



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

CAMOGLI - LIGURIA

**Report from the Future Think Tank workshop**



Supported by



*La Cooperazione al cuore  
del Mediterraneo*

MARITTIMO - IT FR - MARITIME  
TOSCANA - LIGURIA - SARDEGNA - CORSE

*La Coopération au coeur  
de la Méditerranée*

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

CAMOGLI, LIGURIA



Report from the Future Think Tank workshop  
conducted on February 24<sup>th</sup> and 25<sup>th</sup>, 2015

PREPARED BY



future→iQ  
PARTNERS





# TABLE OF CONTENTS

1.	<b>EXECUTIVE SUMMARY</b>	4
1.1	Background	4
1.2	Regional Surveys	6
1.3	Scenario Planning Process	6
1.4	Discussion on the regional scenarios	7
2.	<b>INTRODUCTION</b>	8
3.	<b>BACKGROUND TO THE REGION</b>	9
3.1	Social Aspects	9
3.2	Economic Aspects	12
3.3	Environmental Aspects	19
4.	<b>REGIONAL SURVEYS</b>	22
5.	<b>SETTING THE STAGE – SCENARIO PLANNING</b>	31
5.1	Scenario Planning Process	32
5.2	Why Scenario Planning?	34
5.3	Developing Four Plausible Scenarios for the Future	34
5.4	Creating scenario spaces – Four plausible scenarios for the future	35
5.5	Creating narratives for each scenario quadrant	35
6.	<b>DETAILED DESCRIPTIONS OF THE SCENARIOS</b>	38
6.1	Scenario A – Traditions for Development – 2030	38
6.1.1	Traditions for Development – Scenario Characteristics	39
6.1.2	Traditions for Development – Headline News from the Future	40
6.2	Scenario B – The Territory Revives – 2030	41
6.2.1	The Territory Revives – Scenario Characteristics	42
6.2.2	The Territory Revives – Headline News from the Future	43
6.3	Scenario C – Innovate to Grow – 2030	44
6.3.1	Innovate to Grow – Scenario Characteristics	44
6.3.2	Innovate to Grow – Headline News from the Future	46
6.4	Scenario D – The Day Before Yesterday – 2030	47
6.4.1	The Day Before Yesterday – Scenario Characteristics	47
6.4.2	The Day Before Yesterday – Headline News from the Future	48
7.	<b>WORKSHOP PARTICIPANT FEEDBACK</b>	49
7.1	Preferred Scenario - workshop participants	49
7.2	Which scenario most represents where the region is currently heading?	50
8.	<b>HOW COULD THE PREFERRED FUTURE EVENTUATE?</b>	51
8.1	Key Action Steps identified by participants	52
8.2	Next Steps in the action planning process	53
9.	<b>FOR MORE INFORMATION</b>	54
10.	<b>CREDIT</b>	56



# 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.

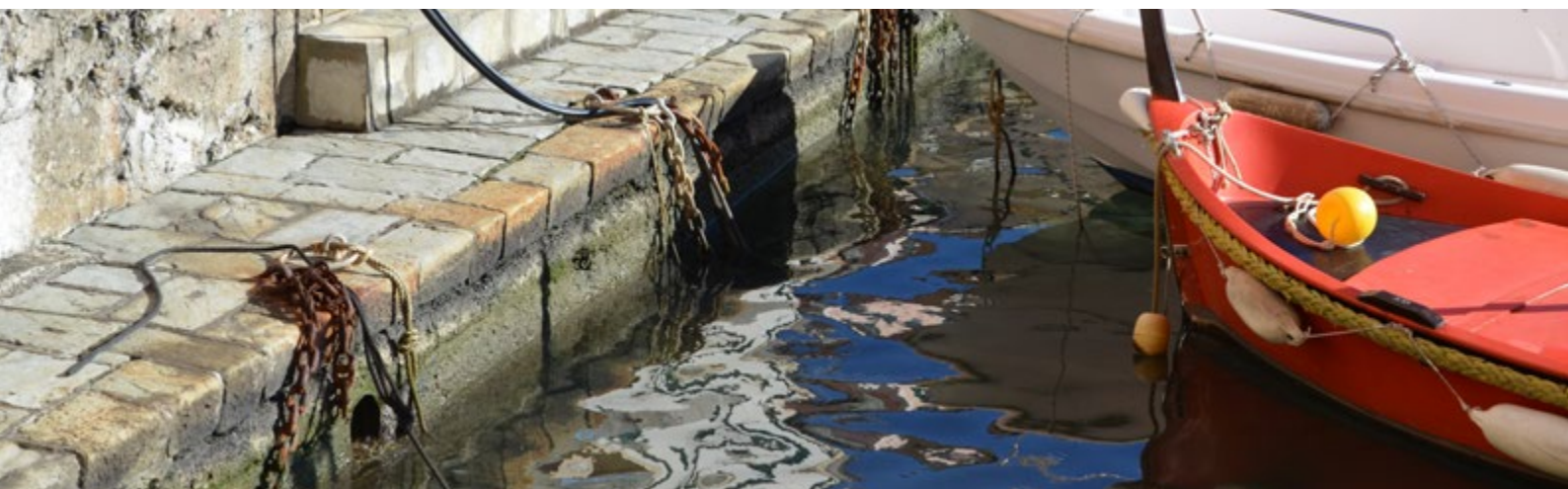
The PORT Project has a total available budget of € 5.388.583,00 of which € 4.041.437,25 has been funded through the European Regional Development Fund. The Project seeks to overcome the low level of integration and relationship between cities and their ports both at the urban, economical and social level. 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).

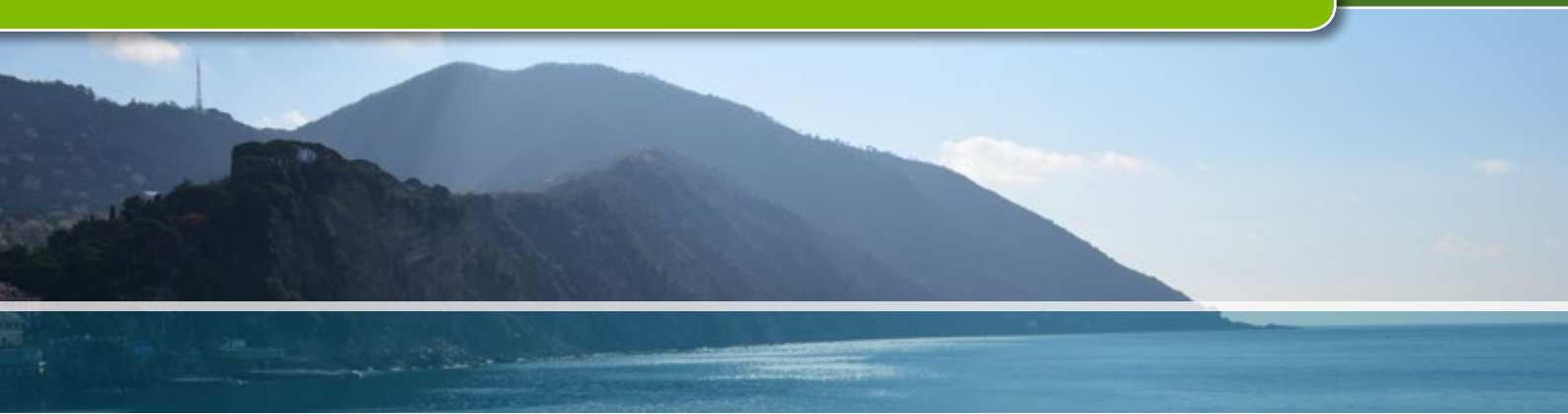
The Systemic Action “Institutional cooperation between portual cities” led by by ANCI Toscana (with the collaboration of OTC – Office des Transports de la Corse – Service des Liaisons Européennes, ANCI Liguria and ANCI Sardegna) has the main goal of



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 Camogli, Liguria, held on February 24<sup>th</sup> and 25<sup>th</sup>, 2015.





## 1.2 REGIONAL SURVEYS

- The majority of the responses from those surveyed from Liguria 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 more pessimistic about the region's economic future over the next 5yrs, however there was rather less pessimism about the future in 15/20yrs time.
- Tourism was seen to be the most important economy 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. 40% felt it was indispensable and 60% 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 Liguria 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 **“Value placed on Local Capacities”**.
- 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 overwhelming majority of participants chose Scenario B '**The Territory Revives Itself**' as their preferred future. Scenario B envisages a vibrant future for the region, characterised by large synergies and a unique vision for economic, social and environmental development.
- None of the workshop participants believed the region was currently on track towards the future depicted in Scenario B '**The Territory Revives Itself**'.
- The overwhelming majority of participants felt that Scenario D '**The Day Before Yesterday**' represented the future that the region was currently heading towards. This is a future characterised by economic stagnation and region that looks 'inward' as opposed to 'outward'.

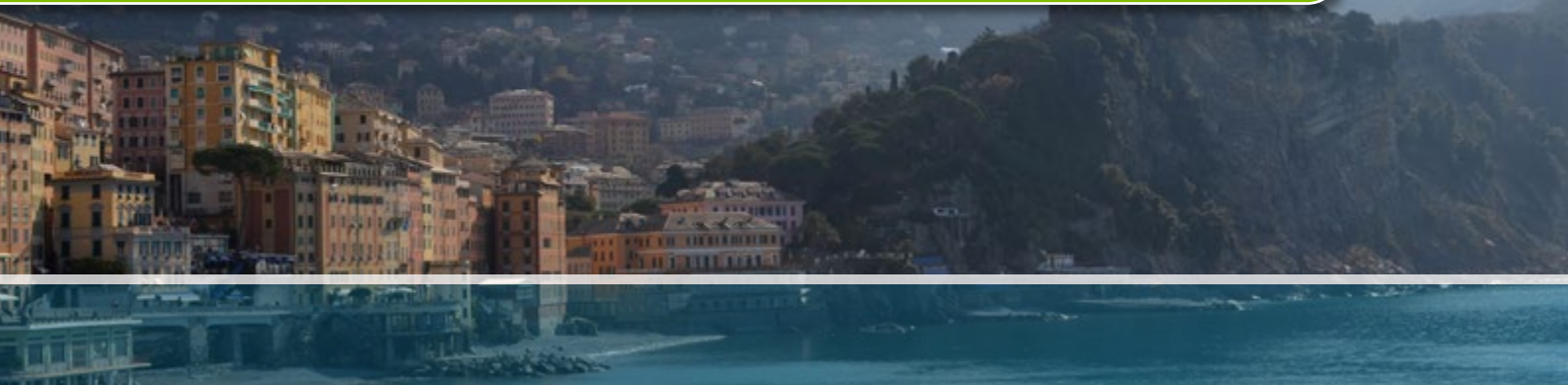


## 2. INTRODUCTION

The Scenario Planning work presented in this report was conducted in order to ascertain the local population of Liguria'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 Liguria region and the North Tyrrhenian Sea area.





### 3. BACKGROUND TO THE REGION

The Ligurian coast, is more than 300 kilometers long, divided into the “Riviera di Ponente” (West Coast) and “Riviera di Levante” (East Coast). It has a very varied coastline, with alternating steep cliffs and beaches. On the coast there are the main cities of the region and the most important ports: Genoa, La Spezia and Savona. A short distance from the shore lie the islands Gallinara and Bergeggi in Savona’s area, and Palmaria, Tino and Tinetto in La Spezia’s area.

#### 3.1 SOCIAL ASPECTS

From a demographic standpoint, the trend of the last twenty years is a slight but steady reduction in population. From 1990 to 2012, the population decreased by about 4%, with an average annual rate of decrease of -0.16%, and a ratio of male / female of 4:5.

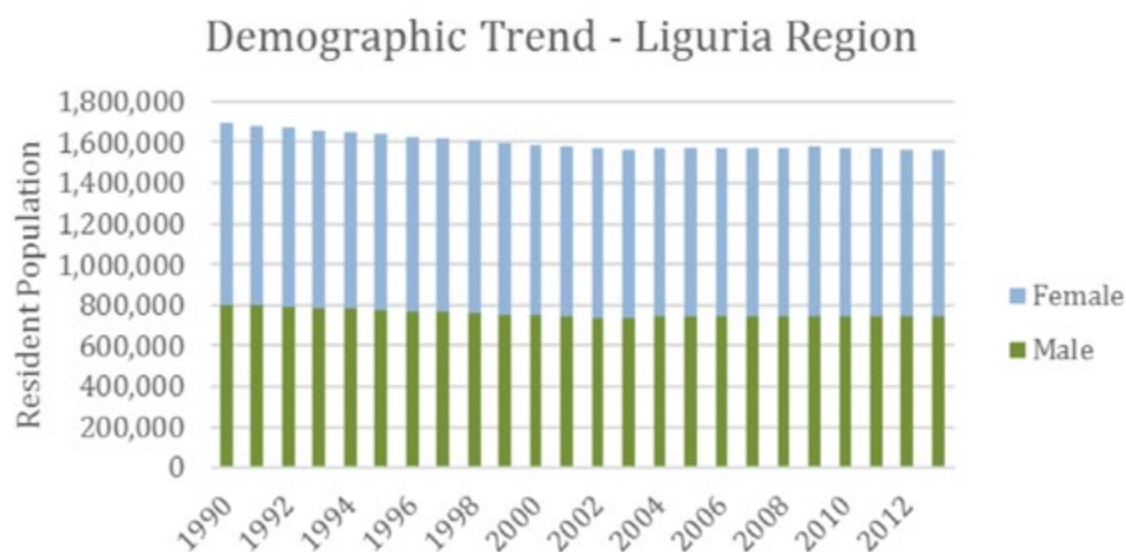
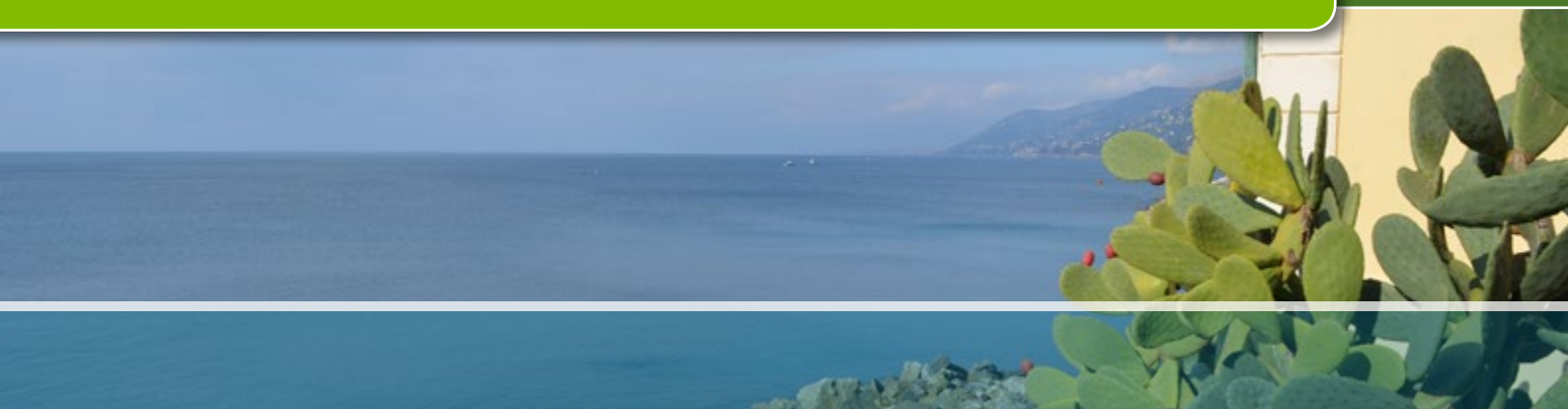


Figure 1: Demographic Trend (Our Elaboration on Eurostat data series)



With regard to per capita wealth, this ranks above the European average of about 9% in 2011 (with a decreasing trend), and it appears to remain constant, with slight annual variations. Overall, from 2000 to 2011 the per capita wealth in Liguria grew by 26%, with an average annual growth rate of 2% (with a slight decrease of 5% in 2009).

