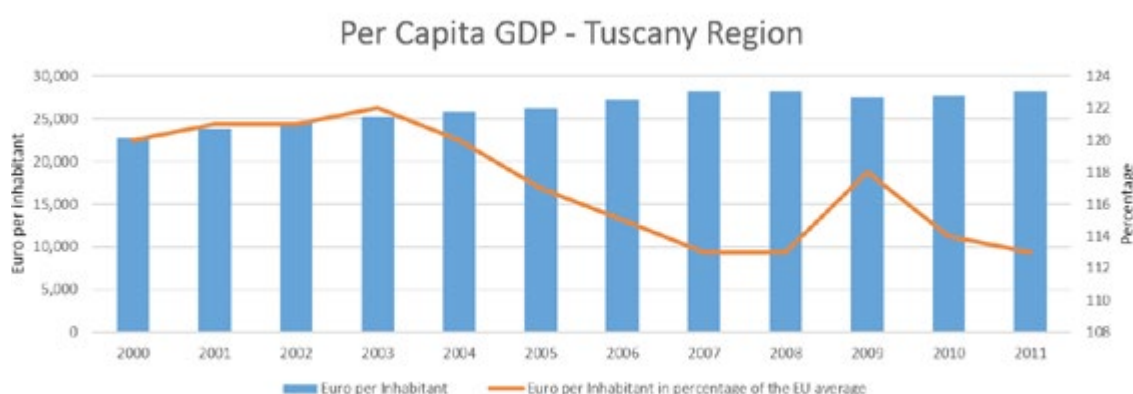


Figure 2: Per-Capita GDP (Our Elaboration on Eurostat data series)

However, there was an increase in the percentage of the population considered at risk of poverty and social exclusion, particularly between 2009 and 2013.

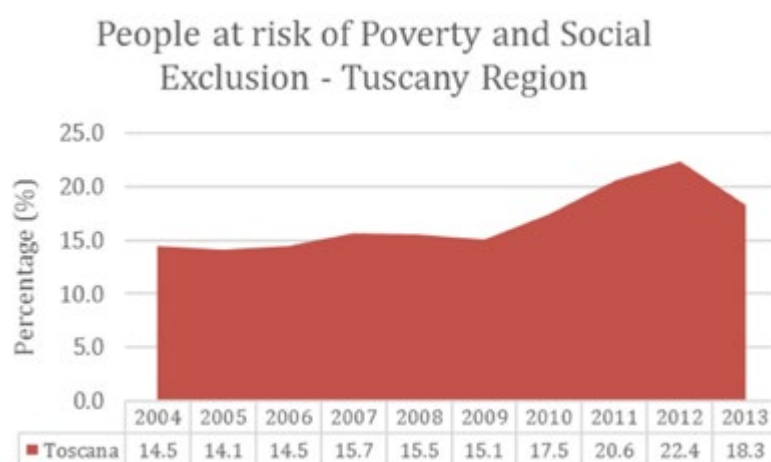


Figure 3: People at risk of Poverty and Social Exclusion (Our Elaboration on Eurostat data series)



Between 2004 and 2013 the rate increased by 26%, with an average annual growth rate of about 3%, but much variability (-3% in 2005, + 3% in 2006 and 8% in 2007; - 1% in 2008 and 3% in 2009; 16% in 2010; 18% in 2011; 9% in 2012; 18% in 2013).

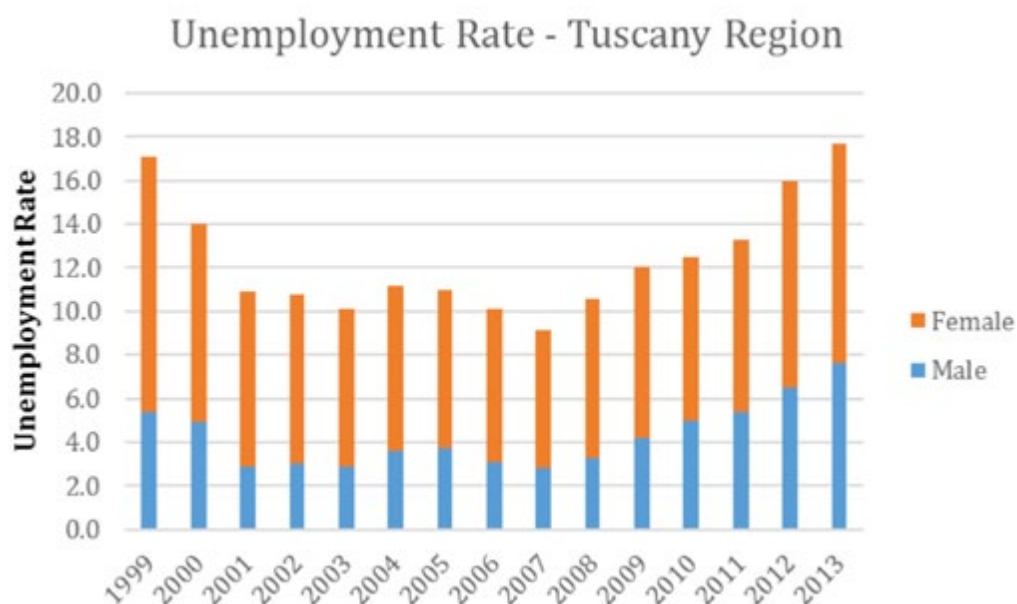


Figure 4: Unemployment Rate (Our elaboration on Eurostat data series)

Negative unemployment trends in Tuscany have grown exponentially in recent years, and specifically with regards to female unemployment. From 1999 to 2013 there was an increase in the unemployment rate of 7%, but since 2007 it has shown a far more significant growth (in 2013 the unemployment rate was 75% higher than in 2007).





## 3.2 ECONOMIC ASPECTS

From an economic point view, it is interesting to see from Figure 5 that Tuscany, from 2004 and 2012 faced a loss in GDP between -4.1 and -5.9. Nevertheless, within the Cooperation Area of the North Tyrrhenian it represents one of the regions least impacted by the crises (together with Corsica), even if it seems to have a similar resilience to all the other regions, according to the ESPON data on internal comparative Resilience in 2011. The trend of those in employment seems constant over time, and it also seems that, in 2013, the region's population generally worked in the following areas "Industry and Construction" (27%), "Wholesale and retail trade, transport, accommodation and food service activities" (26%), and "Public administration, defence, education, human health and social work activities" (19%). The following employment categories are also seen as relevant: "Professional, scientific and technical activities, administrative and support service activities" (10%) and "Arts, entertainment and recreation; other service activities; activities of household and extra-territorial organisations and Bodies" (9%). Minor employment seems to be in "Agriculture, forestry and fishing" (3%), "Financial and insurance activities" (3%), "Information and communication" (2%) and "Real estate activities" (1 %).

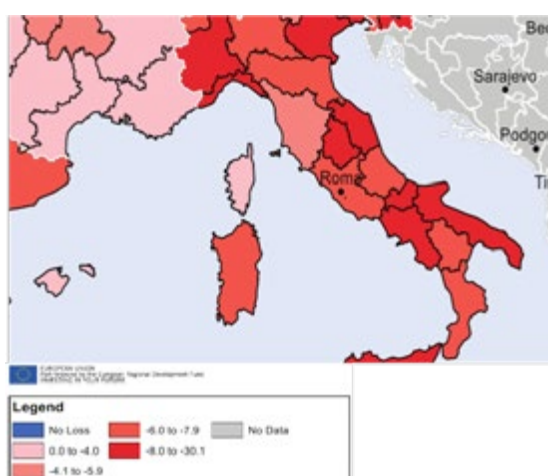


Figure 5: GDP Loss during the Crisis, 2004-2012 (Source: European Union)



Figure 6: Geographies of Internal Comparative Resilience - Peak Year to 2011 (Source: ESPON)

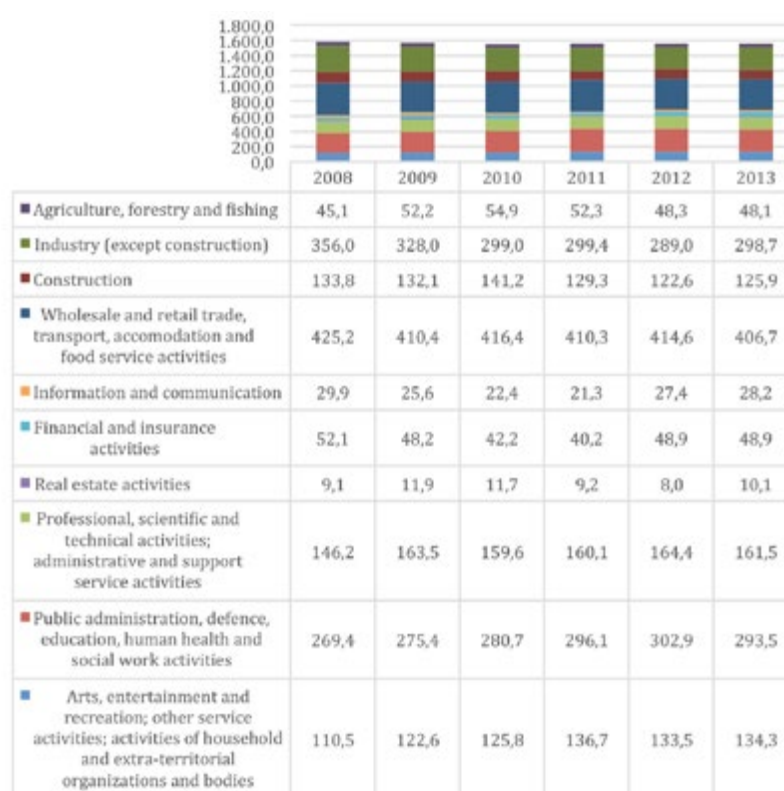


Figure 7: Employment by Economic Activity (Our Elaboration on Eurostat data series)

Regarding more specifically employment within the Maritime Economy, in 2013 this represented approximately 3.1% with respect to the total number of companies and 3.3% for the contribution to the added value of the regional economy, equal to 3.062 billion euro, counting almost 56,000 thousand employees in 2013. Between 2011 and 2013 the number of companies increased by 1.1%, despite the negative growth of -0.7% faced by the general economy. The number of companies, registered in 2013, which operated in this segment amounted to 12,905, and the chart below defines the division between the different economic activities, in the year 2013.

As the data shows, most of the companies operating in the Blue Economy in Tuscany are represented by Accommodation and Catering Services (42.8%), followed by those working in the Chain of Shipbuilding (19.3%) and Sports and Recreation (17.7%).

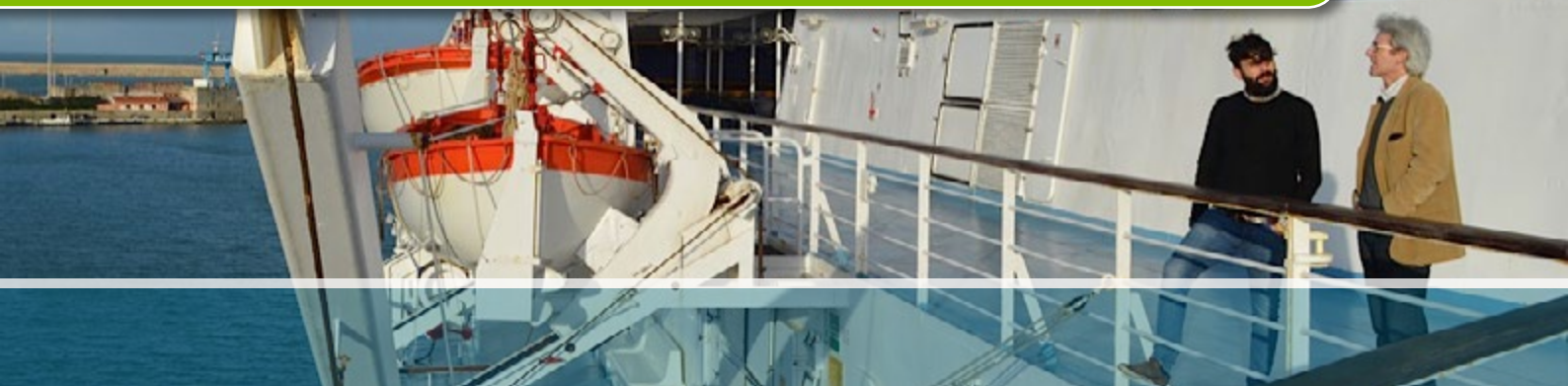


Figure 8: Blue Economy Composition in 2013 (Source: Unioncamere, 2014)

Low-impact background regional business seems to be in the areas of Handling Goods and Passengers by sea (6.8%), Research, Regulatory and Environmental Protection (2.7%) and Industry of Marine Extraction (0.2%).

As far as tourism is concerned, Tuscany had a period of stagnation in 2013 after a decreasing trend from 2012, characterised by a growth in foreign arrivals (+3.7%) and a conspicuous reduction in Italian tourists (-4.1%). The province of Massa Carrara has been particularly affected, losing 13.8% of tourists in 2013, equally distributed between Italians and other nationalities.

Instead, the provinces of Grosseto (+ 6.6%) and Livorno (-1.4% only) are showing a capacity to react to the crisis. Even employment had a decreasing trend in this sector, with particular reference to restaurants, catering and accommodation facilities. On the contrary, activities connected to museums had an upward trend.



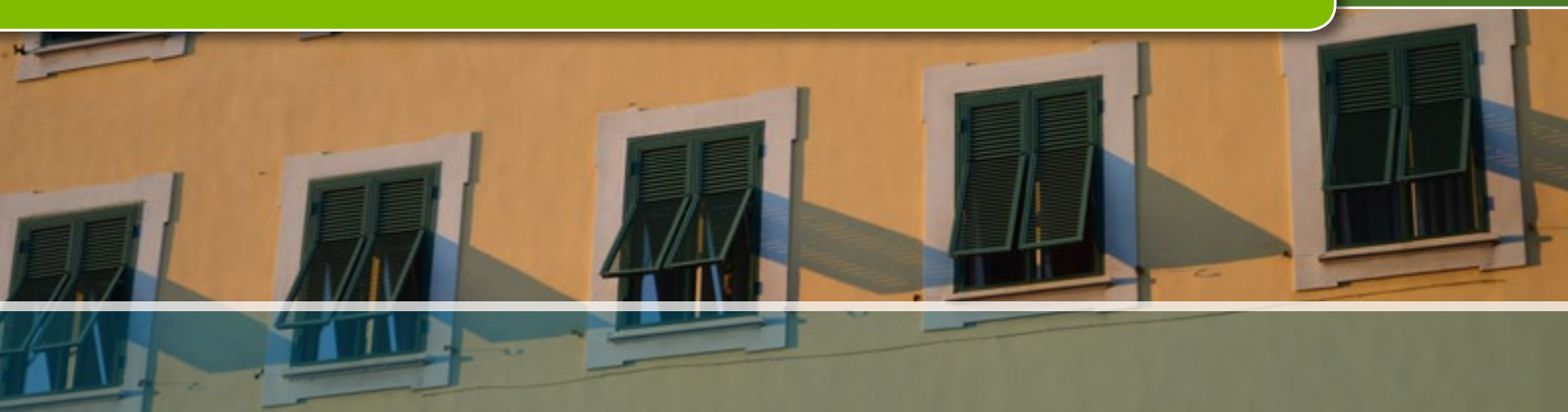


Figure 9 shows the classification of Tuscan provinces according to their capacity to react to the crisis of tourism sector, and which economic phase they are currently facing.