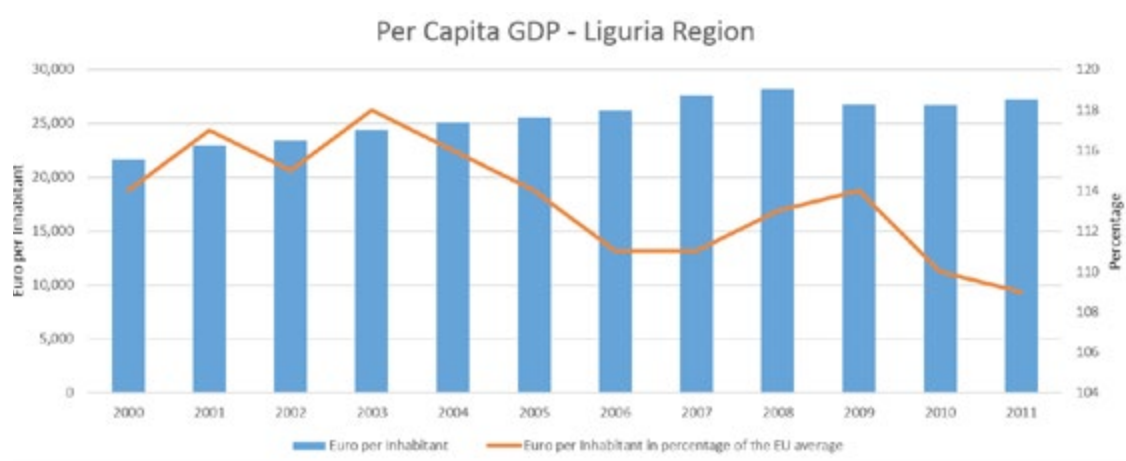


Figure 2: Per-Capita GDP (Our Elaboration on Eurostat data series)

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

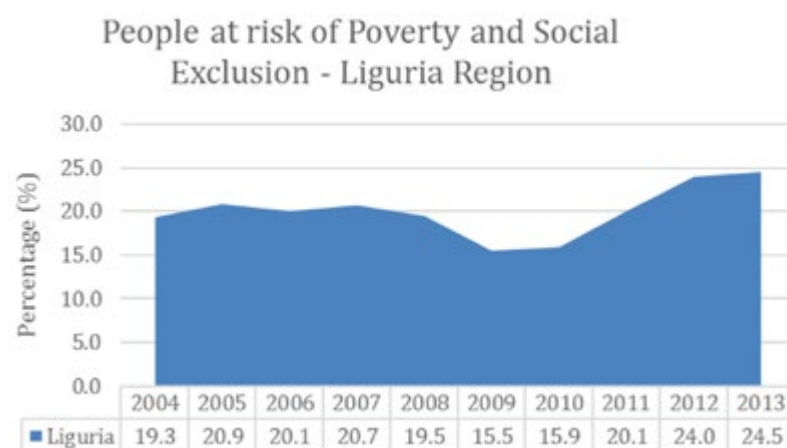


Figure 3: People at risk of Poverty and Social Exclusion (Our Elaboration on Eurostat data series)



In 2009 there was a noticeable decrease in the percentage, followed however by a meteoric rise. Between 2004 and 2013 the rate increased by 27%, with an average annual growth rate of about 4%, but much variability (+ 8% in 2005; -4% in 2006; + 3% in 2007; - 6% in 2008; -21% in 2009; + 3% in 2010; +26% in 2011; +19% in 2012, + 2% in 2013).

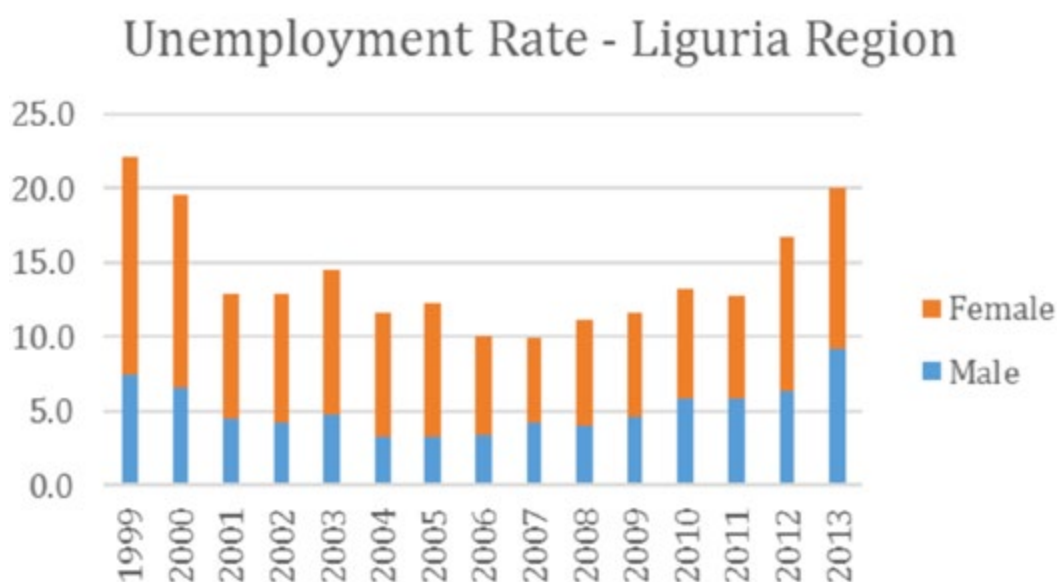
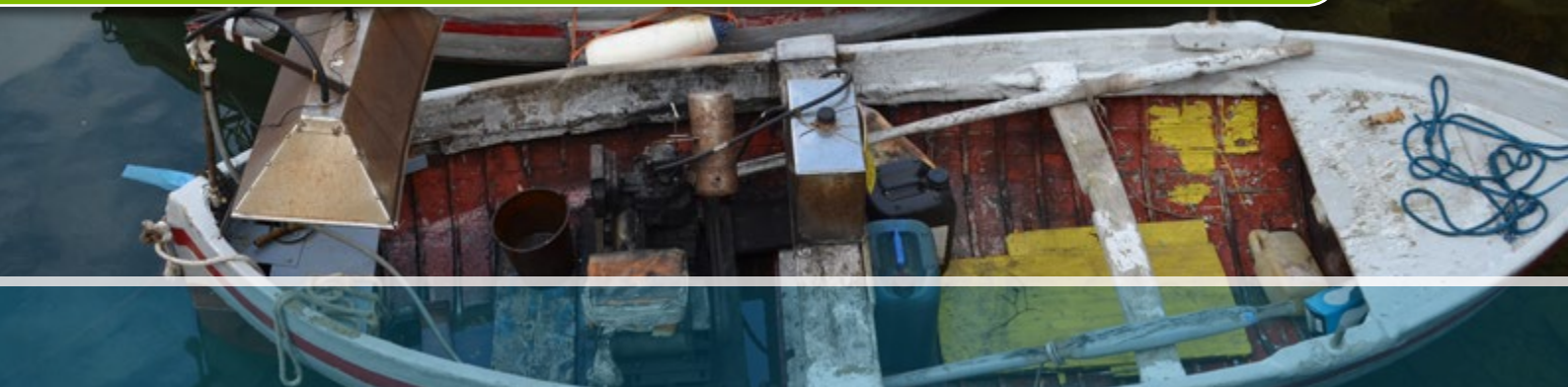


Figure 4: Unemployment Rate (Our elaboration on Eurostat data series)

During the last years, unemployment has grown steadily (with a slight decline in 2011), in particular among women, although over time the difference between the two sexes has diminished due the strong increase in male unemployment.

From 1999 to 2013, however, there was a decrease of 3%, although between 2006 and 2013 it has increased by 112%. Of these, 34.3% in 2013 were in a situation of long-term unemployment, which is currently in a phase of growth.





## 3.2 ECONOMIC ASPECTS

From an economic point of view, it is interesting to see that Liguria, from 2004 and 2012 faced a loss in GDP between -8.1 and -30.1. Indeed, within the Cooperation Area of the North Tyrrhenian it represents the most impacted region by the crisis, even if it seems to have a stronger employment resilience in comparison with all the other regions, according to the ESPON data on internal comparative resilience in 2011.

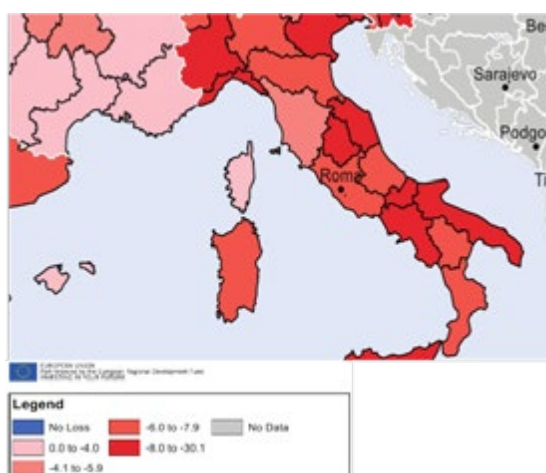


Figure 5: GDP Loss during the Crisis, 2004-2012 (Source: ESPON)



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

The trend of those who are employed seems constant over time, slightly decreasing in 2013, and it also seems that the population of the region Liguria works mainly in the following areas: “Wholesale and retail trade, transport, accommodation and food service activities” (30%), “Public administration, defence, education, human health and social work activities” (22%), “Industry and Construction” (20%). Of relevance, also, were: “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 “Information and communication” (3%), “Financial and insurance activities” (3%), “Agriculture, forestry and fishing” (2%), “Real estate activities” (1 %).

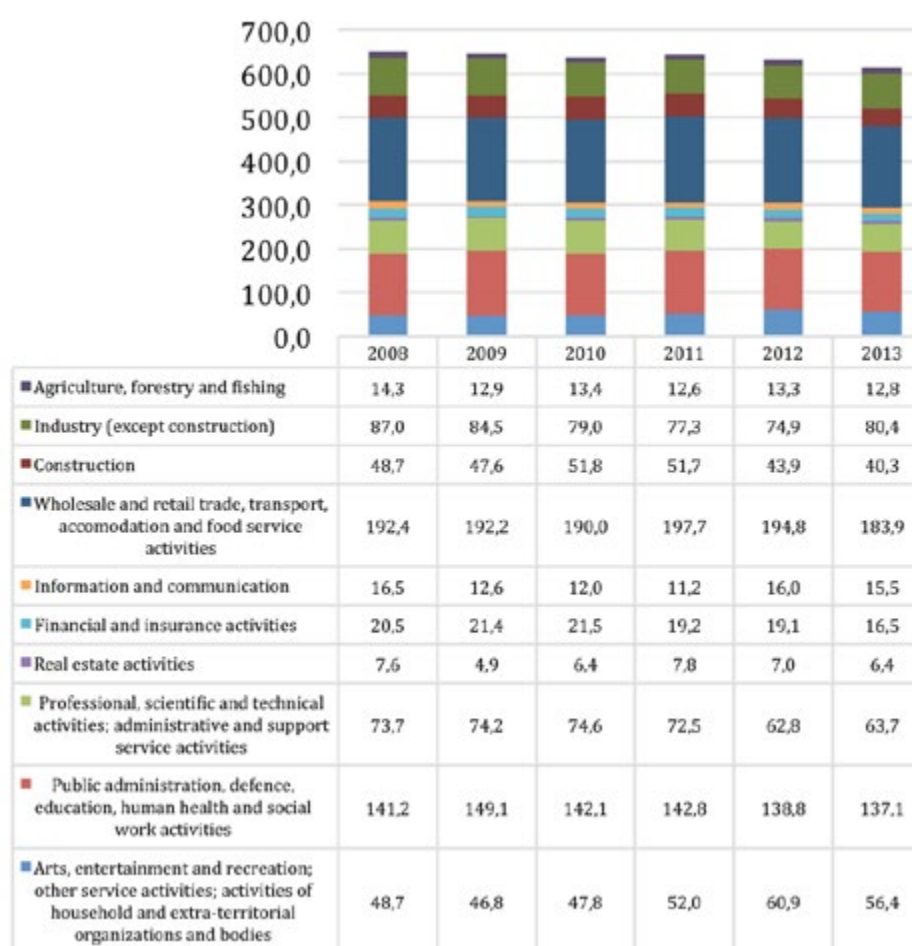
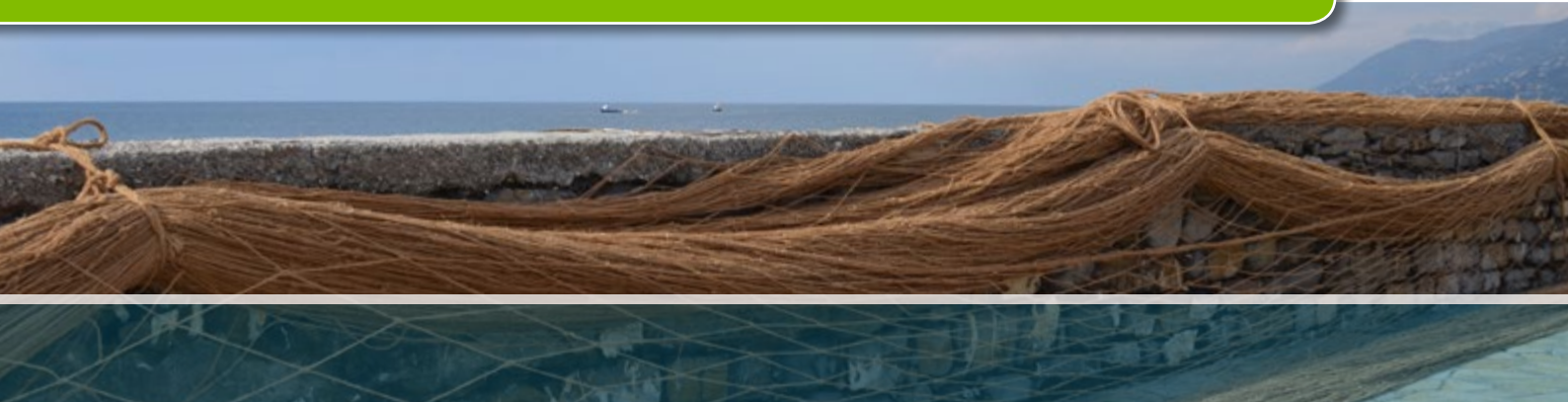


Figure 7: Employment by Economic Activity (Our Elaboration on Eurostat data series)

Regarding more specifically the Maritime Economy, in 2013 this represented in Liguria about 8.7% with respect to the total number of companies and 12.3% for the contribution to the added value of the regional economy. The added value created by the economies connected to the Sea in Liguria (Blue Economy) in 2013 amounted to 4.791 million euro, and had approximately 83 thousand employees.

Between 2011 and 2013 the number of companies linked to the Blue Economy have decreased by of -0.7%, despite the negative growth of -1.7% faced by the general economy. The number of companies registered in 2013 as operating in this

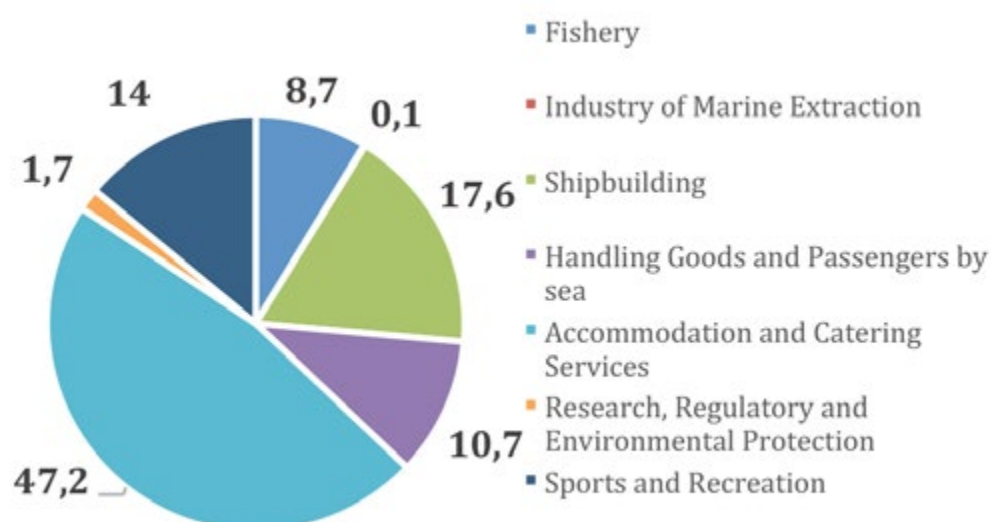
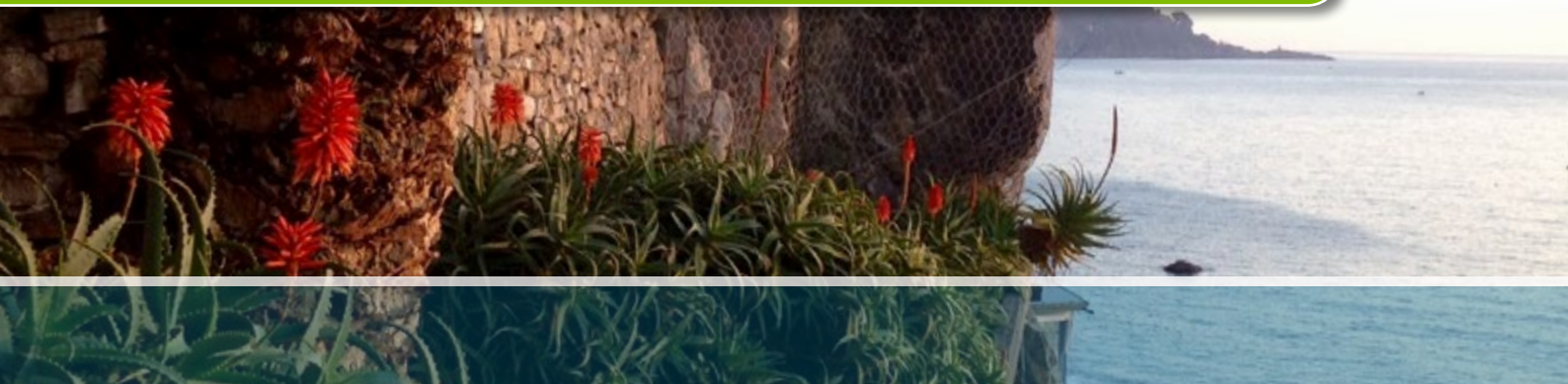


Figure 8: Blue Economy Composition in 2013 (Source: Unioncamere, 2014)

segment amounted to 14,406, and the chart above defines the division between the different economic activities. Most of the companies of the *Blue Economy* in Liguria operate in the services of accommodation and catering (47.2%), followed by those working in the Chain of Shipbuilding (17.6%), Sports and Recreation (14%). Quite significantly, the number of enterprises operating in Handling Goods and Passengers by sea (10.7%), and Fishing (8.7%) are low.

In Liguria, tourism is currently an important sector of the regional economy, which has created a network of many ancillary activities even in the area surrounding the

ports, and represents an ancient phenomenon (Ex. The eighteenth-century Grand Tour).

Nevertheless, as depicted by

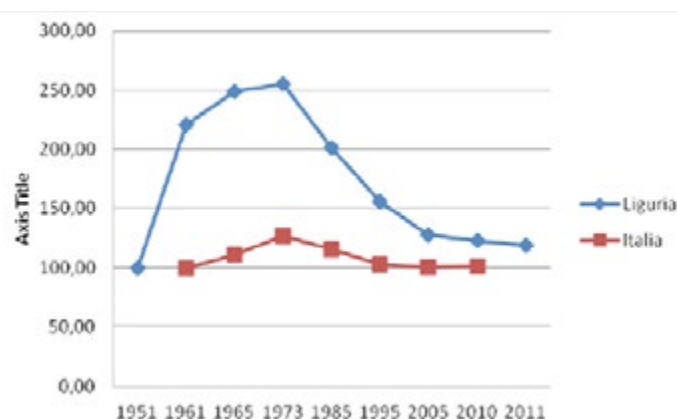


Figure 9: Trend of Accommodation facilities in Liguria and Italy from 1951 to 2011 (Regione Liguria, 2012)





Figure 9, for many decades this economic sector in Liguria faced great difficulties, connected to the arduous relation between cities and their ports, which created a halt to in tourism, together with the influence of the heavy industry. Today, ports and productive activities still represent threats to the development of tourism, even if at a far lower degree, by taking into account the increase in international visitors (mainly from Germany, Switzerland, France, Holland and the USA), and in luxury tourism. Moreover, Liguria is facing a growth in cruise tourism, particularly in the Genoa and Savona's ports (Figure 10).

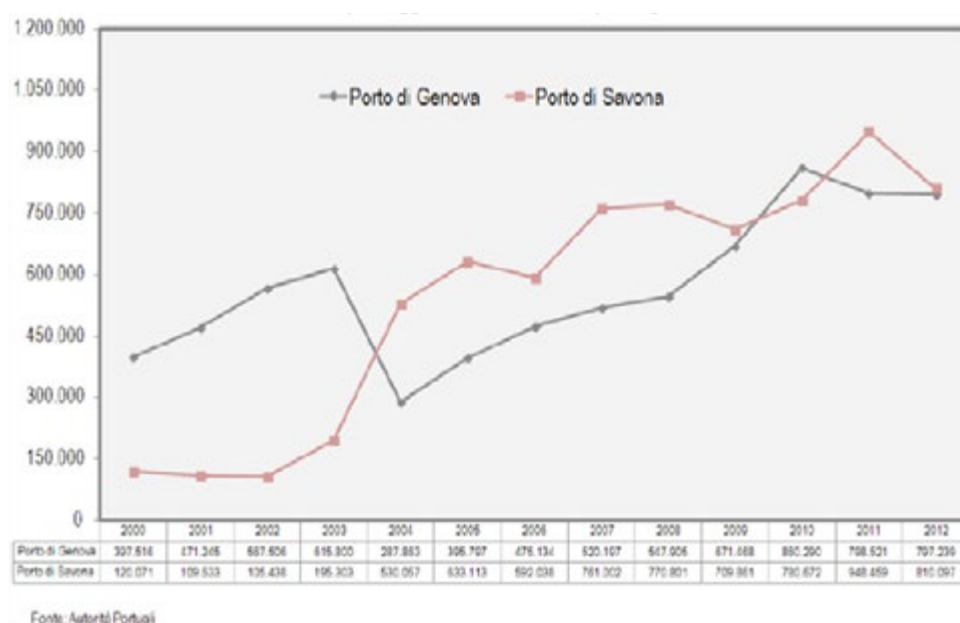


Figure 10: Number of Passengers in Liguria's ports (Source: Istituto Nazionale Ricerche Turistiche, 2013)

It is interesting also to recognise the seasonality of tourism. Figure 11 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, even amongst those that belong to the same region. Indeed, while Savona and Genoa seem to have a fair balance among the three periods of the years (summer, intermediate season, and winter), tourism in La Spezia is largely dependent on the summer period (66.7%).

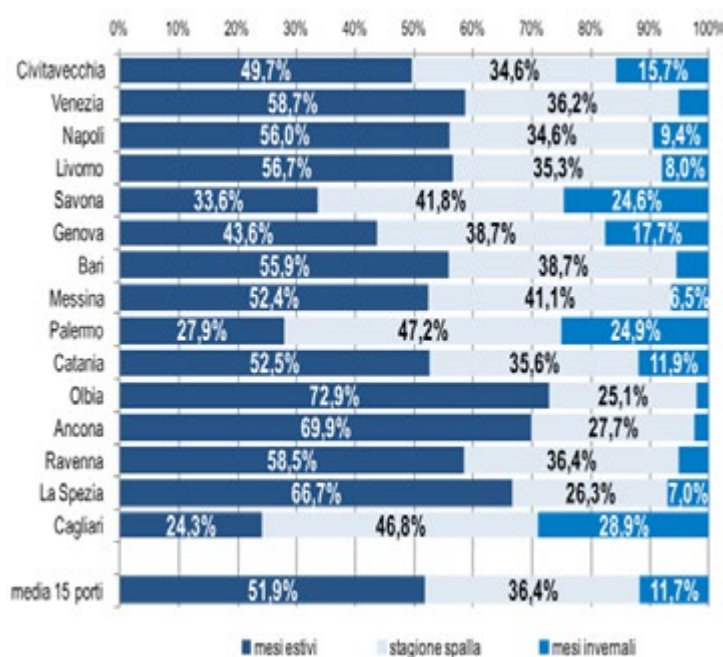


Figure 11: Seasonal Distribution of Passengers in 2013 (Source: Osservatorio Nazionale del Turismo, 2014)

La Spezia also hosts an important national district for shipbuilding, enabling Liguria to gain the second position in Italy for the

number of nautical firms. The La Spezia nautical district has become important also for the number of leisure, sporting as well as cultural activities, such as nautical and transports schools, sailboat schools, university degree in Ship and Nautical Design, as well as Ship and Marine Engineering, the technical ship museum, leisure sailing and docks. In 2008, according to the latest available data, Liguria was recognised as the region with the highest number of docks in Italy.

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 25% (but diminished by 26% from 2009), and the millions of tons transported have slightly increased, by 1% (though decreased by 4% from 2012). The major Ligurian port for the transit of vessels is Genoa (in average between 65-70% of the total number of vessels transited in the region).



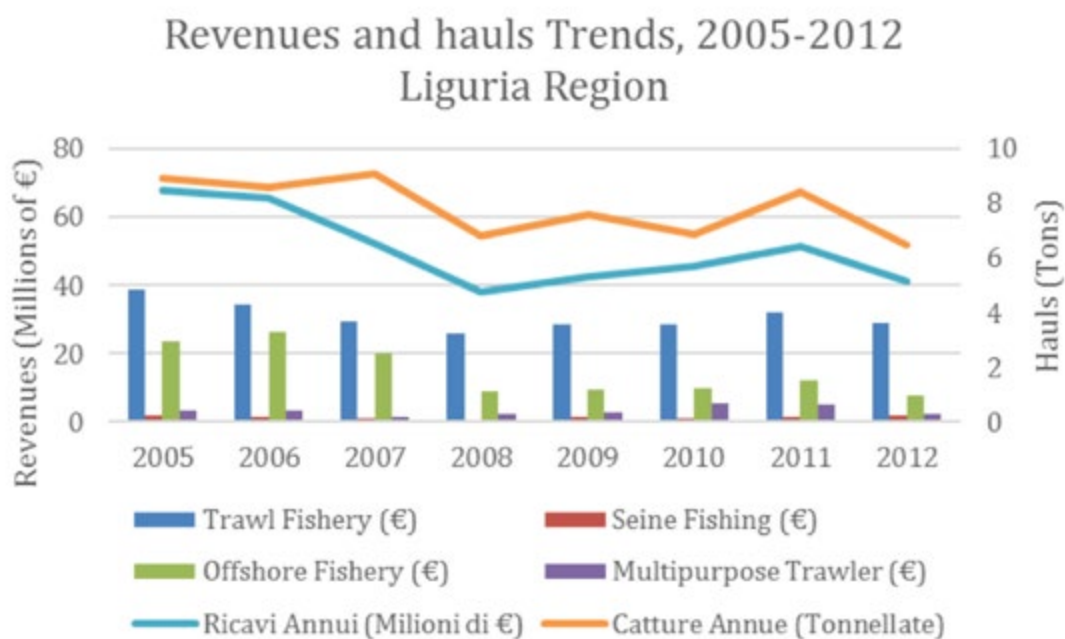
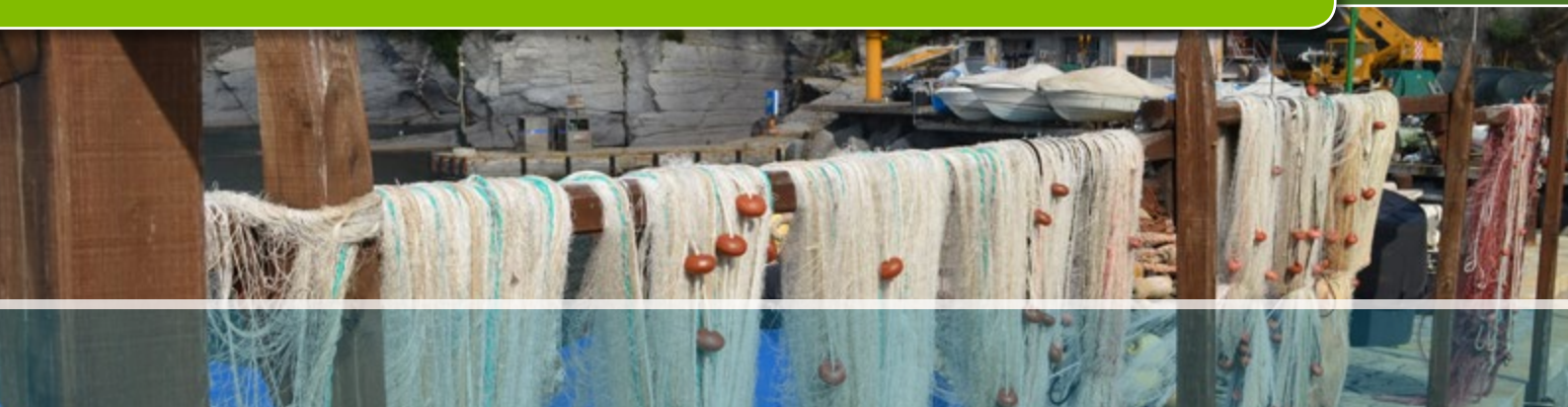


Figure 12: Revenues and Hauls Trends, 2005-2012 (Source: Sistan)

Finally, fishing has never been a fundamental economic sector in Liguria, mainly because of its natural environment and conformation of the coastal areas. Indeed, depth, strong tidal currents, and a limited continental shelf characterise the Ligurian Sea, leading to the development of fishing as an activity to meet local needs.