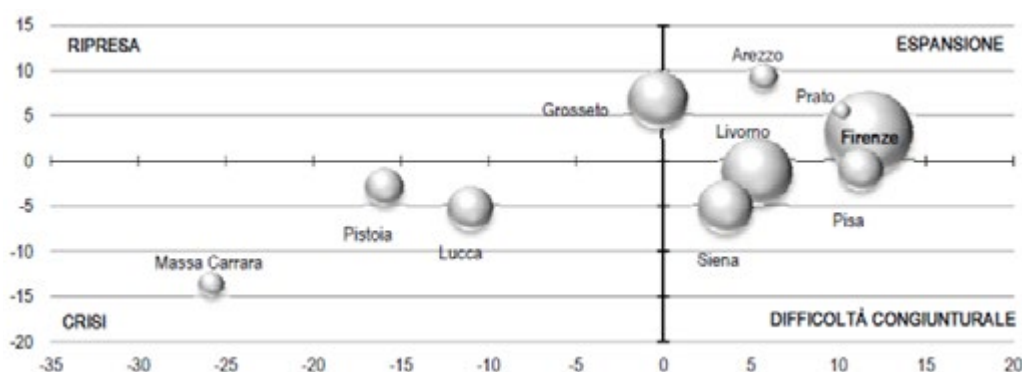
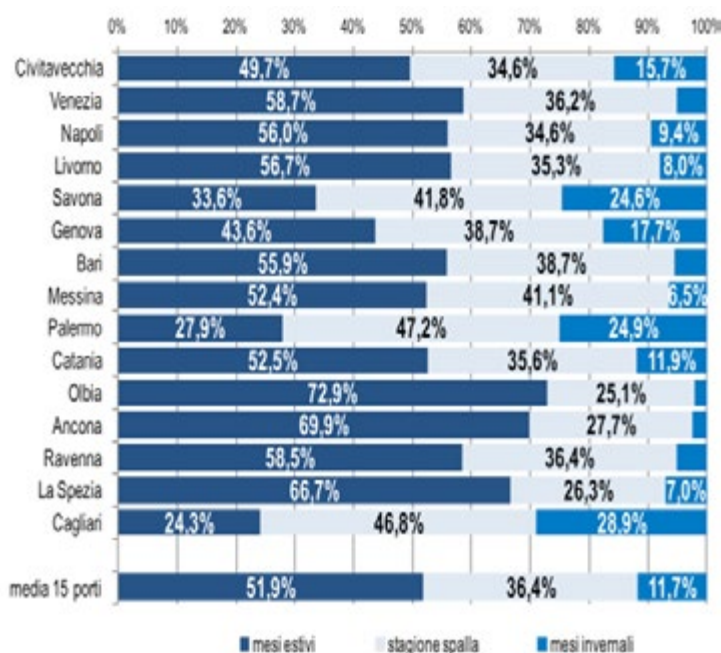


Figure 9: Tuscan Province per Economic Phase in the Touristic Sector. Horizontal Axis: % change in number of tourists in 2012-2011; Vertical Axis: % change in number of tourists in 2013-2012. (Source: IRPET Toscana)

Figure 10 shows the seasonality of passengers' arrivals in some of the major ports in Italy. It is clear from the graph that there is large variability across the different



ports, and in Livorno summer tourism seems to dominate (56.7%).

Figure 10: Seasonal Distribution of Passengers in 2013 (Source: Osservatorio Nazionale del Turismo, 2014)



In Tuscany, leisure sailing and shipbuilding, mainly luxury boats and mega-yachts, have their major production sites in Viareggio (Lucca). These are well known across the world and represent a segment of excellence. This has led to the development of a large productive district and many ancillary productive activities in the areas surrounding the ports, becoming thereby an important source of economic value for the region as a whole.

As far as transport by sea is concerned, it is worth highlighting that the number of passengers handled between 1997 and 2013 has augmented by 13% (but diminished by 31% from 2008), and the millions of tons transported have slightly increased, by 1% (though decreased by 23% from 2007). The major Tuscan ports for vessels in transit are represented by Piombino, Portoferraio (Isle of Elba) and Livorno.

Finally, fishing has always been an important activity within the Tuscan Blue Economy, mainly in historical fishing ports such as Porto Ercole, Porto Santo Stefano, Livorno and ports in the Argentario area. During the last decades the crisis in the sector has provoked a reduction in fishing vessels, and the development of small local production of small-quantity niche products such as sauces, fish eggs, filets, marinated and in oil products. Moreover, Tuscany has been one of the most important productive sites for aquaculture (more than 20% of the entire national production).

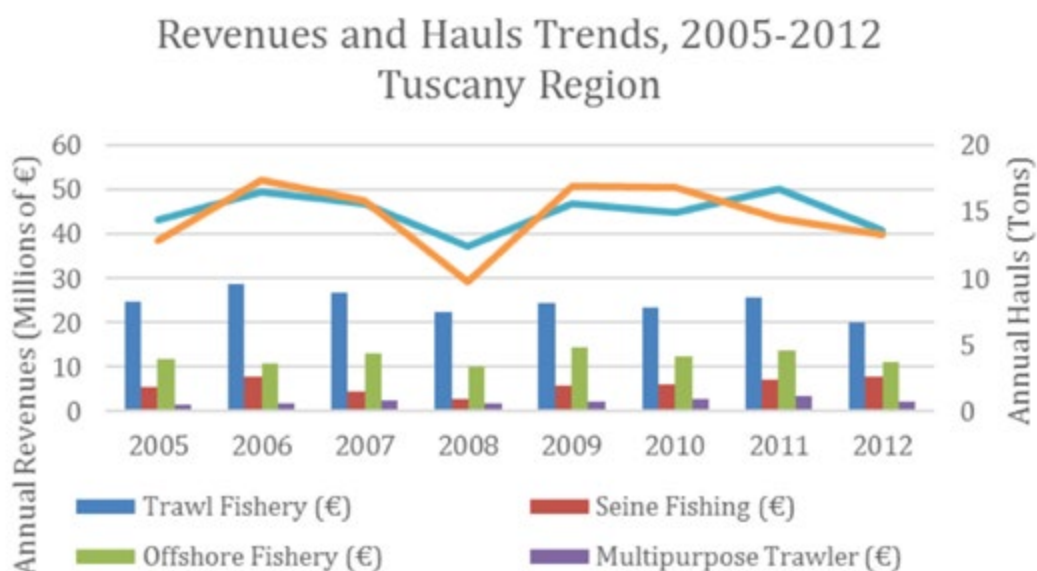


Figure 11: Revenues and Hauls Trends, 2005-2012 (Source: Sistan)

What is interesting to depict is also the surrounding administrative and normative background, which impacts inevitably on economic activities and even on the social aspects of the region. Indeed, it has been found that at the local level, there exists some coordination problems between traditional administrative authorities of the “Town” (Ex.: the Municipality) and the Port’s Authorities, all of them owning a ruling power on issues under their jurisdiction. Sometimes competencies among these administrative entities intersect, due to the natural connections that can arise during the realisation of certain infrastructures or other initiatives. The consequent result is an arduous administrative divide between the “Town” and the “Port” because of the lack of functional integration among administrative functions, as well as a cultural divide, due to a lack of “identity” integration.



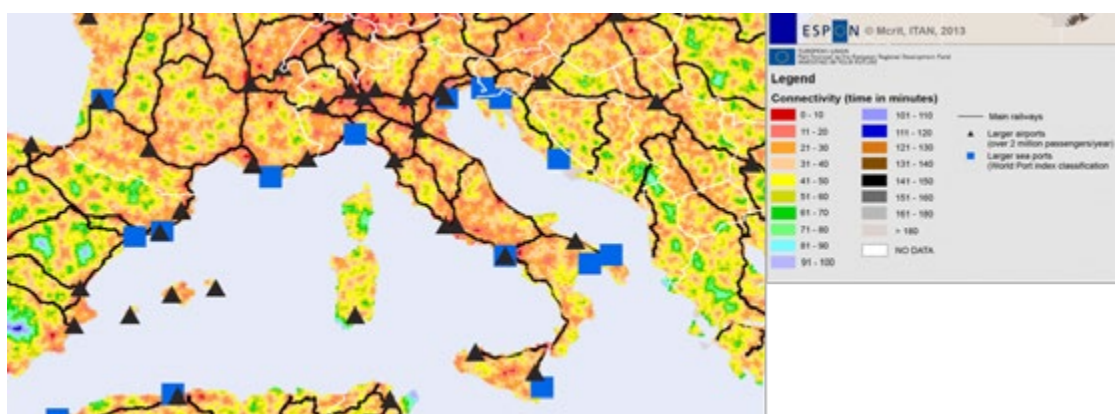


Figure 12: Territorial Connectivity to Road, Rail and Airports 2010 (Source: ESPON)

The connections among cities, regions and countries are fundamental for economic development, as well as cultural interchange. From Figure 12 one can see that Tuscany is well connected to roads, airports and ports, even if it does not host big ports at global level. It is interesting to note is that railways, highways and airports are directly or indirectly connected to the Livorno port, which represents thereby the fulcrum of Tuscan connections.

### 3.3 ENVIRONMENTAL ASPECTS

From an environmental point of view Tuscany has a quite high vulnerability to Natural Hazards, mainly in the extreme Northern part, at the boundary with Liguria, where the area is also covered by a fairly high percentage (10%-19%) of impervious material, as far as soil sealing is concerned. The area is also subjected to a moderate concentration of hazardous substances in marine organisms, with particular reference to risks connected to mercury, lead, lindane, DDT and PCB.

It is also important to stress that Tuscany is part of a maritime area, the North Tyrrhenian, which hosts a great number of national protected areas, even included in Natura 2000 network, that is to say Special Areas of Conservation (SACs) and Special Protection Areas (SPAs), including the well-known Sanctuary for Mediterranean Marine Mammals.

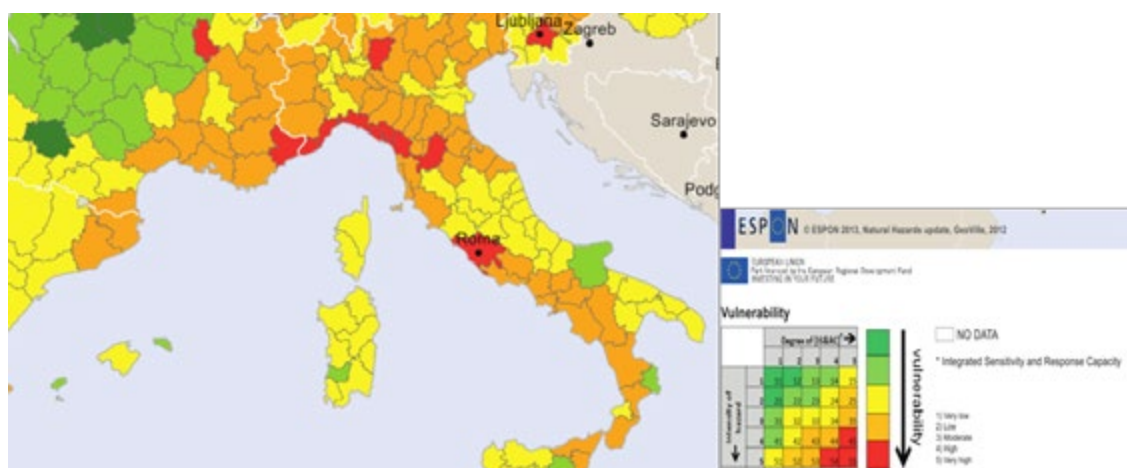
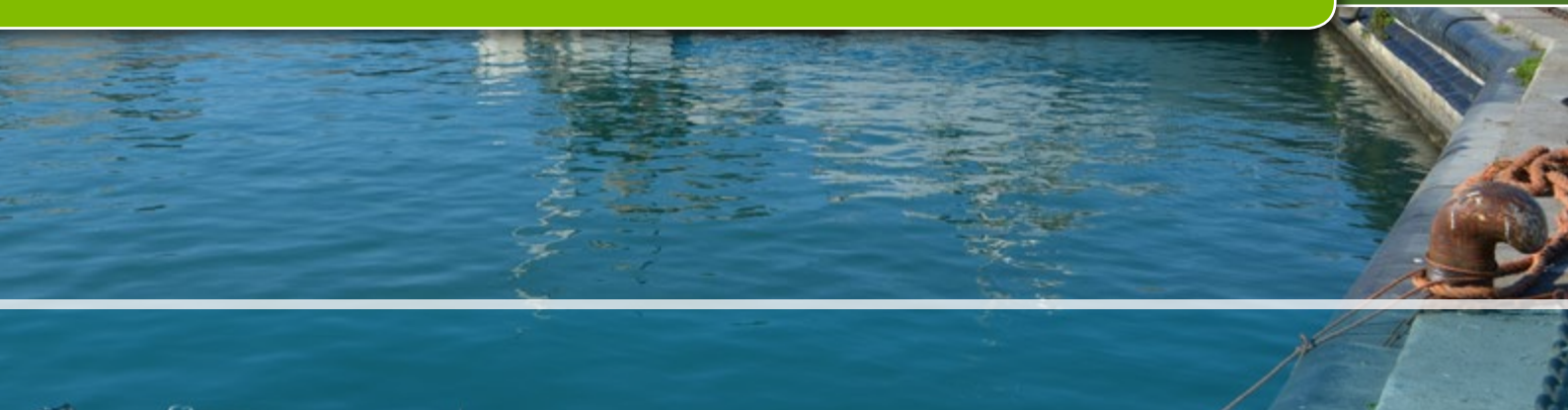


Figure 13: Vulnerability to Natural Hazards (Source: ESPON)

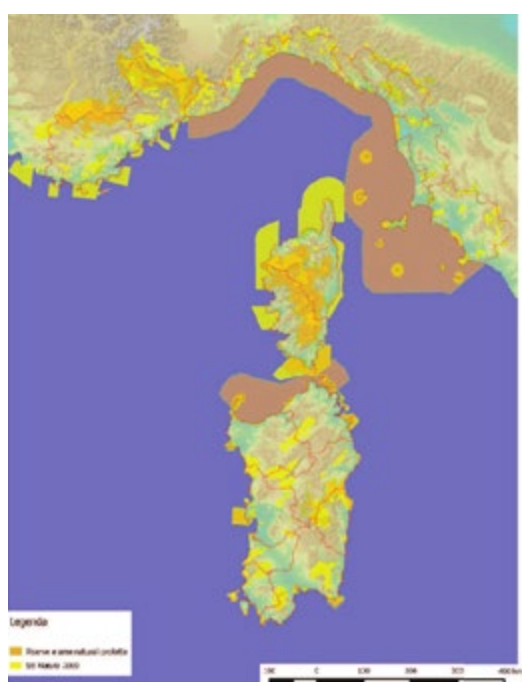


Figure 14: National Protected Areas and Natura 2000 (Source: MaritimeAtlas, 2012)