Actually, in the first half of the 1900s one of the most important seaman in Italy was born in Liguria (Santa Margherita Ligure), giving a further development to fishing. However, nowadays, following the economic prevalence gained by other sectors (tourism and heavy industry), fishing has mainly remained in local areas specialised in prestigious fish production ("Cicciarello" in Noli, "Tonnerella" in Camogli). Mussel farming is important in Ligurian aquaculture, and it is especially concentrated in La Spezia.

What is interesting to depict is 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 exist 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.

Even the social sector in Liguria is gaining an increasing importance within the regional economy. At the national level the engagement in the social sector has decreased between 2012 and 2013 (Istat, 2014). Despite this national trend, Liguria seems to rank at a medium-high position among the most virtuous Italian regions as far as the social sector is concerned, because of the attention they are increasingly paying to it

as an alternative and meaningful source of regional added value. Among the

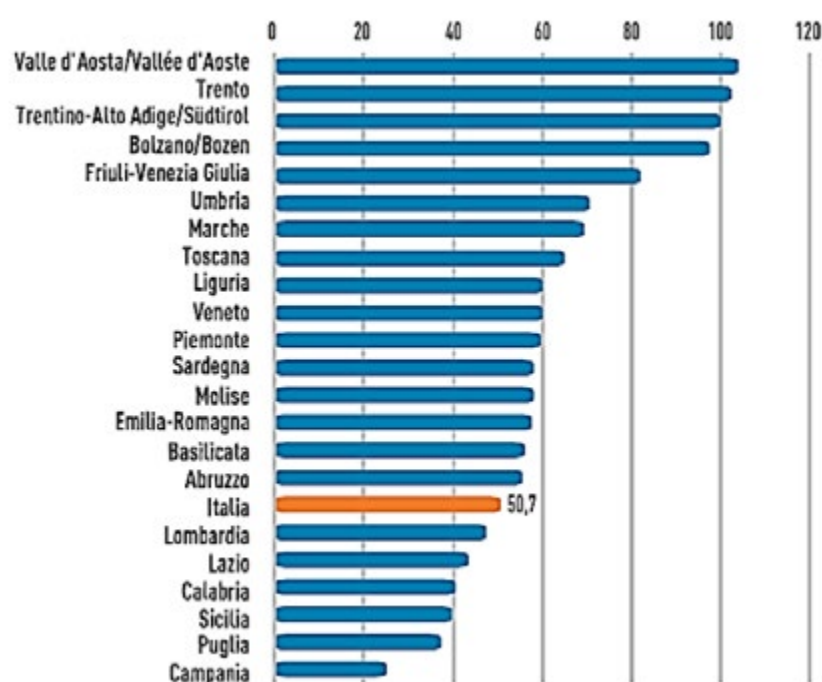
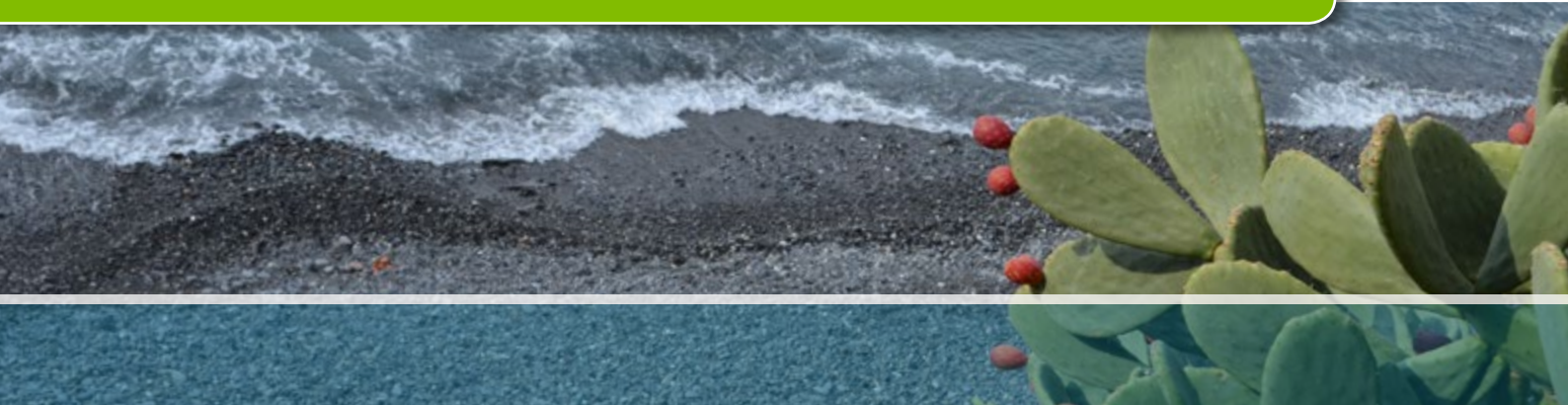


Figure 13: Number of Non-Profit Organisations per each 10,000 inhabitants, per Region. Year 2011 (Source: Istat, 2014)



regions of the programme's area, Tuscany is one position higher than Liguria in the ranking shown by Figure 13, while Sardinia appears to be slightly more distant.

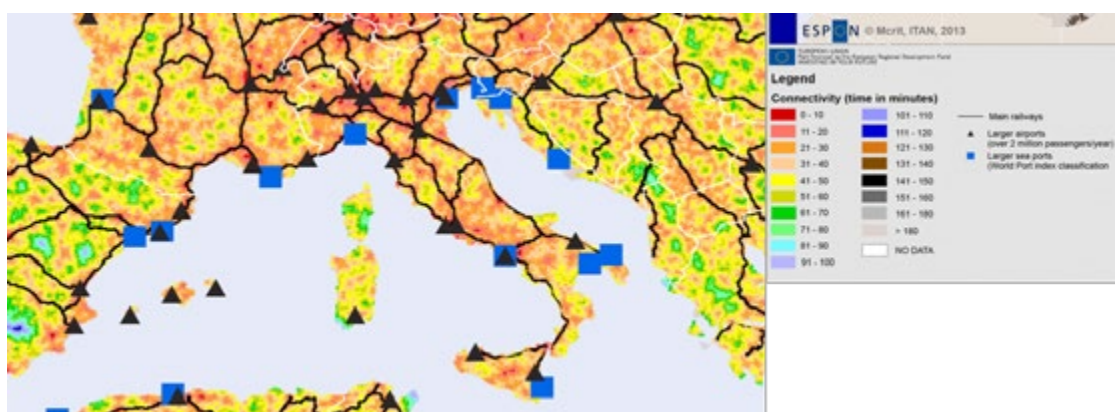


Figure 14: Territorial Connectivity to Road, Rail and Airports 2010 (Source: ESPON)

Even the connections among cities, regions and countries are fundamental for economic development, as well as cultural interchange.

From Figure 14 it can be seen that Liguria is well connected to roads, airports and ports. The major Ligurian city for connection possibilities is Genoa, which represents a real doorway to the main Italian industrial towns (Milano and Torino) and to Europe (Basle, Munich, Vienna).

It is also a good end market for the Middle East. Even La Spezia has optimal regional, interregional and international connections, and it ranks among the first ports in Europe for the use of intermodal technology for containers and railway transport.

## 3.3 ENVIRONMENTAL ASPECTS

From an environmental point of view Liguria has a very high vulnerability to Natural Hazards, across the region (where the area is also covered by a fairly high percentage (10%-19%) of impervious material, as far as soil sealing is concerned.



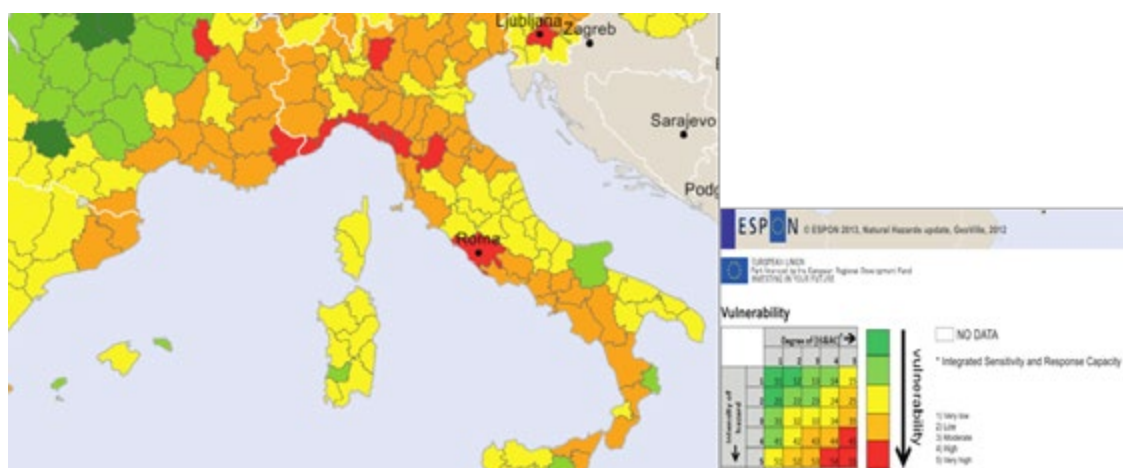


Figure 15: Vulnerability to Natural Hazards (Source: ESPON)

The area is also subjected to a high-moderate concentration of hazardous substances in marine organisms, with particular reference to risks connected to mercury, lead, lindane, DDT and PCB.

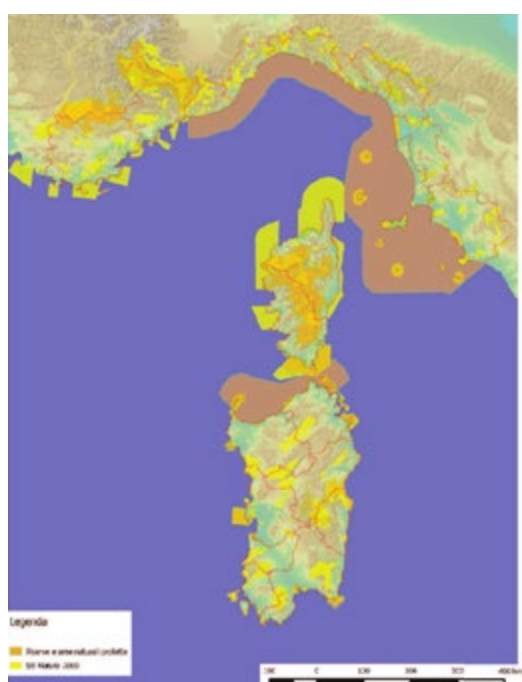


Figure 16: National Protected Areas and Natura 2000 (Source: MaritimeAtlas, 2012)

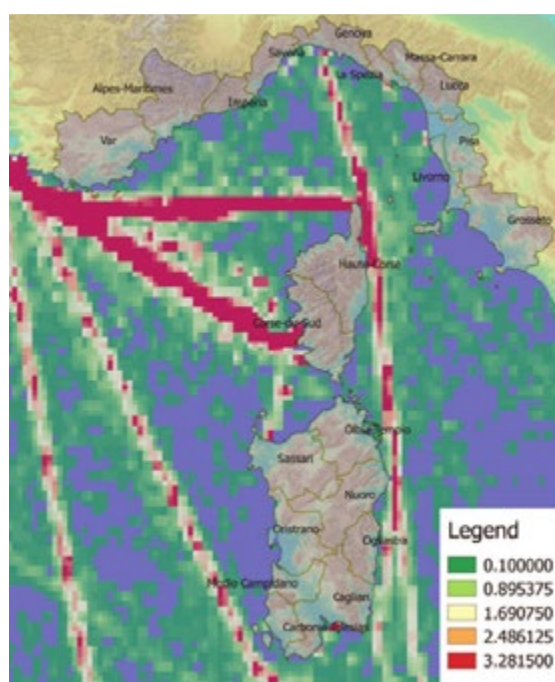


Figure 17: CO<sub>2</sub> Emissions from International Shipping [kt/grid ( 5km x 5km)] (Source: ESPON)





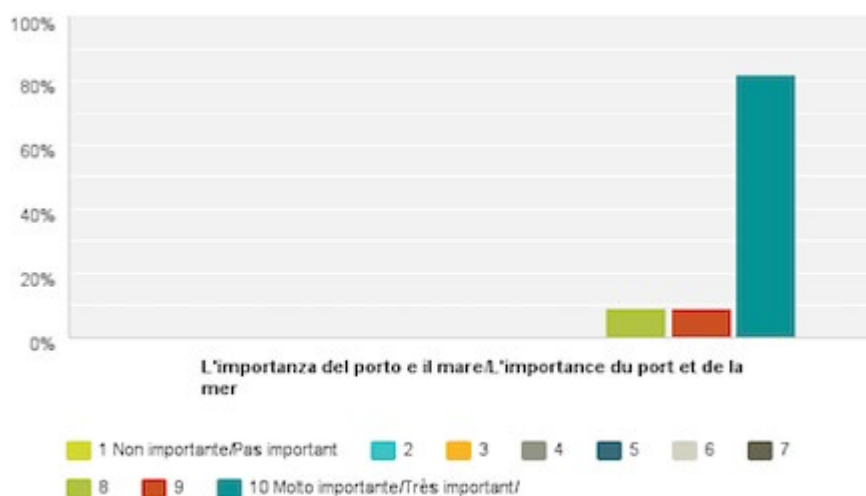
It is also important to stress that Liguria is part of a maritime area, the North Tyrrhenian sea, which hosts a great number of national protected areas, included in Natura 2000 network, therefore, Special Areas of Conservation (SACs) and Special Protection Areas (SPAs), including the well-known Sanctuary for Mediterranean Marine Mammals. Nevertheless, as can be seen from Figure 17, 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, to probe their perception about the issues to be discussed during the face-to-face meeting, without pretending any statistical representativeness. The Survey has been submitted by each Region involved in the project. The results of the surveys are presented below.

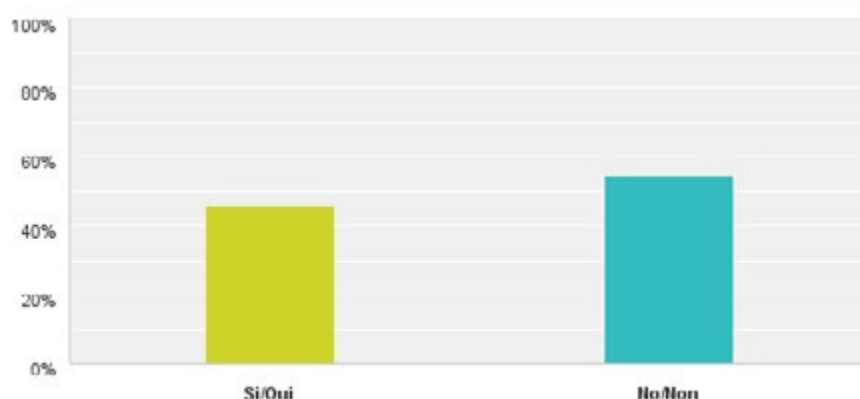
### Q3 How important is the port and the sea to your city?