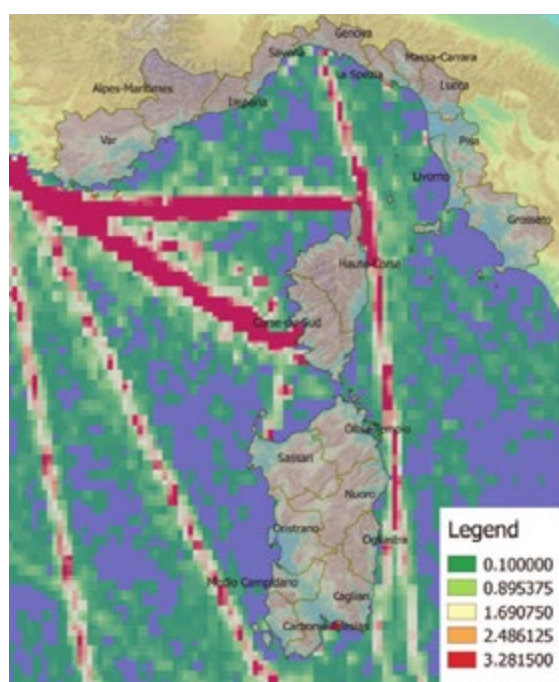


Figure 15: CO<sub>2</sub> Emissions from International Shipping [kt/grid ( 5km x 5km)] (Source: ESPON)

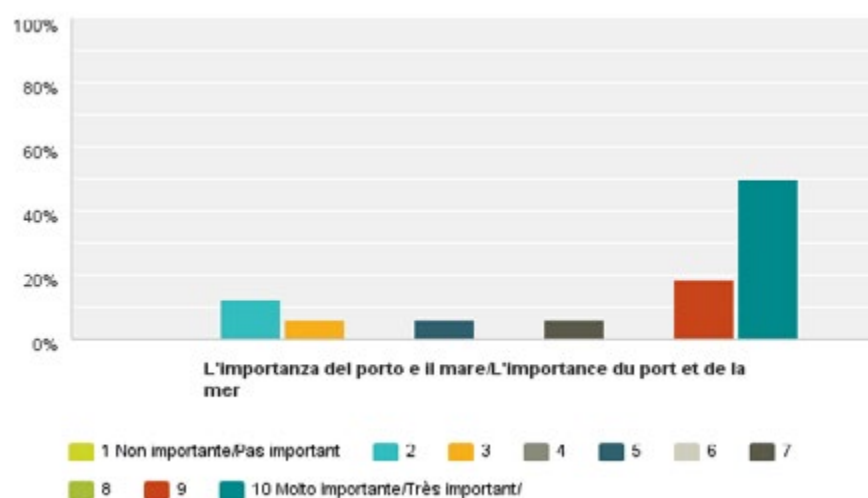
Nevertheless, as can be seen from Figure 15, the same geographical zone is subjected to a high degree of carbon dioxide emissions produced by international shipping.



## 4. REGIONAL SURVEYS

Before the start of the Scenario Planning Workshop, an online survey was submitted to its possible participants, in order to probe their perception about the issues to be discussed during the face-to-face meeting. The survey has been submitted by each Region involved in the project. The results of the surveys are presented below.

### Q3 How important is the port and the sea to your city?

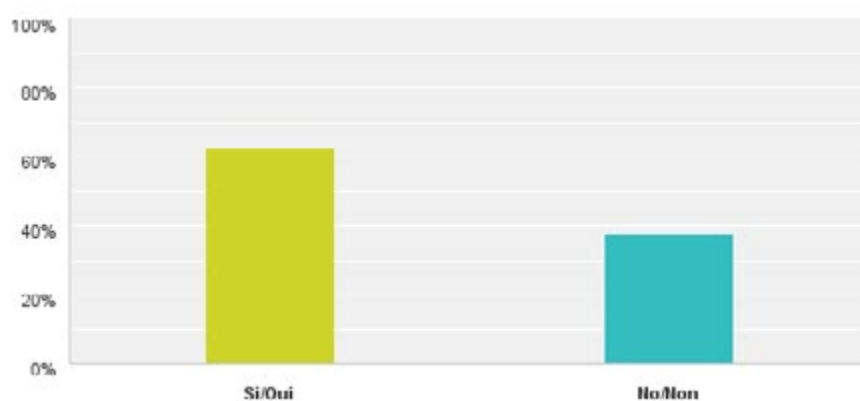


It was established that the relationship of the port and the sea to the region was of very high importance to just over half of the respondents. The spread of results range from very high through to just above not important.



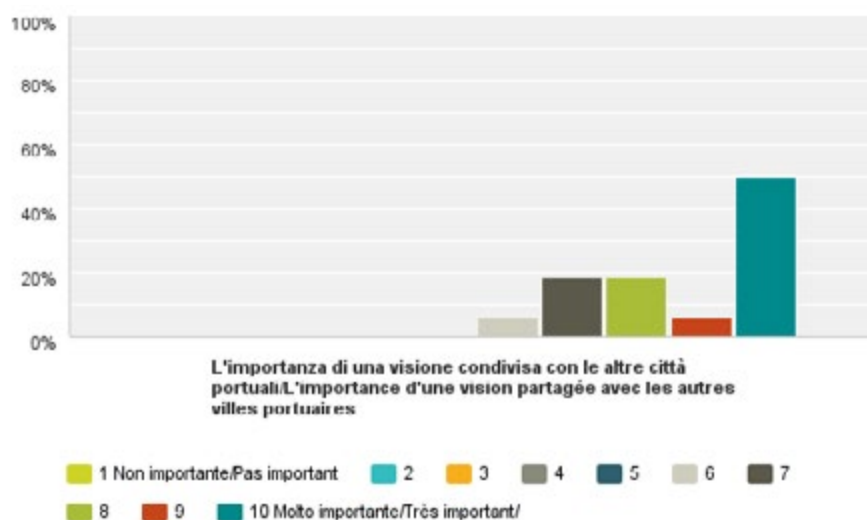


#### Q4 Have you ever been involved in a planning long term for your city and your territory?



The majority of the respondents had been involved in a planning process for the region. Approximately 35% of the respondents had not been involved in a planning process for the region.

#### Q5 How important is it to have a shared vision with the other port cities in the North Tyrrhenian Sea area?

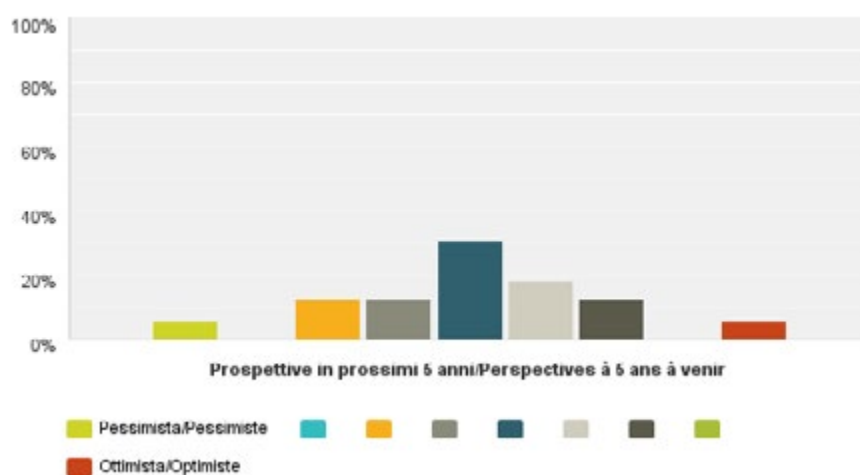


It was felt by approximately half of the respondents that it was very important to have a shared vision with the other port cities in the Northern Tyrrhenian Sea region.



However, the remainder of the respondents felt that it was from 'medium importance' through to just below 'very important' for the region to have a shared vision with the other port cities. This is interesting to note, when there had already been an underwhelming 50% of respondents who had felt that the port and the sea was important to their region (Q3).

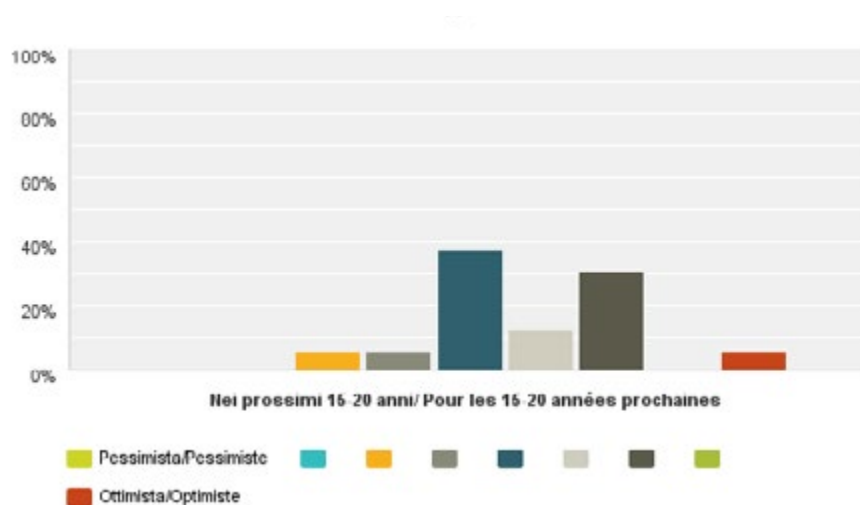
**Q7 How do you feel the economic opportunities, and social and environmental aspects of your city and of your area will compare in the next 5 years?**



When asked how optimistic the respondents felt, with regards to the economic, social and environmental future of their region, over the next five years, there were mixed results, with the majority of respondents being neither optimistic or pessimistic. Indeed the majority of respondents chose the middle option of neither optimistic nor pessimistic.



**Q8 How do you feel the economic opportunities, social and environmental aspects of your city and of your area will be in the next 15-20 years?**



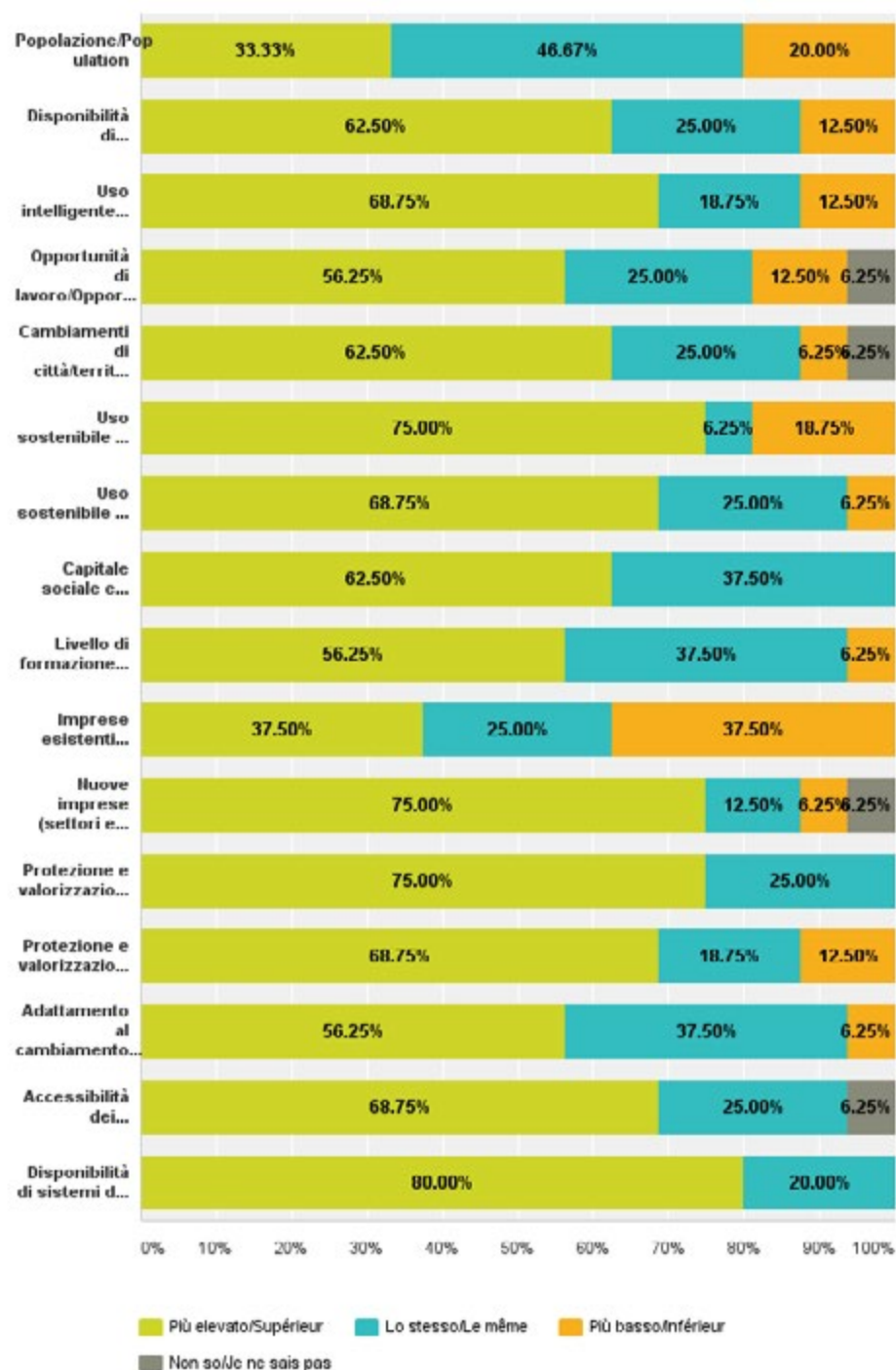
When asked how optimistic the respondents felt, with regards to the economic, social and environmental future of their region, over the next fifteen to twenty years, the majority of respondents chose either the neither optimistic, nor pessimistic option or opted for a slightly optimistic viewpoint. Therefore, the respondents felt somewhat more optimistic for the longer term future of 15-20yrs rather than for the nearer future of 5yrs (Q7).

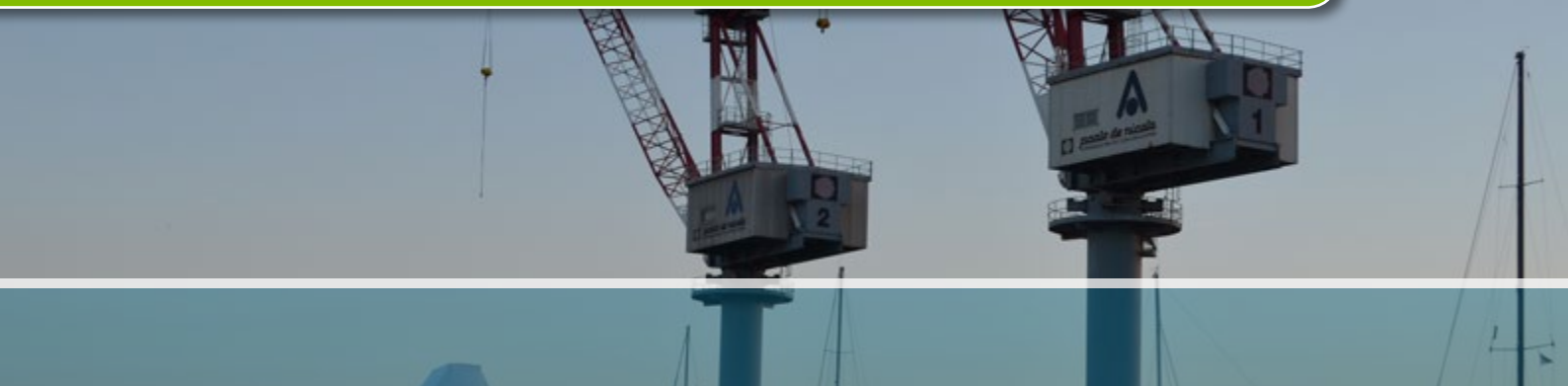
When asked about how the region would fare in 2030, the respondents were optimistic about most of the options, except for population growth and existing enterprises. These were the predominant areas that were predicted as being in decline in 2030.



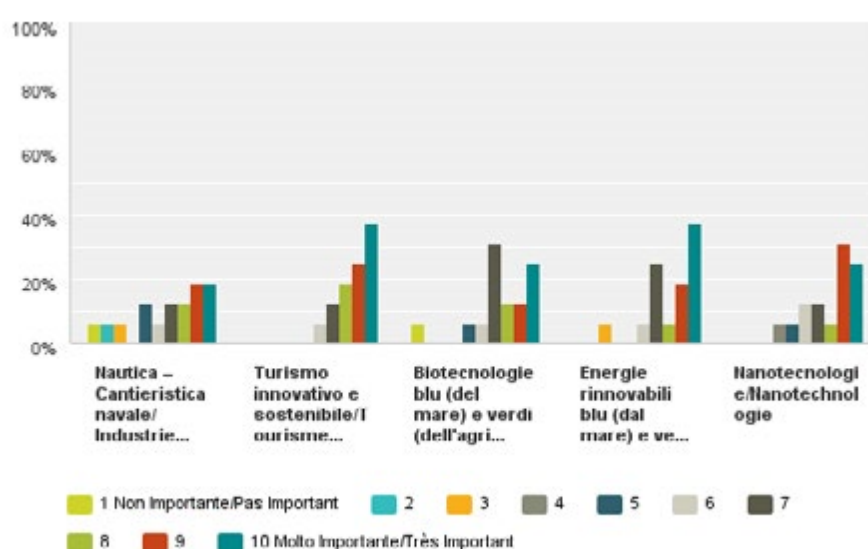


Q9 Which do you expect to be the following characters of your territory in 2030 compared to today? Select from the options below.



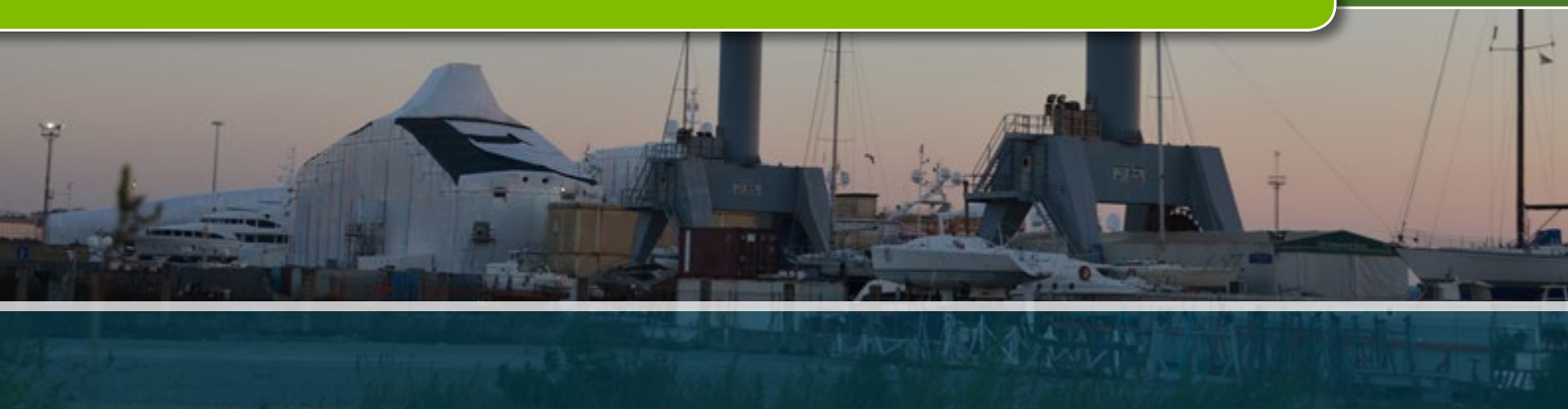


**Q10 How important do you think the following economic sectors will be in 2030?**  
(1 = not important; 10 = very important)

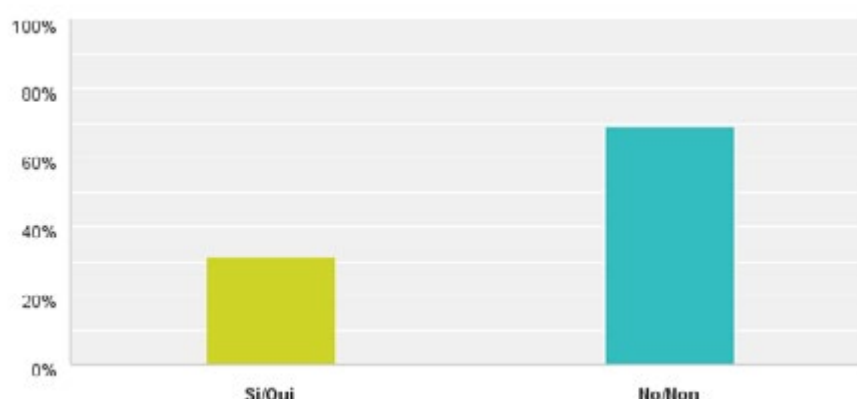


When asked which economies would be the most relevant in 2030, the respondents felt that Tourism and the Blue Economy (Sea) were the most important economies. However, there were results regarding Blue Sea biotechnologies combined with green technologies as well as Nano-Technologies, which were seen as almost as relevant. Again, this is interesting when 50% of respondents had felt that the port and the sea were important to their region (Q3), without the relationship of the port and sea to the region, the blue economy and tourism would not be able to be as relevant in 2030.

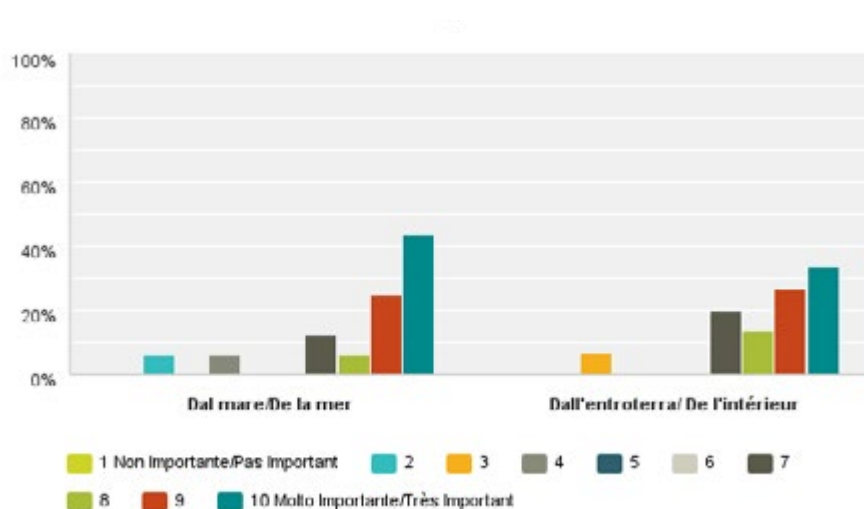
The residents majority of respondents had not had any work related activities with any of the other port cities other than Tuscany. However, it is interesting to note that approximately 30% had some work experience related to the other port cities. Therefore, the respondents did not have a professional connection with the other port cities, which would influence their possible apathy to the cohesiveness of the port cities across the North Tyrrhenian Sea.



Q11 During the past three years have you had professional relationships in the cities of the Upper Tyrrhenian regions other than your own?



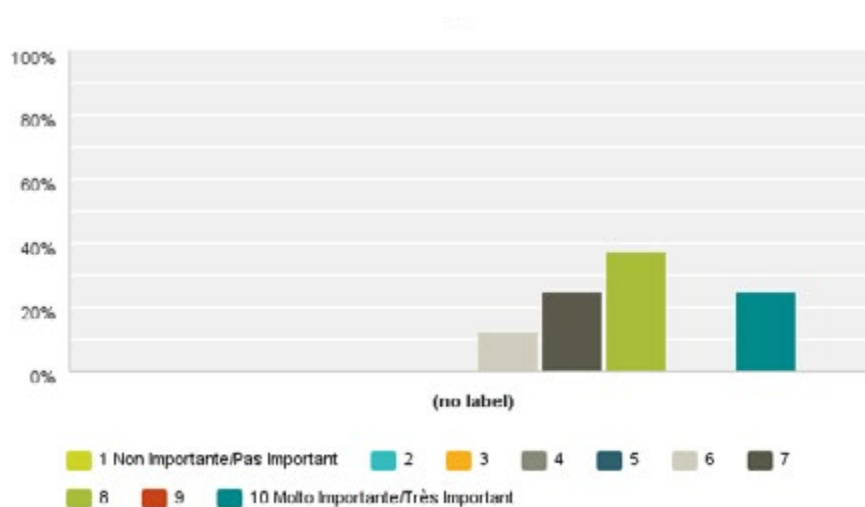
Q15 Do you think the future of your city and your dependent territory depends on the sea or the interior? (1 = not important; 10 = very important)



When asked whether the future of the region depends on the sea or the inland, the majority chose the sea. However, there was a real spread regarding the respondents' view of the relevance of the sea as one can see other options re this relevance. With regards to the impact of the land, the results are interesting, in that they are almost equally spread with regards to highly important down to just over important.



### Q16 How important is the solidarity and social cohesion to the future of your city and of your territory?



When asked how solidarity and social cohesion was important to the future of their region or port city, interesting this was a mixed spread. The majority felt that it was somewhat important, but while some felt it was highly important, it was not an overwhelming figure.

This would be something to explore further, as social cohesion and solidarity are extremely relevant internally as well as for the future cohesiveness with the other port cities.

The respondents, when asked how the connections of their regional cities compared to the needs of these cities, generally felt that the connections were ranging from insufficient to poor.

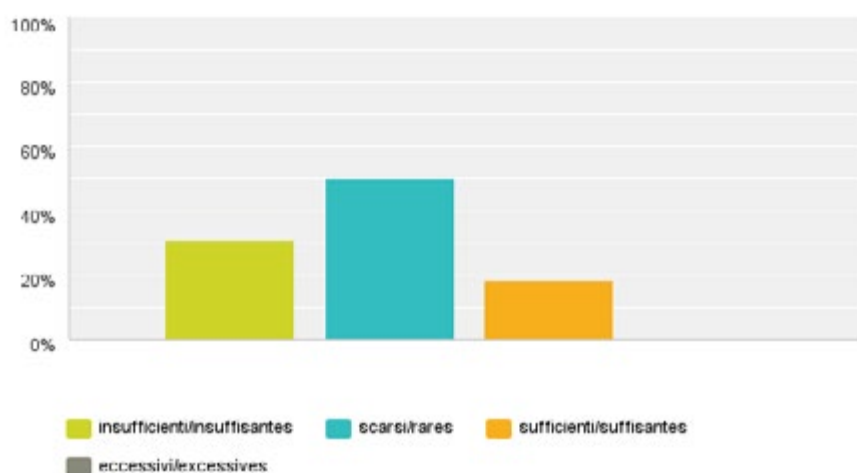
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del Mediterraneo*



*La Coopération au cœur  
de la Méditerranée*

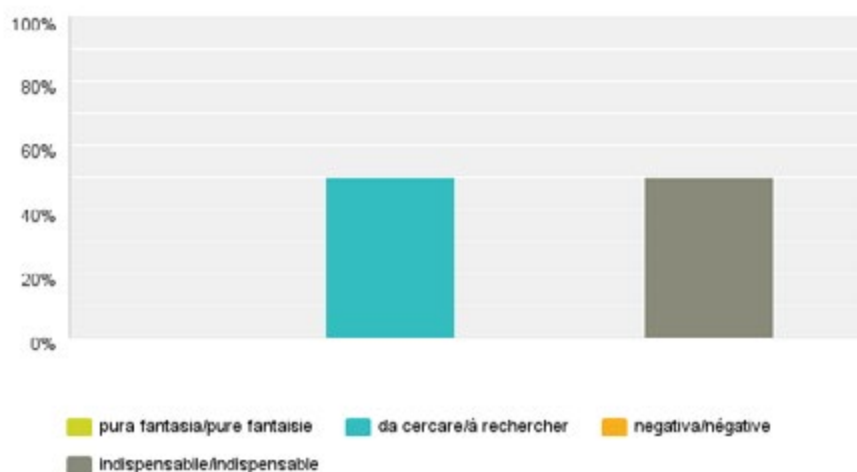
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**Q17** Do you think that the connections of your city, compared to the needs, of your city are insufficient, scarce, sufficient or excessive?

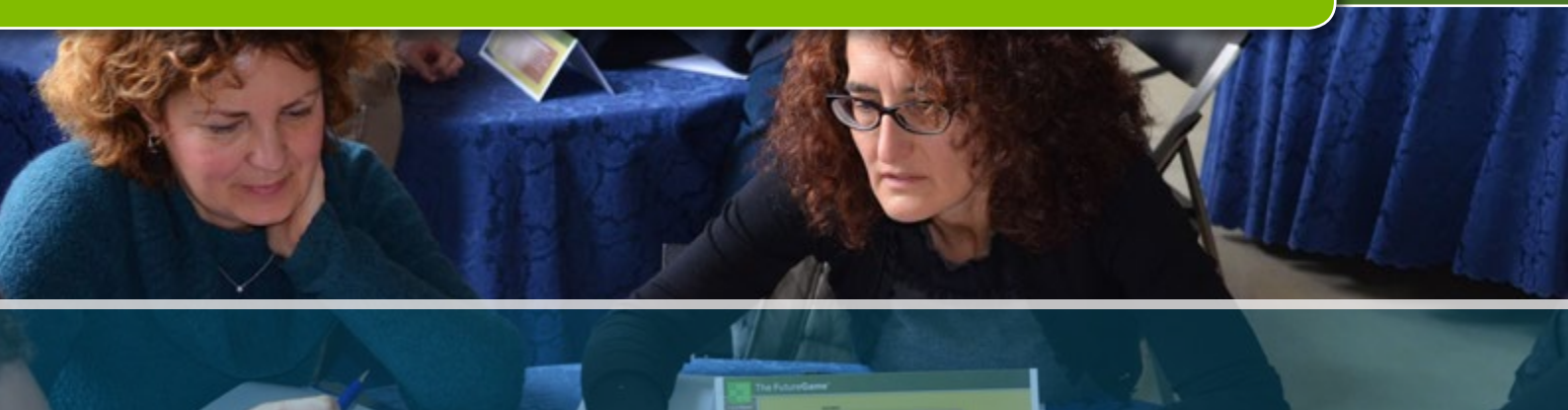


A smaller minority of 20% felt that the connections were sufficient.