When asked how important the port and the sea were to their city, 80% of the respondents felt that it was highly important.

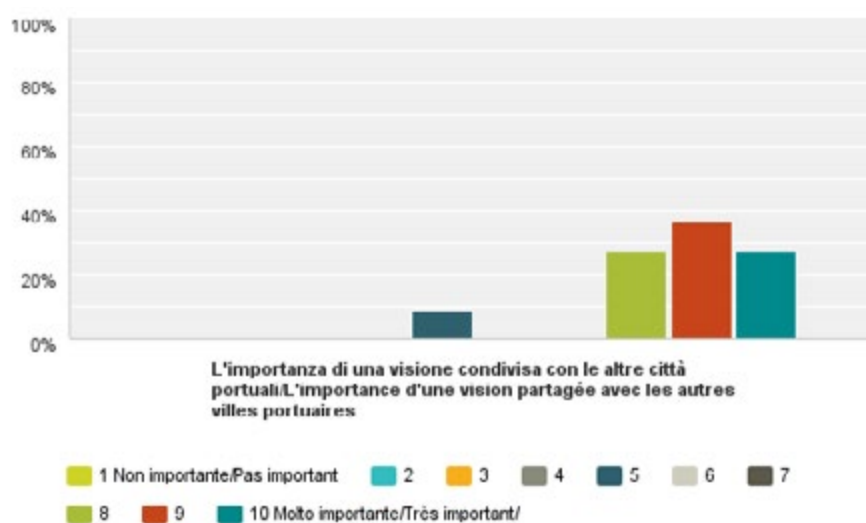


#### Q4 Have you ever been involved in a planning long term for your city and your territory?



Just over 50% of the participants had not been involved in long term planning processes for their region or city. However approximately 45% of participants had been involved in such processes.

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



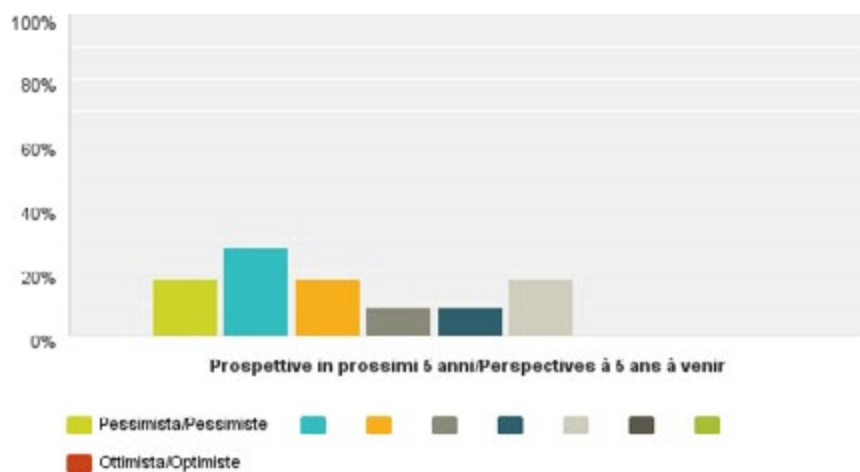
It was felt by approximately 20-25% of participants that it was highly important to have a shared vision with the other port cities in the Northern Tyrrhenian Sea region.





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. Approximately 10% of participants felt that it was neither important nor unimportant. This is interesting to note, when there had already been 80% of respondents who had felt that the port and the sea was important to their region (Q3).

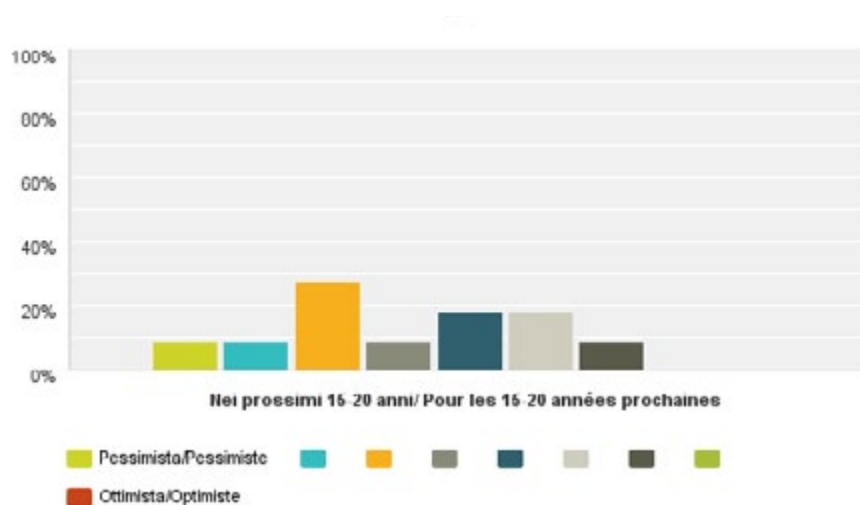
**Q7 How do you feel the economic opportunities, and social and environmental aspects of your city and of your area will compare in the next 5 years?**



When asked how optimistic the respondents felt, with regards to the economic, social and environmental future of their region, over the next five years, the majority of approximately 80% felt between pessimistic and neutral on this question. Almost 20% felt just above neutral, and none of the respondents felt in any way optimistic about the future of the region over the next five years.



**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?**

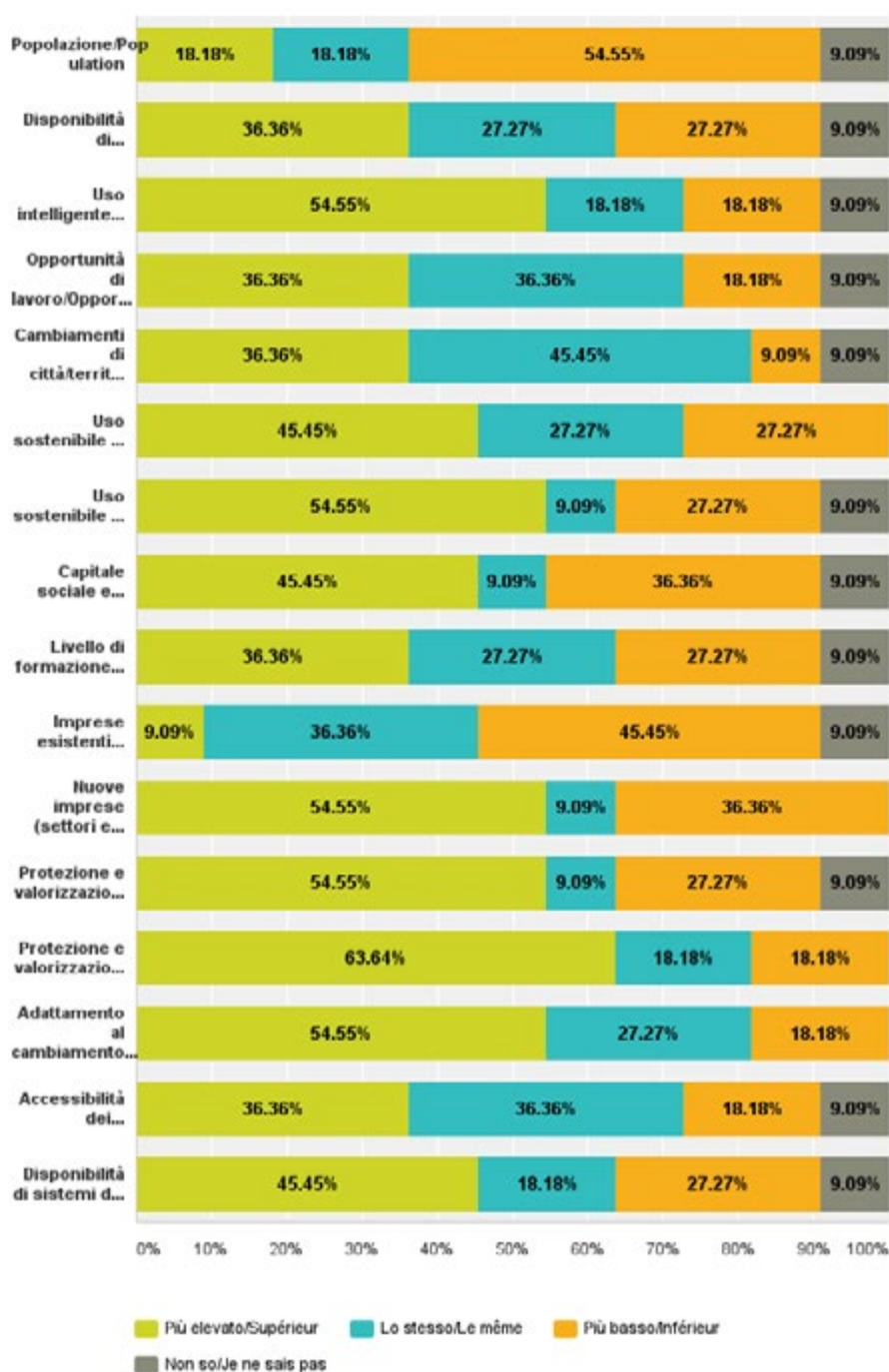


When asked how optimistic the respondents felt, with regards to the economic, social and environmental future of their region, over the next fifteen to twenty years, there was a spread of responses from pessimistic through to above neutral (somewhat optimistic). The majority of respondents were more pessimistic than optimistic. Interestingly 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.

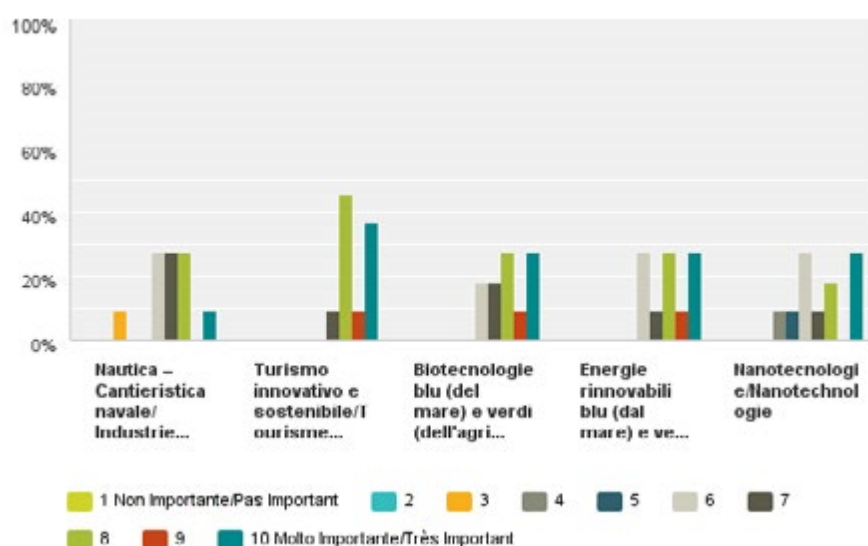


Q9 Which do you expect to be the following characters of your territory in 2030 compared to today? Select from the options below.





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

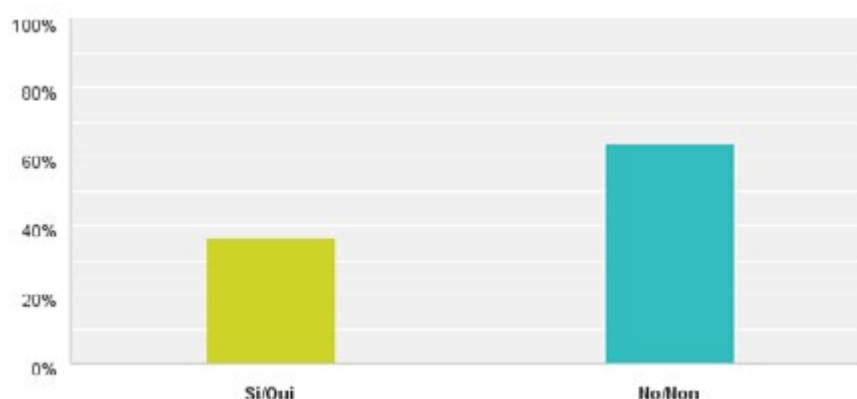


When asked which economies would be the most relevant in 2030, the respondents felt that Tourism would be the most important economy. However, there were expectations that the following industries would be important economies, although these were seen as less important than tourism: Blue (sea) Technologies combined with Agriculture, Blue (sea) and green (Biomass) renewable energies and Nano Technologies. Again, this is quite interesting when 80% 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, tourism would not be able to be as relevant in 2030.

The 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 35% had some work experience related to the other port cities. Therefore, most of 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.

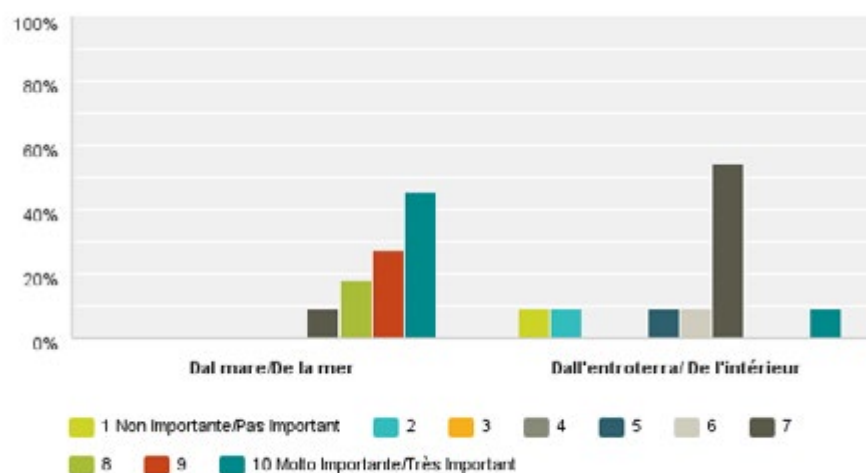


**Q11 During the past three years have you had professional relationships in the cities of the Upper Tyrrhenian regions other than your own?**



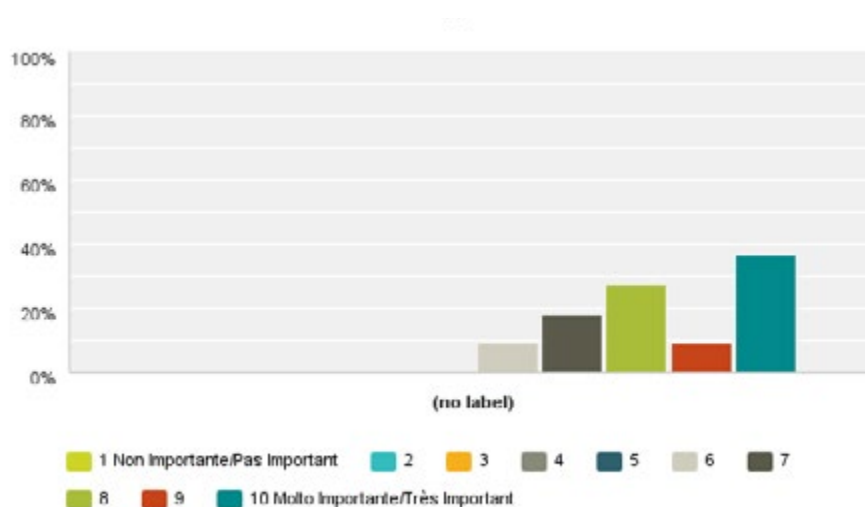
When asked whether the future of the region depends on the sea or the inland, the majority chose the sea as being highly important, with the remainder of the respondents seeing the importance of the sea as being just less than highly important down to somewhat important. There was a real spread regarding the respondents' view of the relevance of the sea, however these responses all came above the neutral point. However, the inland was seen as somewhat important, with the majority viewing the inland as just above the neutral point.

**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)**





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



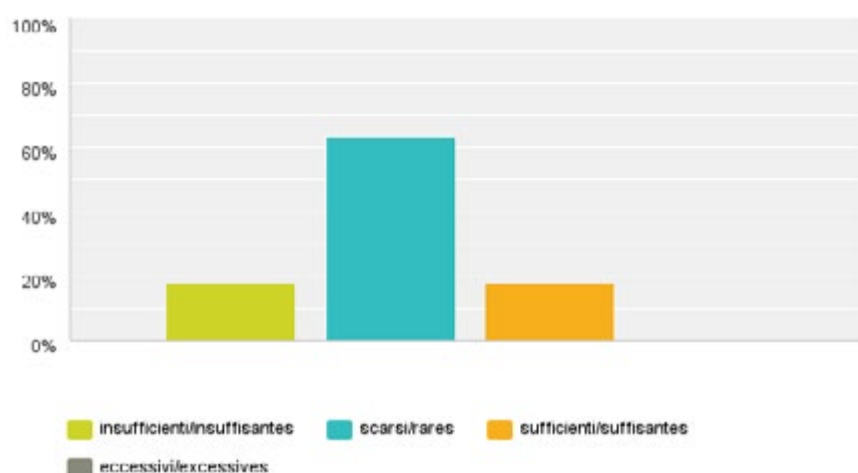
When asked how solidarity and social cohesion was important to the future of their region or port city, interesting this was a mixed spread. While some felt it was highly important (approximately 45%), it was not an overwhelming figure. This would be something to explore further, as social cohesion and 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 sufficient. Approximately 60% felt that the connections compared to the needs of the cities was poor.



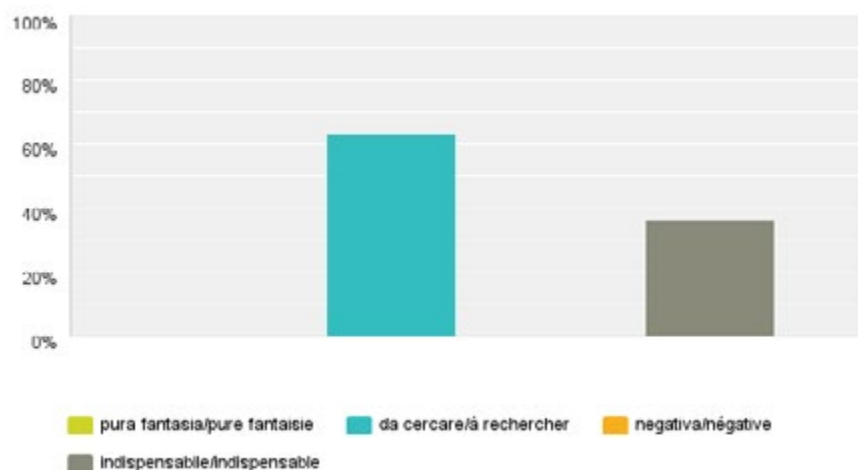


Q17 Do you think that the connections of your city, compared to the needs, of your city are insufficient, scarce, sufficient or excessive?



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. Approximately 60% felt that it was something, which needed to happen and be sought, while 40% felt that this collaboration was indispensable. However, this does point to the agreement that the collaboration is possible and achievable.

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?





## 5. SETTING THE STAGE – SCENARIO PLANNING

Decision makers in the Liguria 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:

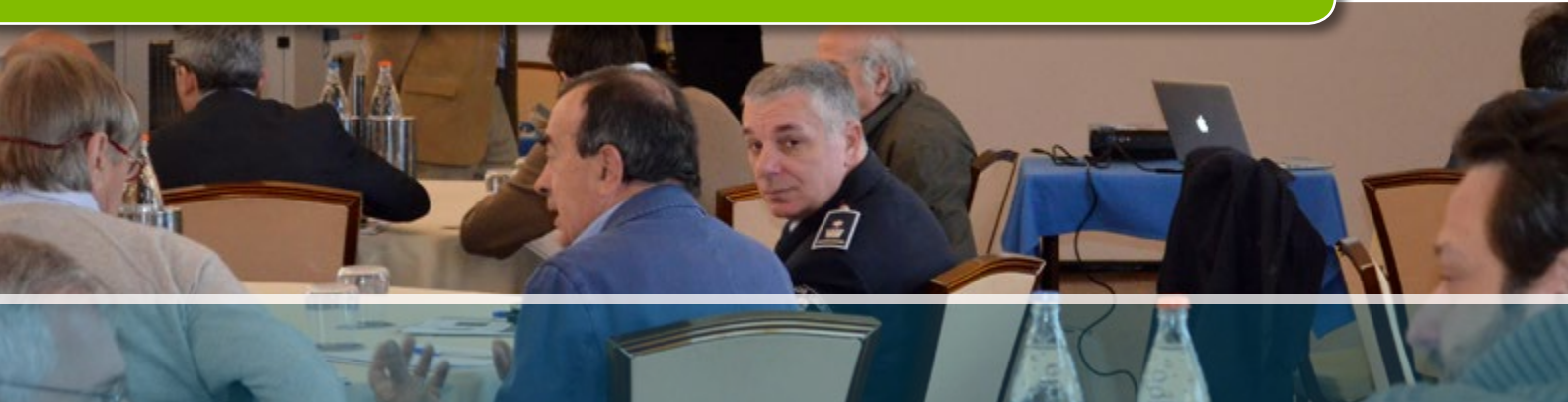
- Deepen an understanding of how external events and regional conditions shape decision-making;
- Identify and understand the key influences, trends, and dynamics that will shape the region over the next 20 years;
- Create and describe four plausible long-term scenarios for the region; and,
- Begin exploring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

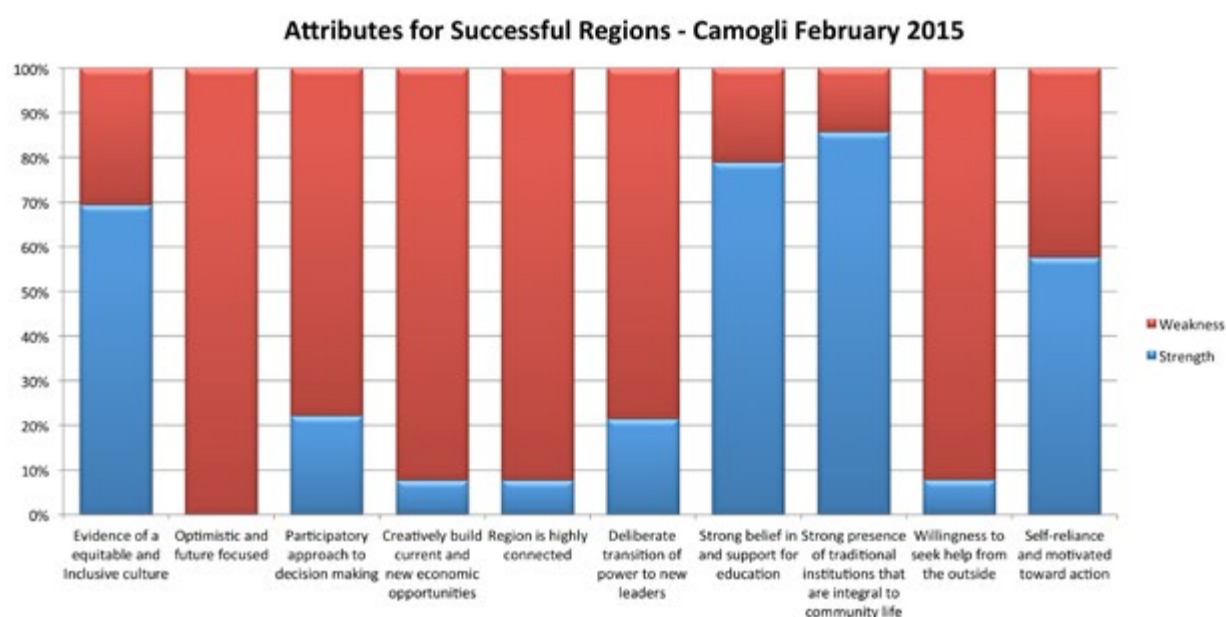
This report presents the background, results, and recommendations from the Future Think Tank workshop in Camogli, Liguria. This process aimed to explore the future directions and opportunities for the region, and commence work on creating a regional vision for economic development, and in relation to the collaboration of the Port Cities in the North Tyrrhenian Sea area. People from across the region attended the workshop held on February 24<sup>th</sup> and 25<sup>th</sup>, 2015. At this workshop, participants discussed the region's future and developed plausible scenarios for the region in 2030.



DecisionPath

SCENARIO PLANNING

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:

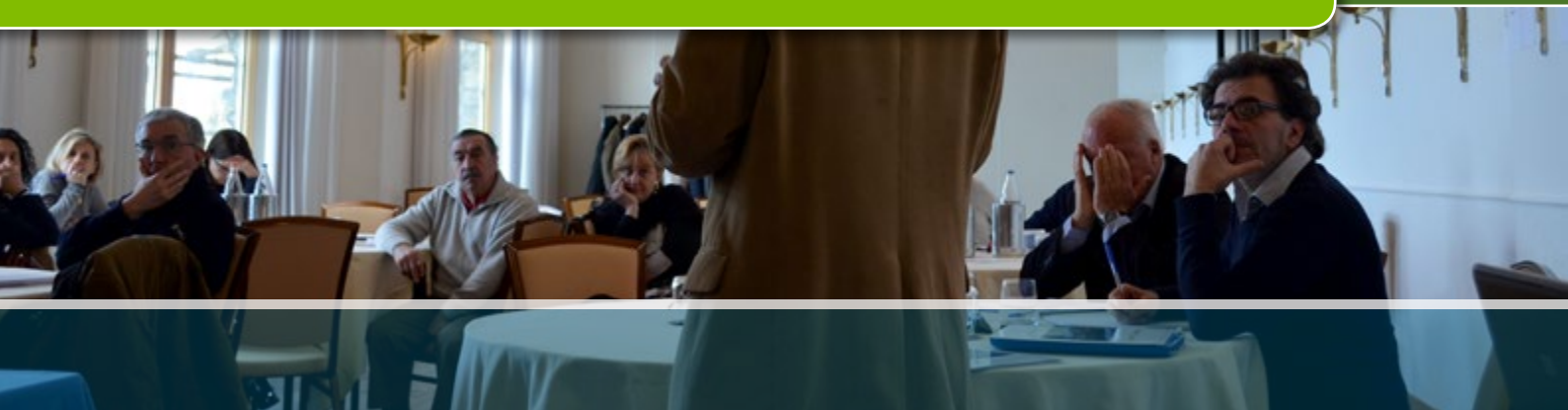
- An equitable and inclusive culture
- Strong belief and support for education
- Strong presence of traditional institutions that are integral to community life
- Self reliant and motivated towards action

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

- Optimistic and future focused
- Participatory approach to decision making
- Creative in building current and new economic opportunities
- The region is highly connected
- Deliberate transition of power to new leaders
- Willing to seek help from the outside

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 **‘Value placed on local capacities’**.

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



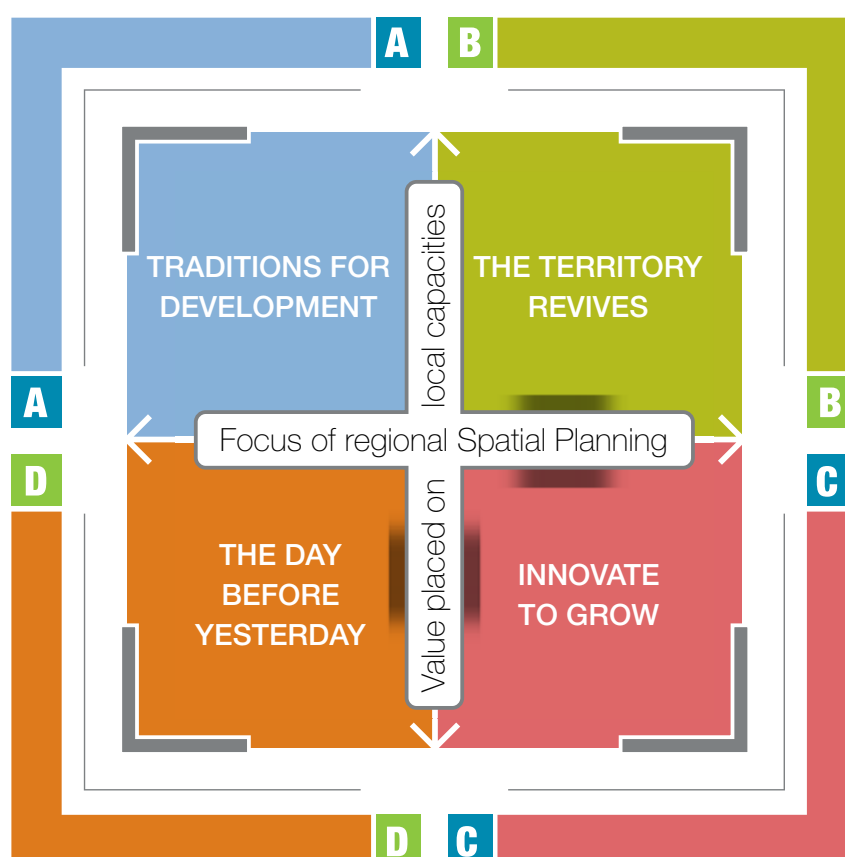


each scenario that is presented in the next section of this report.