**Q18** Do you think the collaboration between Corsica, Liguria, Tuscany and Sardinia with regards to the future of the Northern Tyrrhenian Region is: fantasy, needed to be sought, negative or indispensable?



The respondents were split when asked how the collaboration between the Port Cities of Corsica, Liguria, Sardinia and Tuscany would affect the future of the North Tyrrhenian Sea area. 50% felt that it was something, which needed to happen and be sought, while 50% felt that this collaboration was indispensable. However, this does point to the agreement that the collaboration is possible and achievable.



## 5. SETTING THE STAGE – SCENARIO PLANNING

Decision makers in the Tuscany region decided to embark on a Scenario Planning process for the purposes of this project, with the collaboration of the Port Cities in the North Tyrrhenian Sea as a focus.

This Scenario Planning process would:

- Deepen an understanding of how external events and regional conditions shape decision-making;
- Identify and understand the key influences, trends, and dynamics that will shape the region over the next 20 years;
- Create and describe four plausible long-term scenarios for the region; and,
- Begin exploring alignment around a shared regional vision.

The scenarios developed during this Scenario Planning Process and outlined in this report are important to provide a "vehicle" to be used in the process of building a shared vision for the future of the region. In addition, the workshop deliberations can assist in identifying key actions for the region and assist in identifying how various groups might best contribute to future developments.

The Scenario Planning process as applied in the region, offered an excellent opportunity for the regional community to examine the future in a thoughtful and structured manner.

The design of the workshop included:

- The Attributes exercise, exploring successful community characteristics.
- Presentation and discussion about key forces shaping the future, at a global and regional level.





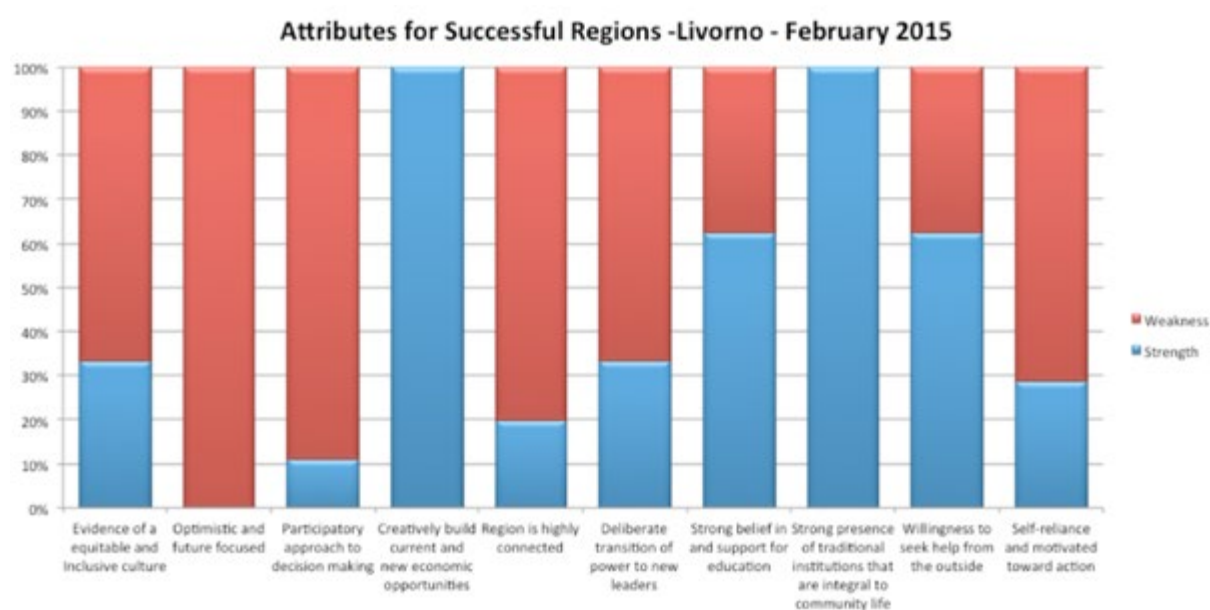
These exercises and work were aimed to build a robust basis for the scenario formulation.

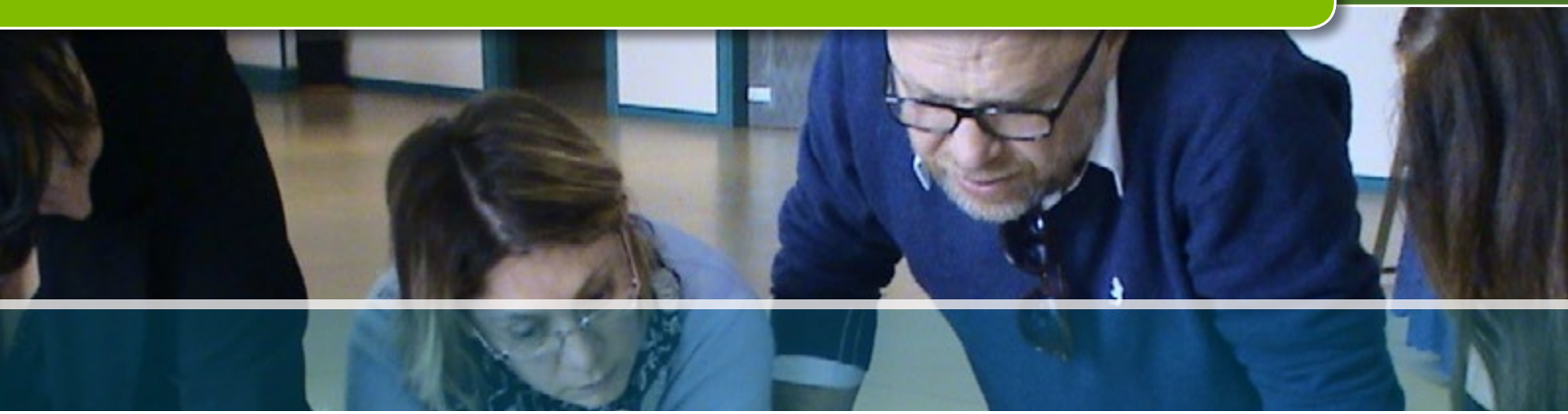
## 5.1 SCENARIO PLANNING PROCESS

This report presents the background, results, and recommendations from the Future Think Tank workshop in Livorno, Tuscany. This process aimed to explore the future directions and opportunities for the region, and commence work on creating a regional vision for economic development, in relation to the collaboration of the Port Cities in the North Tyrrhenian Sea area. People from across the region attended the workshop held on February 16<sup>th</sup> and 17<sup>th</sup>, 2015. At this workshop, participants discussed the region's future and developed plausible scenarios for the region in 2030.



During the workshop, participants individually evaluated the current status of the community based on the Ten Attributes of Successful Communities. This exercise was adapted from 'The Heartland Centre for Leadership Development'.





It was interesting to note that the participants felt that the region was strong in the following areas:

- Creatively build current and new economic opportunities
- Strong belief in and support for education
- Strong presence of traditional institutions that are integral to community life
- Willingness to seek help from the outside

However, the participants felt that the region was weak in the following areas:

- The region is highly connected
- There is a deliberate transition of power to new leaders
- Optimistic and future focused
- Self reliant and motivated towards action

The participants were then guided through a Scenario Planning process to develop four plausible scenarios for the future of the Region. This process has been applied by Future iQ Partners in regional Scenario Planning events in numerous settings across North America, Australia and Europe.

The process, which is described in detail below, involves exploration and discussion of global, regional, and local trends and forces of change; identification and ranking of drivers and influences that will likely shape the future of the region; development of a scenario matrix defining four plausible scenarios spaces for the future; and the development of descriptive narratives of each scenario. The event concluded with discussion of the scenarios and their desirability in contributing to a regional vision of the future. An important part of the Scenario Planning process is that it aims not merely to develop plausible scenarios for the future, but to identify how they may be turned into tangible actions in the region and compiled in a regional economic planning strategy.



## 5.2 WHY SCENARIO PLANNING?

Scenario Planning is a method that is used to develop plausible scenarios for the future. Scenarios are not predictions, but are a way of exploring plausible futures. The method differs from traditional strategic planning as it allows the exploration of many factors, or drivers of the future, concurrently. It does so by using local knowledge and expectations about the drivers to produce a framework that defines and explores a range of plausible futures. In this manner the approach enables people to explore the impacts and consequences of a range of different future pathways.

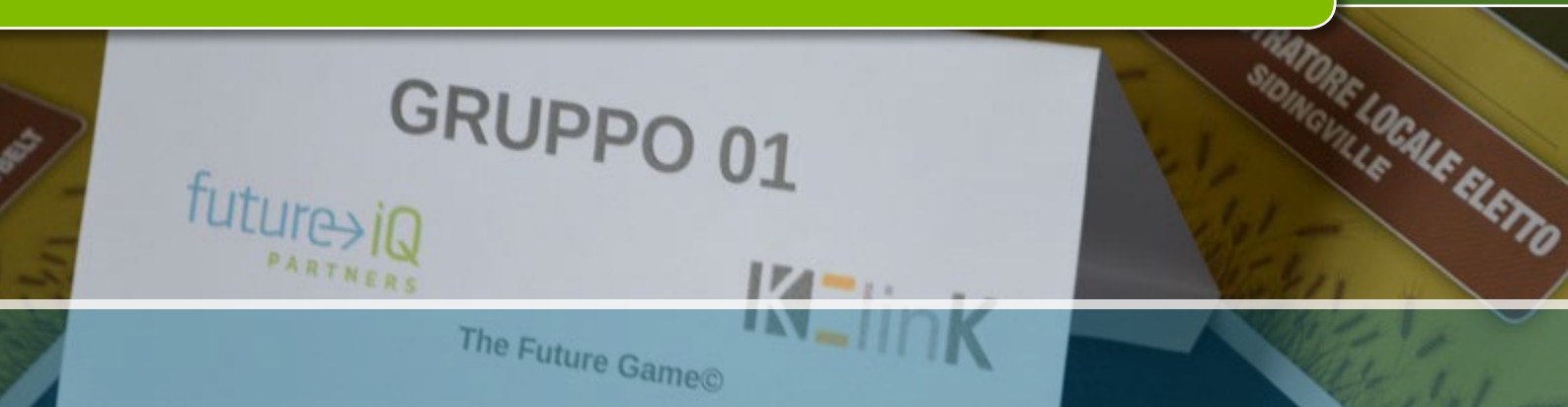
Generally, Scenario Planning processes are run over several days, weeks, or even months. A condensed form of Scenario Planning, developed by Future iQ Partners, was used in this project so that the scenario session was completed in a two days. This design is intended to allow otherwise busy and committed people to contribute and participate in a future planning process in an effective and efficient manner.

This design relies on sufficient background information being presented to enable realistic and informed evaluation by the participants. It also requires participants who are broad-minded and freethinking, and who collectively and individually can bring their experience to the identification of the key drivers and to the development of the scenarios.

## 5.3 DEVELOPING FOUR PLAUSIBLE SCENARIOS FOR THE FUTURE

The regional stakeholders explored the future and developed plausible future scenarios, looking out as far as 2030. To set the context for their thinking, the planning session included discussion of global, national, and regional forces that could impact the region. The project facilitator presented an overview of global, regional and local trends. Participants reviewed and discussed these trends, considering how they could impact on the future direction of the region.





## 5.4 CREATING SCENARIO SPACES – FOUR PLAUSIBLE SCENARIOS FOR THE FUTURE

Through discussion, two themes were developed which would become the basis for two axes on the scenario matrix that define four scenario 'spaces', with quadrants either towards or away for each driver cluster.

These quadrants were used to formulate four plausible scenarios. The axis were **'Focus on Regional Planning'** and **'Building on Local Capacity'**.

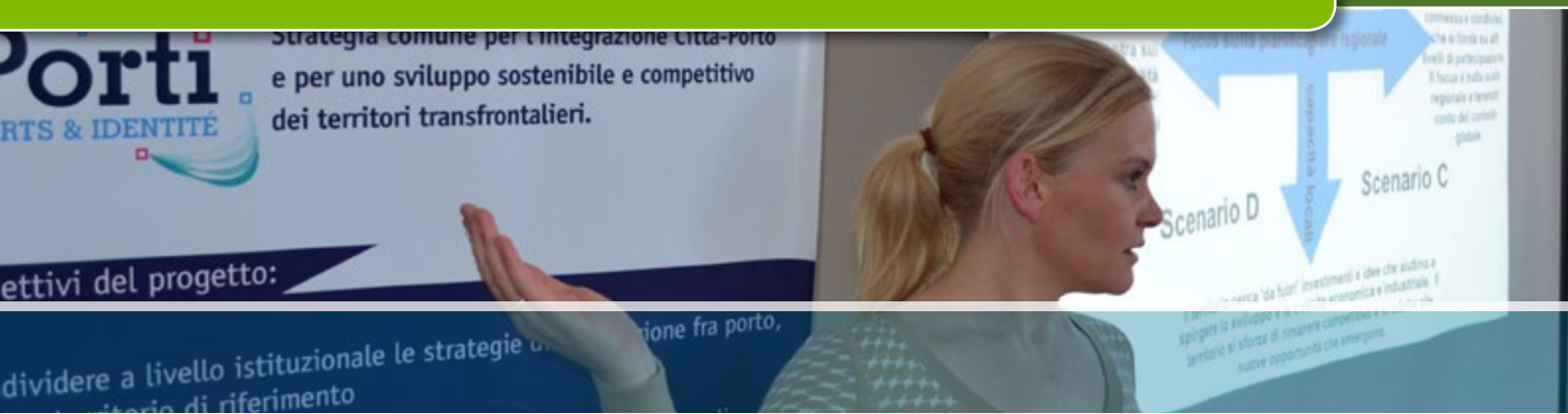
The four quadrants (scenario spaces), based on increase and decrease directions of the two cluster themes, were reviewed and discussed with the participants. This discussion explored the drivers included in each scenario-shaping cluster, the scope of each cluster, and how they formed the axes that defined the four scenario spaces. The participants were asked to consider the main attributes of each of the quadrants and to begin to speculate about how the region would look in a future based on each of the quadrants.