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

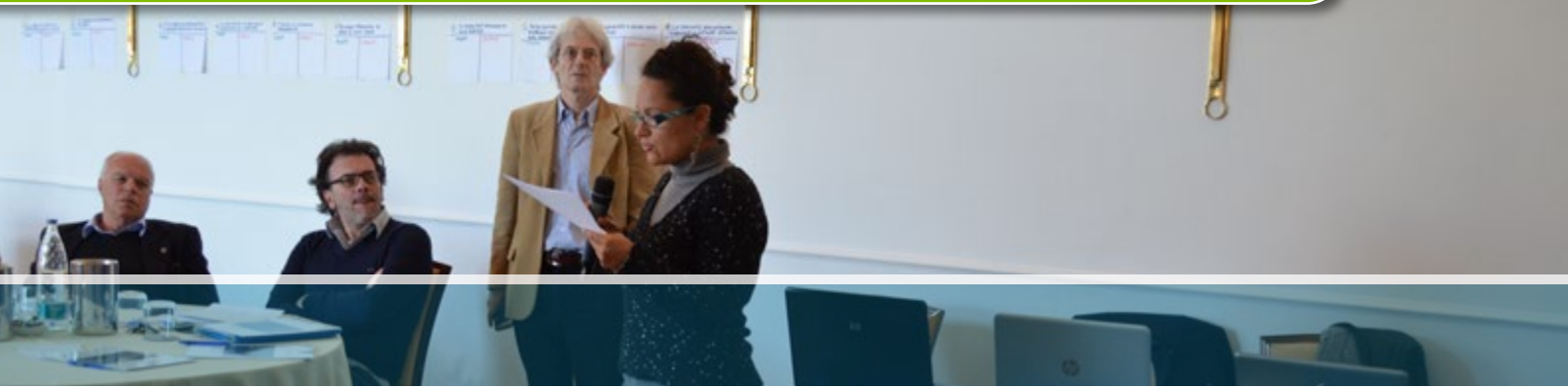
The region has identified and invests and builds on its own internal unique resources and capacities. The distinctive marine, food, natural and cultural heritage is a strong focus of economic development and planning.

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.



## 6. DETAILED DESCRIPTIONS OF THE SCENARIOS

### 6.1 SCENARIO A – TRADITIONS FOR DEVELOPMENT – 2030

This future is characterised by elements of stagnation, although the city and the port face a touristic and maritime development, with consequences on the satellite activities. The image of the territory and its characteristic “brand” strengthen, thanks to local products’ exports. The territory’s excellent reputation even at international level, is also due to the better living conditions of the population. This is a place recognised for its quality of life for both resident families and tourists, reached thanks to the attention paid to cultural and natural resources’ valorisation, representing the unique territorial features. There is a low degree of pollution, despite global trends showing a general worsening of environmental conditions. The problem is that, currently, economic resources are not sufficient to finance the maintenance of these positive environmental conditions. Another negative element is represented by the employment stagnation, as well as in the number of inhabitants, together with the ageing of the population.





### 6.1.1 Traditions for Development – Scenario Characteristics

#### **Societal Characteristics:**

- Employment stagnation
- No growth in the number of residents, and an ageing of the population
- Protection and enhancement of cultural identities
- High quality of life in the territory for families and guests, representing a characteristic “brand” of the territory

#### **Economic Characteristics:**

- Enlargement of satellite activities at local level
- Strengthening of existing economic resources
- Increase in accommodation facilities (tourism and transports)
- Development of fisheries and touristic transport
- Export of local products

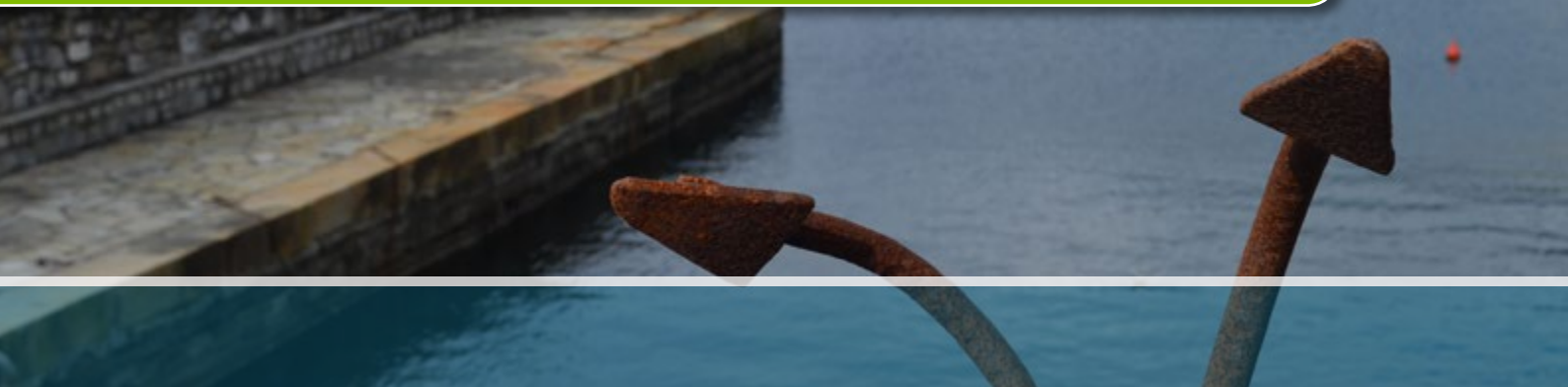
#### **Environmental Characteristics:**

- Conservation of natural resources
- Enhancement of unique local characteristics
- Low degree of pollution (albeit the global trends)
- Lack of economic resources for the development of infrastructures aimed at maintaining the environmental characteristics (lack of funds for environmental protection)



### 6.1.2 Traditions for Development – Headline News from the Future

Societal
<b>2015</b>
The number of resident people is blocked, the population gets older
<b>2020</b>
Residency on the first house is maintained
<b>2030</b>
Number of resident people at its historical minimum, we lose primary services
Economic
<b>2015</b>
The territory does not create a development in job opportunities
<b>2020</b>
Young people search for jobs outside the territory, the local commerce is diminishing
<b>2030</b>
Seasonal activities and short vacations
Environmental
<b>2015</b>
The territory is still livable for families and tourists
<b>2020</b>
The livability of the territory is unchanged
<b>2030</b>
One of the most livable territories, but with some degraded places due to the lack of resource for maintenance



## 6.2 SCENARIO B – THE TERRITORY REVIVES – 2030

This future is characterised by large synergies and a unique vision for economic, social and environmental development. From an environmental point of view, some endangered species have been rescued and the quality of life for citizens has improved. There has been a great improvement and enhancement of local specialities. Technology is available to citizens and the sea has become (and is recognised as) a place where people can move, thanks to the realisation of the “Sea Highway”. The young population has increased, as well as employment and services to citizens, and there is a good level of social integration. Local excellences are valorised, leading to touristic development, also favoured by higher entrepreneurial capacity, even in the social sector.

### 6.2.1 The Territory Revives – Scenario Characteristics

#### **Societal Characteristics:**

- Demographic increase, with an increase of young people and families living in the territory
- Growth in employment
- Services mainly focused on schools, health, transports, cultural as well as sporting interests
- Good degree of social integration
- Growing attention to the assistance towards aged people
- Middle-high education level

#### **Economic Characteristics:**

- Local excellences are recovered and enhanced, through their improvement (maritime sector as well as fisheries, food and wine, cultural and tourism)
- Realisation of a “Sea Highway”, as a new commercial and touristic connection
- Development of sustainable tourism open to global presences but attentive to the needs of each segment

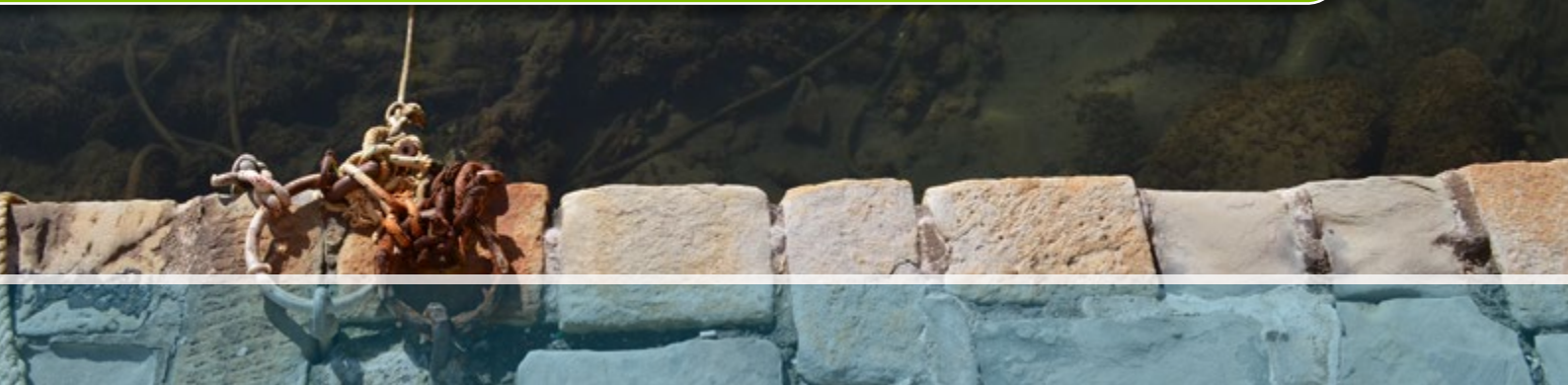




- Availability and use of advanced technology in every economic sector
- More entrepreneurial capacity – linked to the social sector

### **Environmental Characteristics:**

- Higher quality of life
- The maritime ecosystem has improved, by salvaging endangered species
- The hydrogeological risk is kept under control and finally eradicated
- No more wild urbanisation and recouping of local characteristics (“creusa”, paths, etc.)
- Salvage of native species
- Less waste, together with optimal waste management



## 6.2.2 The Territory Revives – Headline News from the Future

### Societal

**2015**

The Liguria Region: funds for health and social assistance are finished

**2020**

The entire regional healthcare services have been reorganized

**2030**

Nursery schools inside companies

### Economic

**2015**

Italy risks defaulting more than Greece

**2020**

Regional results reached break-even

**2030**

Tuscany leads: the best life style and quality throughout Italy

### Environmental

**2015**

Floods keep happening in Liguria

**2020**

Bisagno is safe

**2030**

No more endangered species and also new species discovered



## 6.3 SCENARIO C – INNOVATE TO GROW – 2030

This future is characterised by new investments, competencies and infrastructures as a result of standardisation (even from an environmental viewpoint), with a high orientation towards profits and the use of foreign capitals. There has been a loss in local identity and specialities. The territory is characterised by a high percentage of inhabitants coming from abroad, which start to have a decisive role in the local economy, by becoming owners of the big manufacturing firms characterised by a strong specialisation in products. This type of development creates inconveniences to local small and micro enterprises. Population is relatively younger and more educated, and benefits from a good level of integration. Connections to the inland increase and improve. Even though shared environmental standards have been established and advanced technology has been reached, there is less attention paid to local resources, preferring common resources.

### 6.3.1 Innovate to Grow – Scenario Characteristics

#### **Societal Characteristics:**

- High percentage of foreign population living in the territory
- Lower average population age
- Good social integration
- High level of higher education
- High technological competencies

#### **Economic Characteristics:**

- Standardisation of services' offer and infrastructures
- Profits-oriented economy
- Presence of big manufacturing firms and groups, causing damage to small and micro enterprises
- Foreign investors replace local people in the ownership of big firms
- Strong productive specialisation

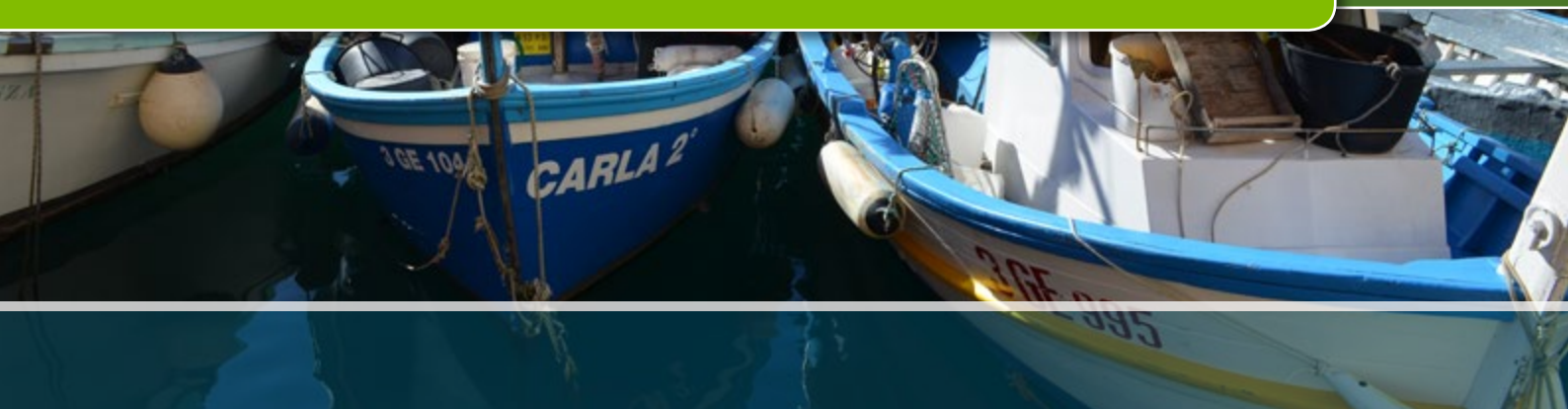




- New infrastructure development in the inland to increase connections

### **Environmental Characteristics:**

- Shared environmental standards
- Use of advanced environmental technologies
- Lower attention to local resources
- Higher attention to common resources



### 6.3.2 Innovate to Grow – Headline News from the Future

#### Societal

##### 2015

Brain Drain is still happening  
Foreign community is increasing

##### 2020

Reverse of the population ageing trend

##### 2030

It is no more a Country for Old Men!  
The new industry needs the excellences' re-entry

#### Economic

##### 2015

Firms close down...tourism in decrease

##### 2020

High-Tech industry revives  
The new infrastructural project has been submitted

##### 2030

Our territory is held by foreigners  
Group XY's profits increase, look forward new investments

#### Environmental

##### 2015

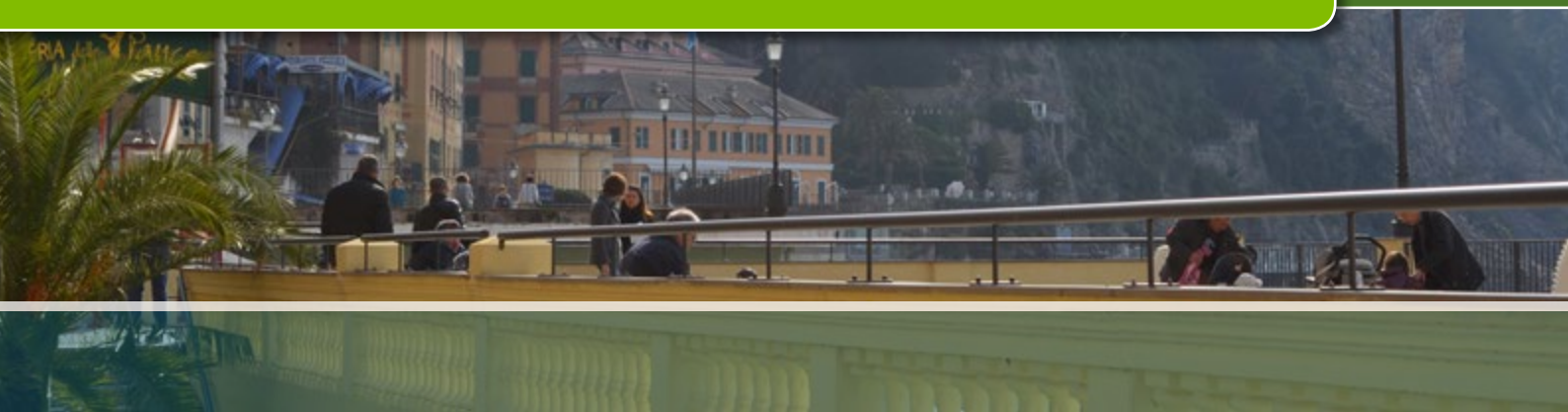
The region is shaky, few resources to protect the sea and the territory

##### 2020

High-Tech industry helps the environment:  
the new Italian-French project has been submitted

##### 2030

"Blue Flag" for the whole North Tyrrhenian  
New traffic routes



## 6.4 SCENARIO D – THE DAY BEFORE YESTERDAY – 2030

This future is more oriented to the “inside” of the territory rather than the “outside”, by continuing to think of just the small local reality. Despite the ageing of the population, mainly concentrated in the suburbs, life conditions have improved. Tourism is the main economic resource, and private funding increases regardless the reduction in public funding, with a growth in social economy and a technological evolution favouring external investors. Environmental conditions do not change significantly, despite the recovery of some degraded areas. Connections with the inland have improved, and the airport has been relocated to clear more space for the ports.