## 5.5 CREATING NARRATIVES FOR EACH SCENARIO QUADRANT

Event participants were randomly allocated to one of four groups and asked to formulate a scenario for their respective quadrant. Each group was facilitated by local facilitators to describe The region in 2030 under the conditions of the scenario quadrant that they had been given in terms of the triple-bottom line of social, economic, and environmental characteristics.

In addition, they were asked to devise major events or headlines of how the scenario occurred using the years 2015, 2020, and 2030 and to give their scenario a descriptive name. Once the scenarios had been developed, each group reported back, describing their scenario to the symposium participants.

This allowed for clarification, questions, and an assessment of the plausibility of each scenario. Each group's notes for their scenario and the description of it when it was

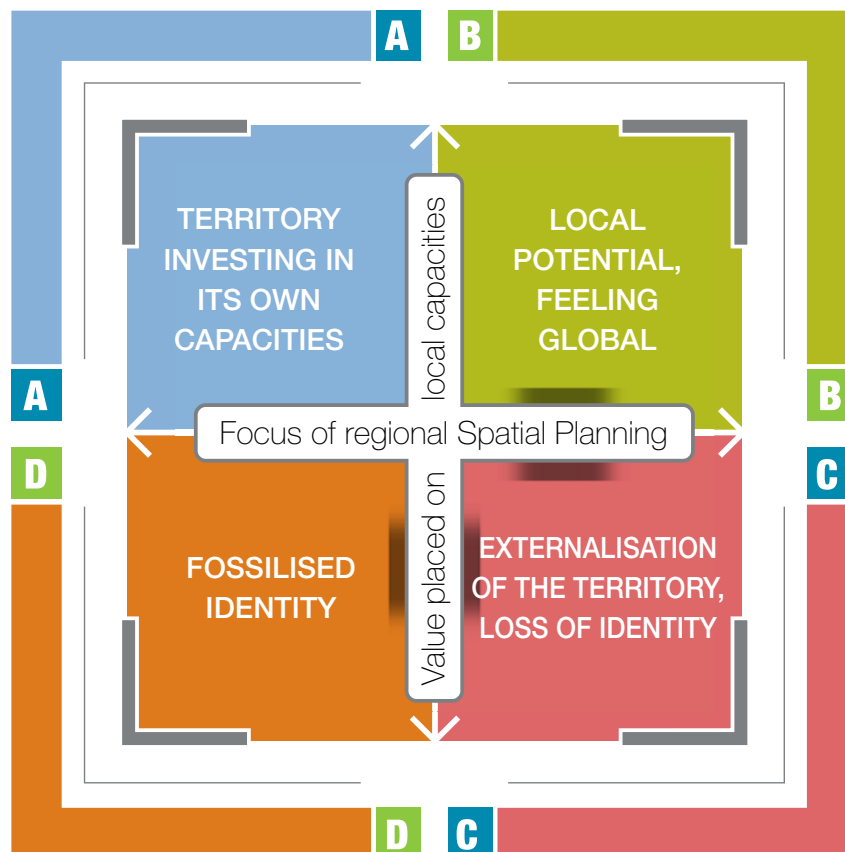


presented to the other participants were used to produce the detailed narrative for each scenario that is presented in the next section of this report.

The scenario quadrants defined by the cluster themes show the names of each scenario as created by the participants.

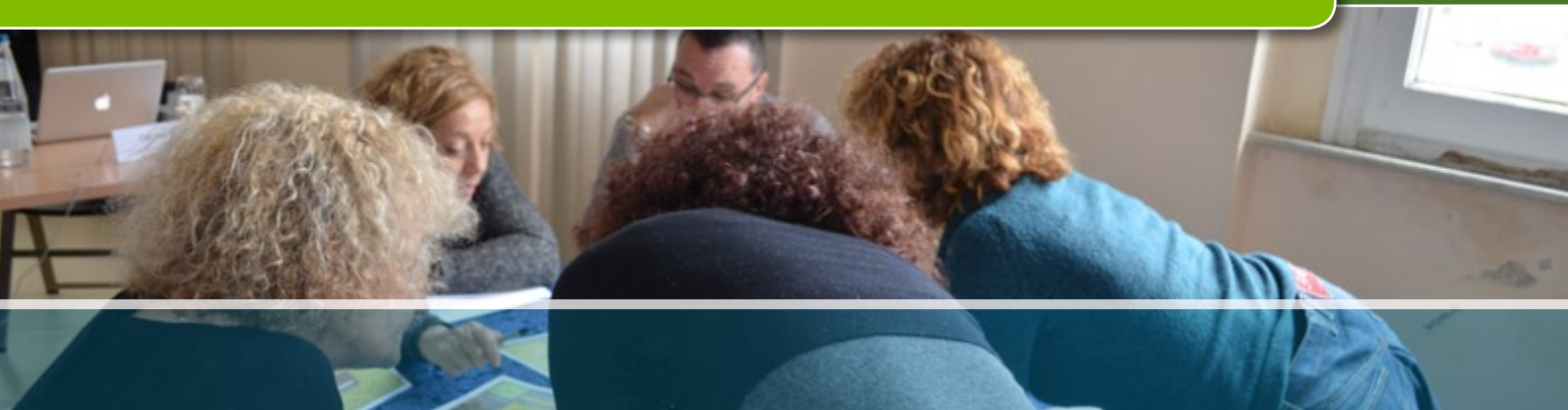
The region has identified and invests and builds on its own internal unique resources and capacities.  
The distinctive marine, food, natural and cultural heritage is a strong focus of economic development and planning.

Each port and city maintains its own autonomous planning and identity. The focus is on local issues and identity, and concerns of the local citizens.



The region has a highly integrated and shared spatial plan, that builds high levels of participation, connectivity. The focus is on the regional scale, within the global context.

The region looks to outside investments and ideas to help drive economic and industry development and growth.  
The region strives to remain competitive and adapts to new emerging opportunities.



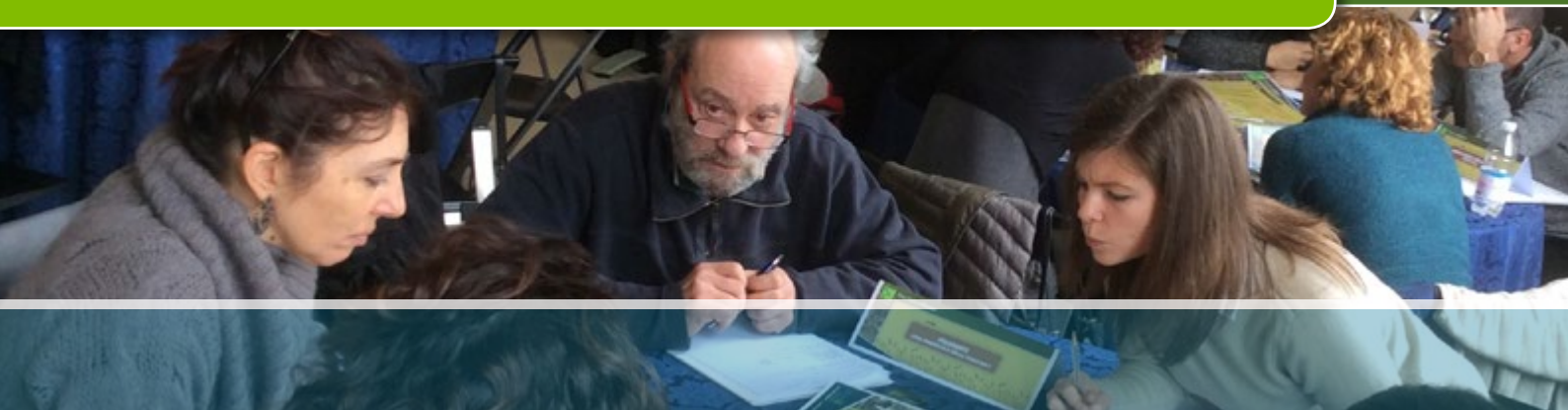
These four scenarios paint very different plausible futures for the region.

The workshop participants considered them all as plausible futures, as in, they could actually happen. Narratives and descriptions of each scenario, as developed by the workshop participants, are included in the following section.

Each scenario has its subsequent consequences and impacts on the regions fabric of the region – impacting the economic, society and environment in different ways. No one future is the ‘perfect’ future, as each comes with its attendant challenges and implications. The process, however, does provide a way to tease out the future scenarios and examine them from a speculative standpoint. They represent different possibilities for the future, and are not predictions.



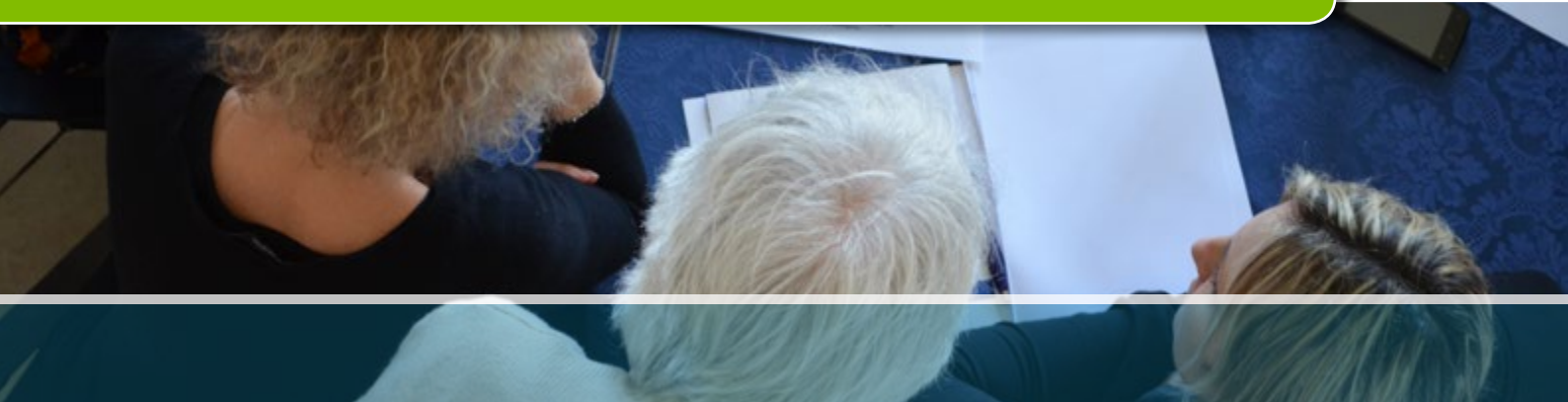




- Careful promotion of the territory and its products
- An increase in local, quality agricultural production
- Development of scientific, technological, research and environmental centres

### **Environmental Characteristics:**

- Change and redefinition of the visual impact of the ports' activities, leading to a recovery and enhancement of the historical/monumental heritage
- The reclamation of industrial areas and their reconversion into technological areas
- Renovation of community centres through an urban reconfiguration with a strong environmental impact



### 6.1.2 Territory Investing In Its Own Capacities – Headline News from the Future

Societal
<b>2015</b> Investments have started for the new technological academic centres on the Tyrrhenian coast
<b>2020</b> The first coastal technological centre opens in Tuscany
<b>2030</b> New services for local communities are launched 20% of the local population is not Italian: how festivities are changing
Economic
<b>2015</b> More unemployment in factories and the Tuscan ports The awaited ports' reform has started
<b>2020</b> Ten new spin-offs on the coastal area Local products' exports are increasing
<b>2030</b> We have the first cruise ship at zero emissions!
Environmental
<b>2015</b> Increasing urgency for disused industrial areas' modification Research activities on food are developing in Tuscany New increase of biological plantations
<b>2020</b> Finally the reconversion of the industrial port
<b>2030</b> Exceptional Discovery: self-destruction of waste becomes a reality





## 6.2 SCENARIO B – LOCAL POTENTIAL, FEELING GLOBAL – 2030

This scenario is characterised by a society prone to developing local specialities, with an excellent level of education. The education system is focused on aspects which raise the appeal of the territory from abroad. New jobs are created, particularly in the tourism sector with a high mobility of young people and, consequently, coastal small-medium towns are repopulated. The territory has a high level of economic development, mainly focused on services. The new strengthening and reorganisation of the ports' infrastructure, the improvement and increase of accommodation facilities, the adoption of smart technologies and platforms to facilitate the match between supply and demand, together with the development of new connections between the coast and the Tyrrhenian islands are favourable. These all lead to an increase in the flow of high-quality tourism. Environmental concerns are of great importance, both in the urban context (waterfront requalification) and a rural context.

### 6.2.1 Local Potential, Feeling Global – Scenario Characteristics

#### Societal Characteristics:

- High education level, both at secondary school and university, with a very differentiated and multilingual educational offer, including study plans related to the enhancement of cultural and archaeological heritage
- Increased numbers of youth travelling for work purposes
- Repopulation of small-medium coastal towns

#### Economic Characteristics:

- Extension of the tourism season
- Differentiation amongst docks (touristic and commercial)
- Electrification of docks
- Development of activities connected to the e-commerce of typical wine and food products
- Increase in the availability of accommodation facilities (particularly agritourism)



- Maintenance of luxury tourism areas
- “Smart” tourism based on online platform development, aimed at promoting local operators’ tourism offers, making reservations easier, improving the quality of the stay for guests
- Improvements of the connections with the islands (both the transportation to the main islands and the more rapid transfers to the minor islands)

### **Environmental Characteristics:**

- Waterfront requalification
- Enhancement of coastal natural parks
- Enhancement of thermal and agricultural areas to encourage touristic activities throughout the year
- Better management of waste on the sea and on the beaches

# porto Mediceo



## 6.2.2 Local Potential, Feeling Global – Headline News from the Future

### Societal

**2015**

Maritime towns create the future levers of tourism  
New university multilingual courses on touristic economy and luxury tourism

**2020**

Youngsters in movement: seasonal job offers in growth

**2030**

The Tuscan coast attracts all over the year  
Disused industrial infrastructures have been requalified and converted to a touristic function

### Economic

**2015**

The Waterfront requalification project starts

**2020**

New port's docks have been electrified

**2030**

Tuscany leads: the best life style and quality throughout Italy

### Environmental

**2015**

Improvement of cleaning services and waste management on beaches and sea

**2020**

Extraordinary reduction in waste on beaches and sea

**2030**

Clean Water: 100% of waste on the Tuscan coast has been purified





## 6.3 SCENARIO C – EXTERNALISATION OF THE TERRITORY, LOSS OF IDENTITY – 2030

This scenario is characterised by a real loss in identity as well as low education levels and an increasing migration of young people. As a consequence there is an ageing population, mainly concentrated in urban areas where the main essential services are maintained. The local economy is dominated by medium sized factories with a high percentage of foreign multinationals that do not invest in local human resources. The multinationals export from Italy. From an environmental point of view, despite the attempts to enforce regulations, the more pollutant infrastructures see a strong development, and as a result there is a consequential loss of the local environmental identity.

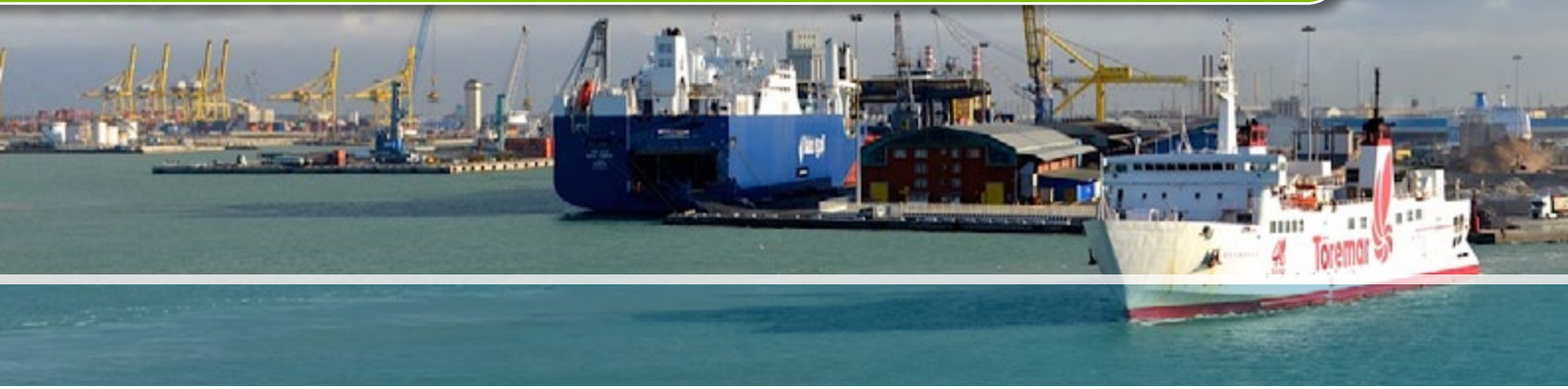
### 6.3.1 Externalisation of the Territory, Loss of Identity – Scenario Characteristics

#### Societal Characteristics:

- Low education level
- Gradual loss of local identity
- Reduction in unemployment, with a low level of educated people in the labour force
- Brain drain of youth, who are leaving the area
- Ageing of the population
- Demographic distribution concentrated in the main urban centres

#### Economic Characteristics:

- Industrial pattern characterised by medium sized factories owned by foreign multinationals
- Growing industrialisation, focusing on new technologies
- Lack of investments in local human resources



### **Environmental Characteristics:**

- Loss in local environmental identity
- Development of infrastructures with a high environmental impact
- Attempts to enforce – through regulation – a higher investment in best practices to reduce the industrial impact on the environment



### 6.3.2 Externalisation of the territory, loss of identity – Headline News from the Future

#### Societal

**2015**

Higher level of employed people: is it real growth?

**2020**

Statistics show a new stagnation phase in employment

**2030**

Local towns depopulate

#### Economic

**2015**

New industrial investments in the territory

**2020**

Consumption is growing

**2030**

The territory grows poorer

#### Environmental

**2015**

Disused industrial areas are recycled for new urban settlements

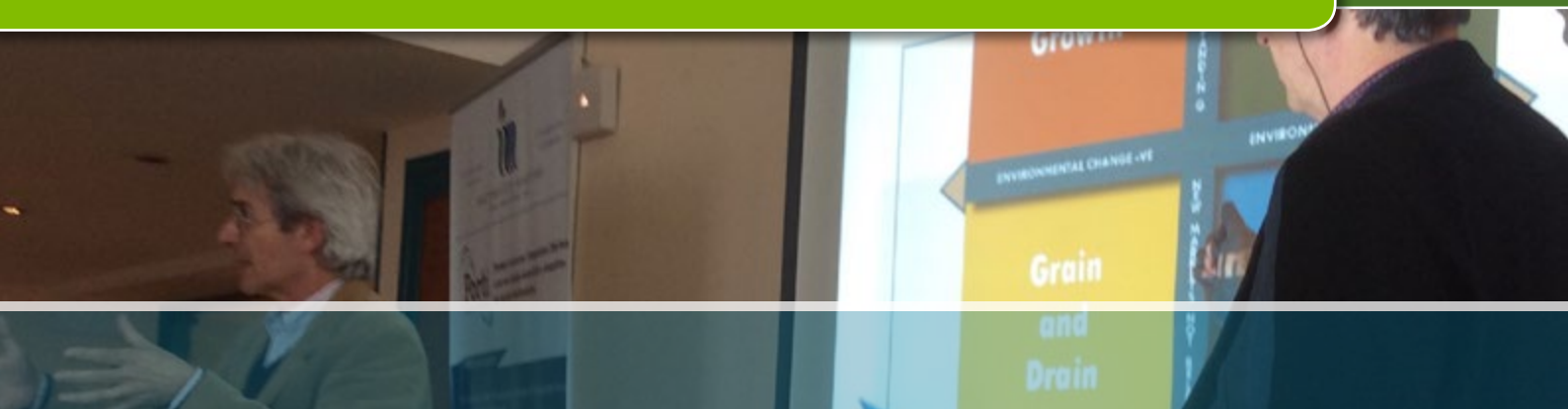
**2020**

New reconversions and reclamations of industrial areas

**2030**

A positive sign - with the increase in the availability of “clean” energies





## 6.4 SCENARIO D – FOSSILISED IDENTITY – 2030

This scenario is characterised by a society anchored to a strong traditional identity. It is very cohesive internally, but has partially retreated into itself and is incapable of coherently integrating with new economic and social contexts. The population decreases and mobility increases, mainly for young people. Despite this growth, the economic dimension is impacted by the lack of participatory planning at a higher level. Therefore, it lacks connection with the surrounding context, as it receives the influence of external investments which have environmental consequences. The territory, although it is still protected, is not completely enhanced and it is moving towards a substantial deterioration.

### 6.4.1 Fossilised Identity – Scenario Characteristics

#### **Societal Characteristics:**

- Good social cohesion at local level
- A “relaxed” quality of life, with a ‘village’ atmosphere
- Decrease in population
- Increasing young people migration towards other cities

#### **Economic Characteristics:**

- Growth based on their own internal territory. It is not integrated with neighbouring territories and so is isolated.
- Development of big factories, influenced by foreign investment
- Weak economic planning, due to a non-integrated vision

#### **Environmental Characteristics:**

- Enhancement of the territory, even if bound by external investments
- A general deterioration of the visual impact of the territory



#### 6.4.2 Fossilised Identity – Headline News from the Future

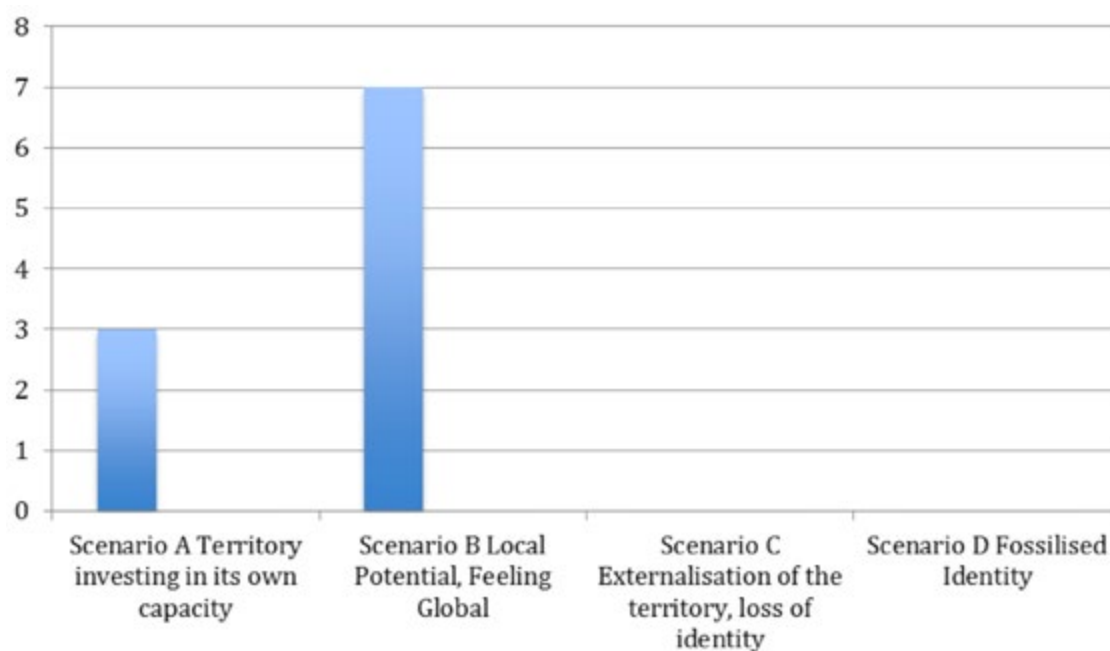
Societal
<b>2015</b> New local jobs
<b>2020</b> New labour force is coming from investor countries
<b>2030</b> Youngsters escape from the territory
Economic
<b>2015</b> New investments for the local economy are coming
<b>2020</b> Urban areas are growing
<b>2030</b> Economic stagnation: lack of integration with regional and national policies
Environmental
<b>2015</b> The new environmental plan for industrial settlements has been defined
<b>2020</b> Wild industrialisation opens the door to new environmental problems
<b>2030</b> More environmental conflicts



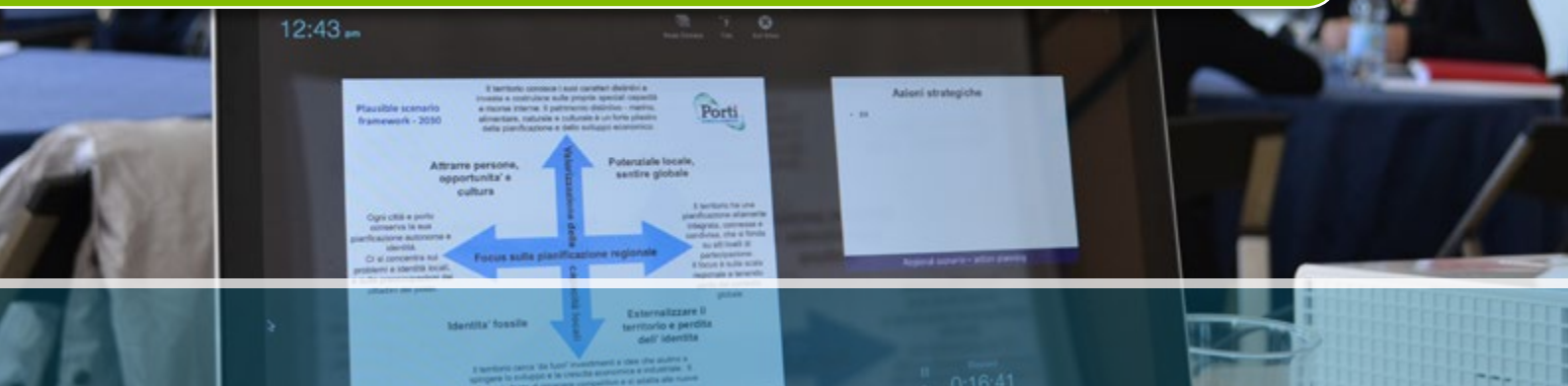
## 7. WORKSHOP PARTICIPANT FEEDBACK

Following the Scenario Planning work, participants were asked which scenario represented their aspirational future, out of the four scenarios.

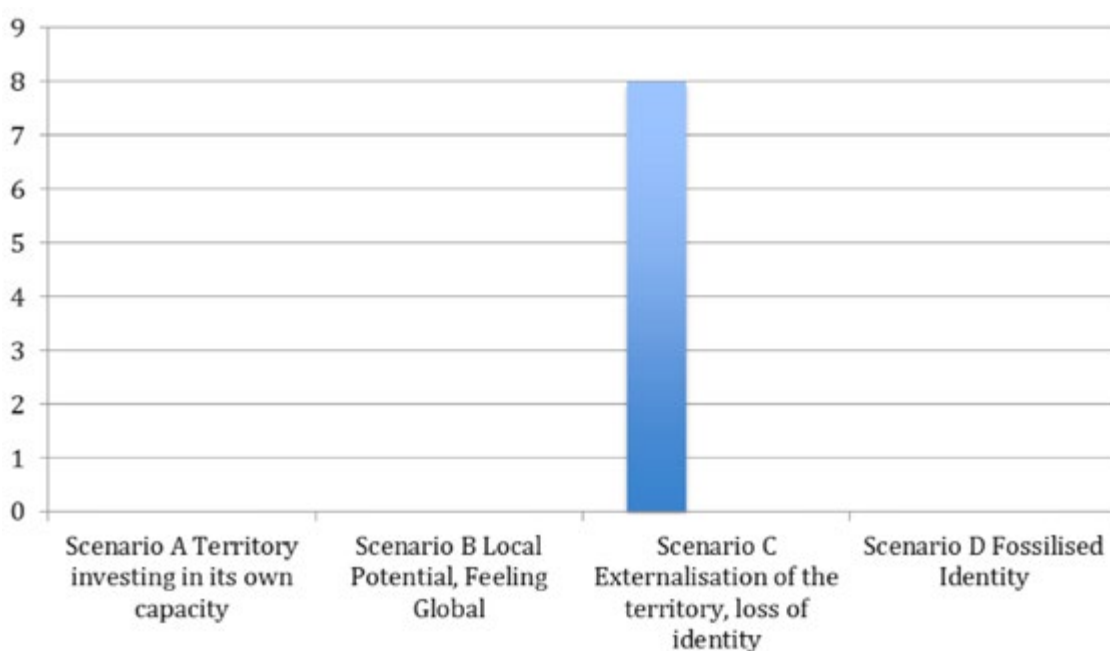
### 7.1 PREFERRED SCENARIO - WORKSHOP PARTICIPANTS



The majority of workshop participants agreed that Scenario B best represented the preferred future scenario – **'Local Potential, Feeling Global'**. However, 30% felt that Scenario A represented the preferred future scenario – **'Territory investing in its own capacity'**.

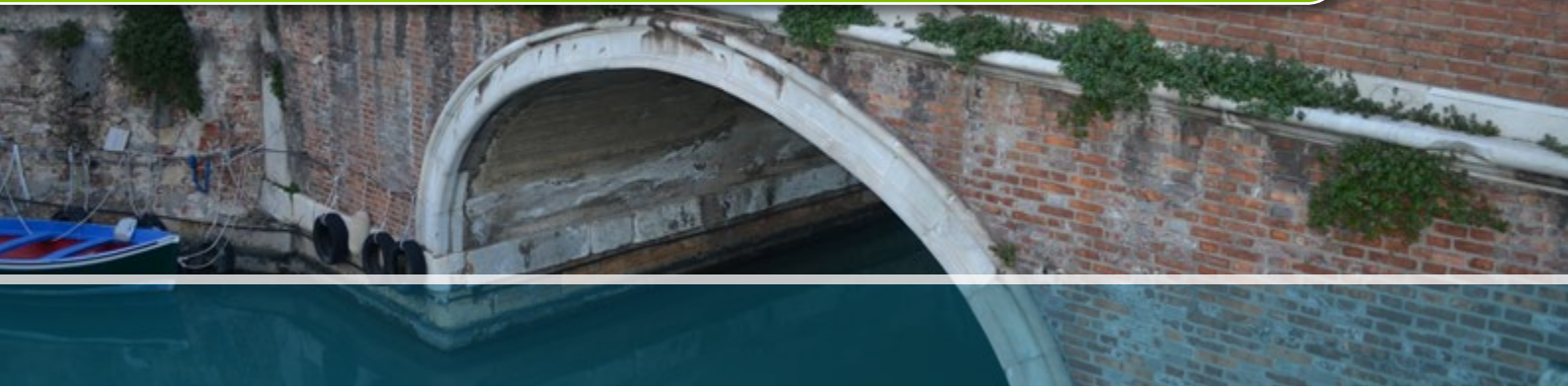


## 7.2 WHICH SCENARIO MOST REPRESENTS WHERE THE REGION IS CURRENTLY HEADING?



The workshop participants unanimously agreed that Scenario C, **'Externalisation of the territory, loss of identity'** represented the future towards which the Region was currently heading.





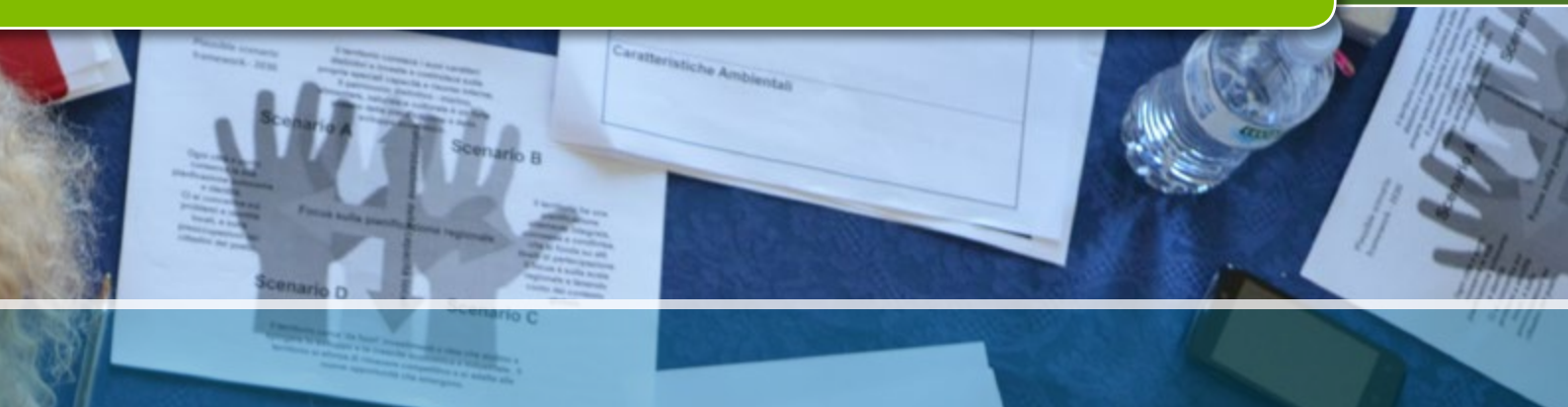
### 8. HOW COULD THE PREFERRED FUTURE EVENTUATE?

The preferred future '**Local Potential, Feeling Global**' outlines the basis of a shared vision for the region. In addition, it gives an indication of the focus areas of action that will begin to see this vision become a reality.

Because of the long-term nature of the Scenario Planning methodology, stakeholders can often see the 'distant future vision (2030)' as unattainable and unrealistic. However, this often underestimates the progress that can be made in the intervening years, and the cumulative positive impacts of change.

The scenario framework also can help guide additional actions to guide the future, especially in the importance of building regional collaboration and capacity. The challenge will be to connect the region to existing efforts and harness the depth of development already occurring in the broader regional context.

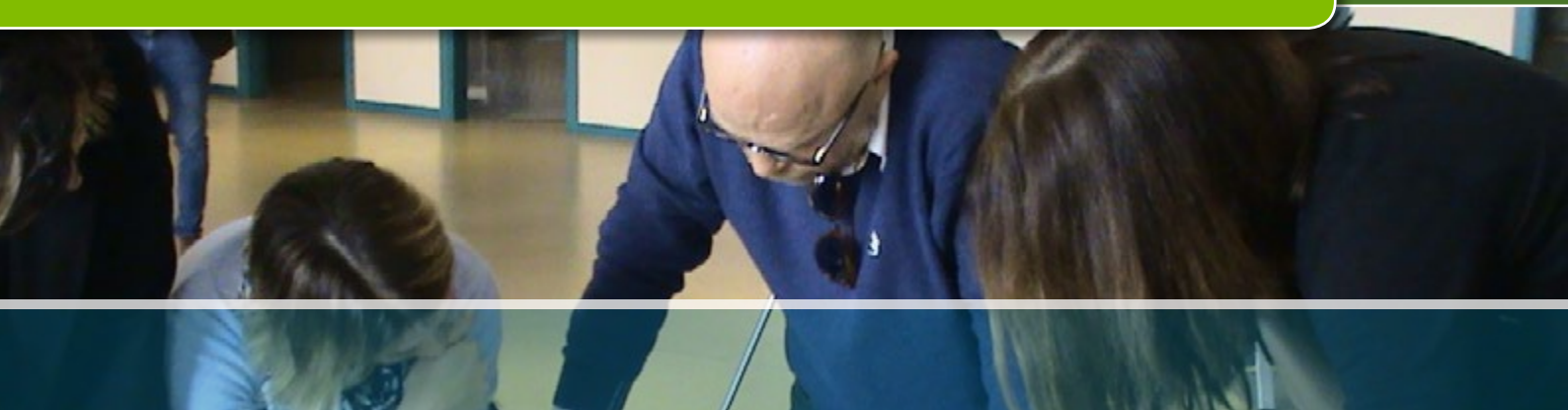
The region has an abundance of high quality natural resources as well as an international reputation for its food, landscape and wine. The challenge will be to optimise these resources, and build a cohesive relationship with the other port cities in the North Tyrrhenian Sea area. The region has been seen by the participants as being weak in optimism and future focus, as well as being motivated towards action. It is also seen as being relatively disconnected. For collaboration to be built with the other port cities, this weakness will have to be examined and reflected in the actions that arise out of the scenario planning workshop.



## 8.1 KEY ACTION STEPS IDENTIFIED BY PARTICIPANTS

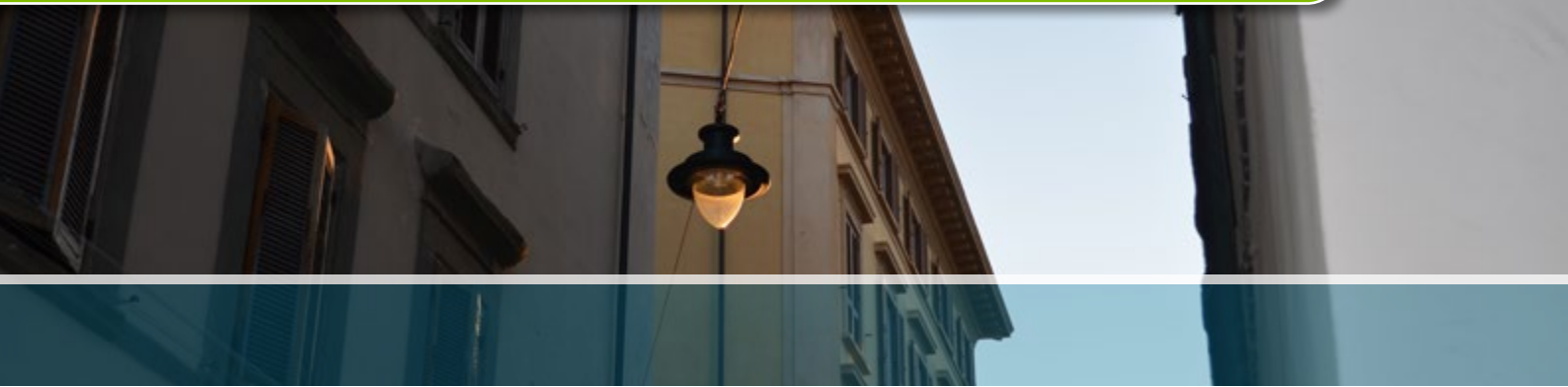
Following on from the identification of the scenarios, and the determination of which scenario depicted their preferred and expected futures, the participants discussed actions for the region. A list was created and prioritised, based upon the agreement within the group. It was agreed that these initiatives and priority actions were needed to be taken in order to achieve the preferred future for the region.

1. Definition of a local strategic plan addressed at the diversification of roles and to the strengthening of tourism in the region (the docks' electrification, broadband, renewable resources, integrated management of coastal areas, etc.).
2. Making available adequate public (modern and historical) places and facilities which can be found in ports and in port-cities for university and research settlements, as well as for conferences/conventions and specialised events linked to sea issues (Ex. Marine biology, researches on marine technologies, blue economy, sustainable transportation, integrated management of coastal areas, etc.).
3. Using the artistic and architectural heritage requalification as an instrument for urban healing. Envisaging the rescue of disused industrial areas for new purposes.
4. Creating an agricultural area surrounding the ports with reference to products from Islamic countries. To foster a development of connected activities to become an area of excellence in the Mediterranean, competitive in comparison with the other North-European countries.
5. Fostering green mobility (electric buses) for passenger zones in the ports as well as merchandise ships' crews, and realising high-capacity connection systems between ports and railway stations.
6. Developing activities linked to high social value and accessible tourism, through interventions allowing the possibility for disabled people to access the ports'



services in an easier manner. For example: free call centre with expert staff, suggestions and signs about the best travel modalities they have at disposal, integration among the different communication systems which stakeholders currently have.

7. Diversifying the welcoming of tourists by taking into account different paths and targets (aged people, disabled, cruisers, leisure sailors, etc.), and developing new capabilities to entertain guests in the region through the development of ancillary services (for example, sporting activities and restaurants for crews operating in the ports) both in summer and in winter.
8. Realising touristic paths linked to the territory, intended to favour landscape, food and wine and cultural resources, fuelled by citizens/facilitators' networks and supported by the development of smart "apps" for short-distance tourist itineraries, even in relation to other connected territories (in Livorno, there is the availability of information on what to we could do if we go for few hours in Corsica).
9. Engaging in environmental recovering (requalification) of abandoned quarries (hydrogeological problems, environmental risk) and subsequent change of use towards touristic purposes.
10. Converting asbestos roofs in industrial areas into active surfaces (photovoltaic, etc.) through taxes facilities.



### 8.2 NEXT STEPS IN THE ACTION PLANNING PROCESS

This report outlines the findings from the scenario planning workshop, carried out for the region of Tuscany as part of the wider PORT Project, which aims to connect the port cities in the North Tyrrhenian Sea. The preferred future Scenario B '**Local Potential, Feeling Global**' and to a lesser extent, Scenario A '**Territory investing in its own capacity**' has conveyed that there is a basis for a shared vision for the region. The weaknesses of the region however, indicate that this is much work to do in order to create a cohesive region. It is important that the action points are committed to and delivered upon. While these action points are an adequate start in the move towards collaboration as a region and with the other port cities, they would need to be built upon in order for the region to move towards their preferred future.

Therefore, this workshop is an important step in order to proceed with the subsequent activities over the next months. It is just one of the four Future Think Tank workshops being held in the port cities in the North Tyrrhenian Sea area: Livorno (Tuscany), Camogli (Liguria), Cagliari (Sardinia) and Bastia (Corsica). These workshops are part of a much wider initiative which – thanks to the contributions of the Interinstitutional Laboratory and the work groups which will be realised in each region – could be translated into a joint analysis and in more accurate recommendations.

The final aim is to identify the shared opportunities and to converge towards the main actions which could be considered in a common definition of the Transboundary Strategic Plan.





## 9. FOR MORE INFORMATION

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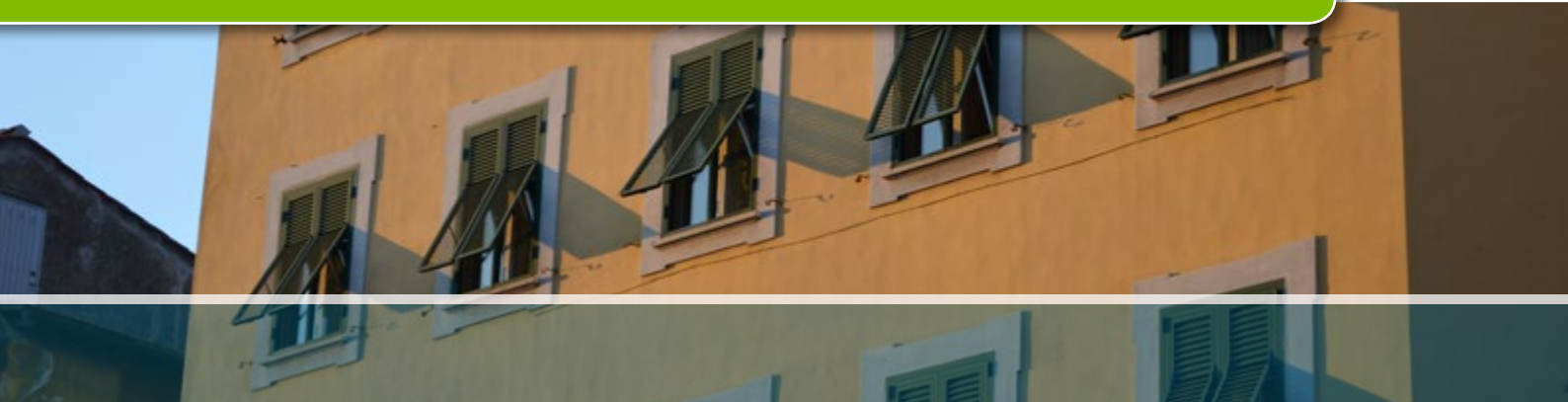
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Having worked as a system and organisation analyst in public and private settings, Paolo is now actively involved in supporting regional and industry leaders to develop sensible, robust plans to respond to future challenges.



**ANNA RODEGHIERO, KLINK SRL**

During 15 years as Project Manager, Anna led several international projects to success. She now leads the project development team at Klink, the company she co-founded in 2005.



**DAVID BEURLE, FUTURE IQ PARTNERS**

As CEO of Future iQ Partners, David specialises in creating future planning approaches for the use in regional, community and organisational settings. David has worked in the field of organisational and regional economic and community planning for over 20 years. His work in community and economic development has earned his work international, national and state awards.



**CELINE BEURLE, FUTURE IQ PARTNERS**

With an academic background in Sociology and Philosophy, Celine has led many projects and initiatives within her career and is passionate about helping to create effective strategies for communities and organisations. She now is developing the FiQ market in Europe, as Managing Director of Future iQ Europe.



**SARA TRENTI, KLINK SRL**

Having graduated in Management and Governance at the University of Siena, Sara focuses upon territorial research and the management of regional, community and cross-border projects.



## 10. CREDIT

We thank all employees involved with ANCI Toscana for their support.

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