### 6.4.1 The Day Before Yesterday – Scenario Characteristics

#### **Societal Characteristics:**

- Youngsters leaving the territory to live and study abroad
- Growth of aged population
- Improvement of life styles
- Concentration of the population in the suburbs

#### **Economic Characteristics:**

- Development of a high-quality tourism (including cruise tourism)
- Technological evolution fostering significant investments in the areas which are controlled by foreigners
- Increase in private investments and simultaneous decrease in public investments (ex. Regional)
- Increase in the number of non-profit organisations substituting the government in offering services to citizens (ex. Assistance to aged people)

#### **Environmental Characteristics:**

- Availability of quicker means of transport to connect with the inland
- The relocation of the airport and the corresponding transfer of the area to the port

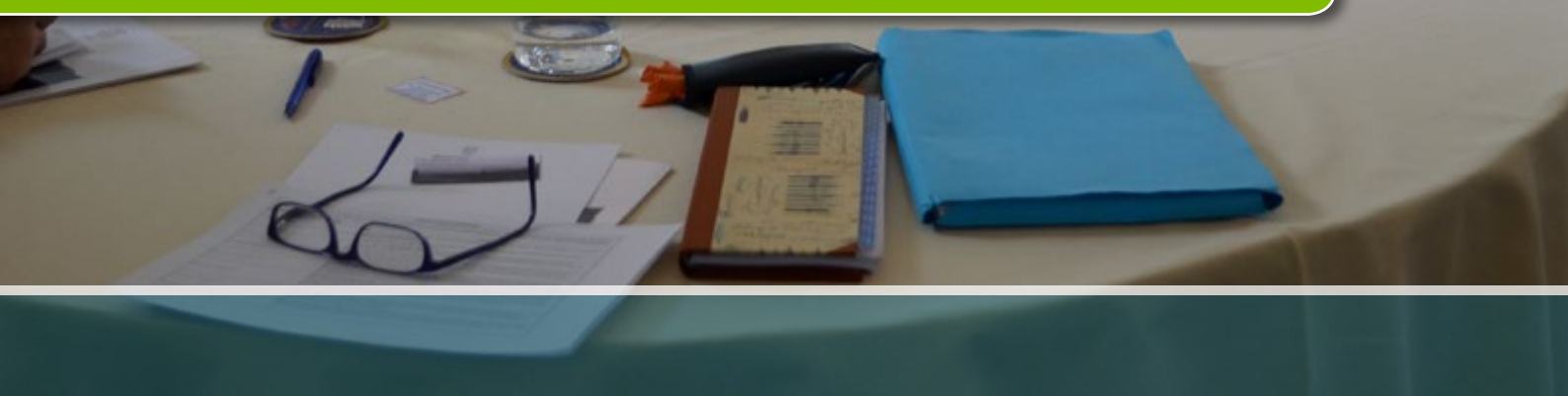




- A territory which have changed completely, mainly due its major environmental features
- Recovery of historical centres and some degraded areas

## 6.4.2 The Day Before Yesterday – Headline News from the Future

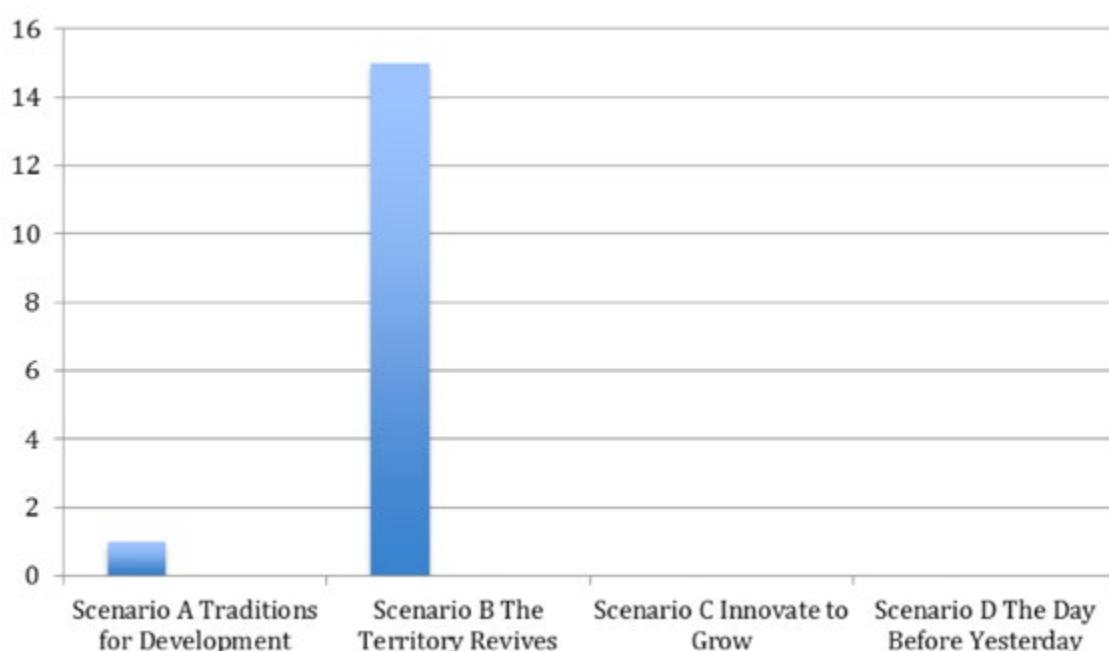
Societal	
<b>2015</b>	A call for proposals to create a nursery school “inside-the-company” has been issued
<b>2020</b>	New guidelines for aged people's assistance
<b>2030</b>	Young people come back to invest in Liguria, by giving back what learned abroad
Economic	
<b>2015</b>	Ansaldo is sold
<b>2020</b>	Agreement and integration among North Tyrrhenian ports
<b>2030</b>	Re-entry of capitals from tax haven
Environmental	
<b>2015</b>	Economic funding for hydrological instability
<b>2020</b>	Funding for the recovery of typical Liguria's cultures
<b>2030</b>	Refurbishment of the ancient Liguria's routes



## 7. WORKSHOP PARTICIPANT FEEDBACK

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

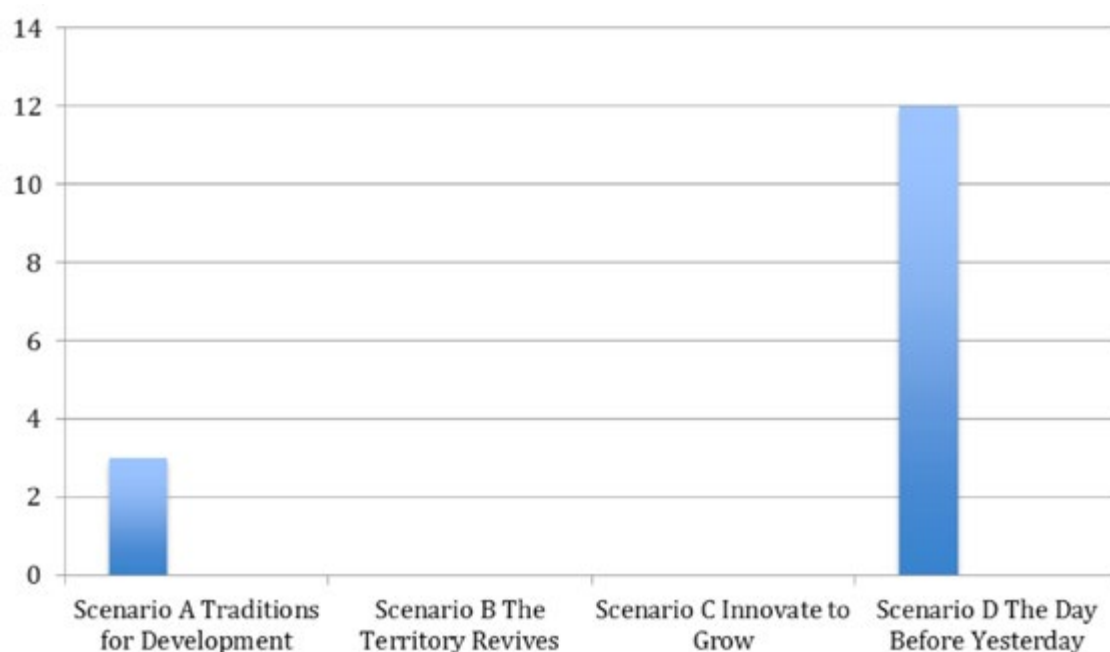
### 7.1 PREFERRED SCENARIO – WORKSHOP PARTICIPANTS



The majority of workshop participants agreed that Scenario B best represented the preferred future scenario – **'The Territory Revives'**. This is a region characterised by large synergies and a unique vision for economic, social and environmental development. The young population has increased, as well as employment and services to citizens, and there is a good level of social integration. Tourism is developed due to local specialties in the region.

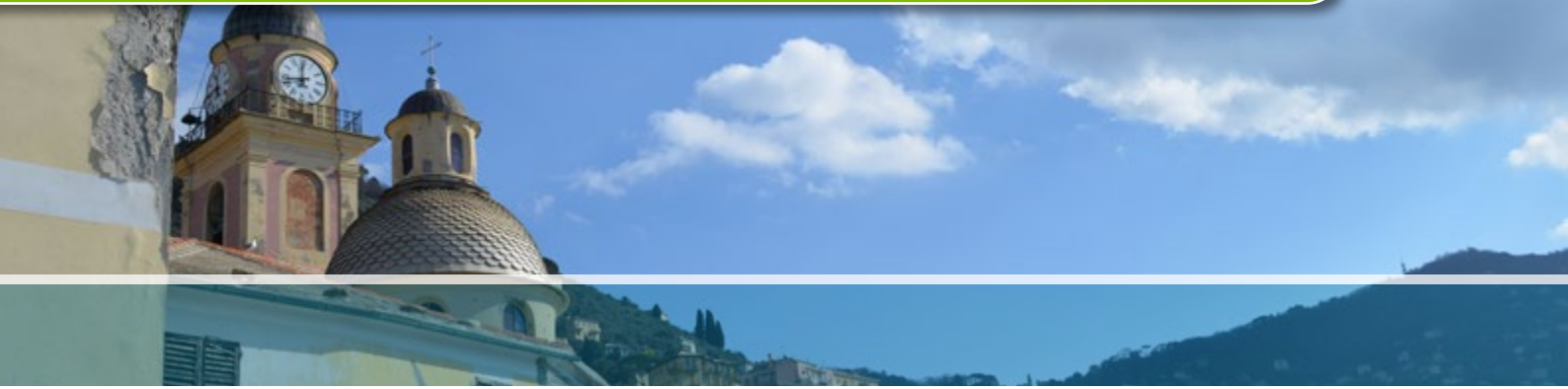


## 7.2 WHICH SCENARIO MOST REPRESENTS WHERE THE REGION IS CURRENTLY HEADING?



The workshop participants mainly agreed that Scenario D, '**The Day Before Yesterday**' represented the future towards which the region was currently heading. A small minority felt that Scenario A, '**Traditions for Development**' was the future that the region was heading towards. Scenario D represents a future that is more oriented to the "inside" of the territory rather than the "outside". However, Scenario A represents a future which is characterised by elements of stagnation but a strengthening of the region's brand due to the export of local products.





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

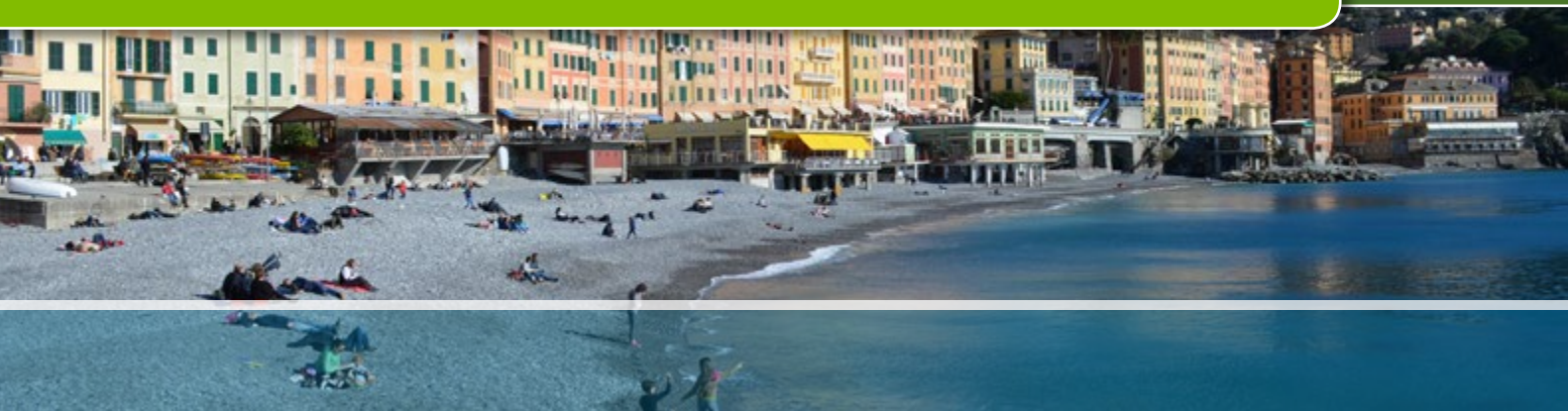
The preferred future 'The Territory Revives' outlines the basis of a shared vision for the region. In addition, it gives an indication of the focus areas of action that will begin to see this vision become a reality.

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 many aspects, which research has shown contributes to the success of a community. The areas of weakness have been conveyed as a lack of optimism and future focus, a lack of connection across the region, an unwillingness to seek help from the outside. This is interesting, as the participants felt that Scenario D was the future which the region was currently heading. This is a scenario of an inward looking region. The region is also seen as weak in creatively building current and new economic opportunities. With a lack of willingness to seek help from the outside, this will only reinforce the lack of creativity in building economic opportunities.

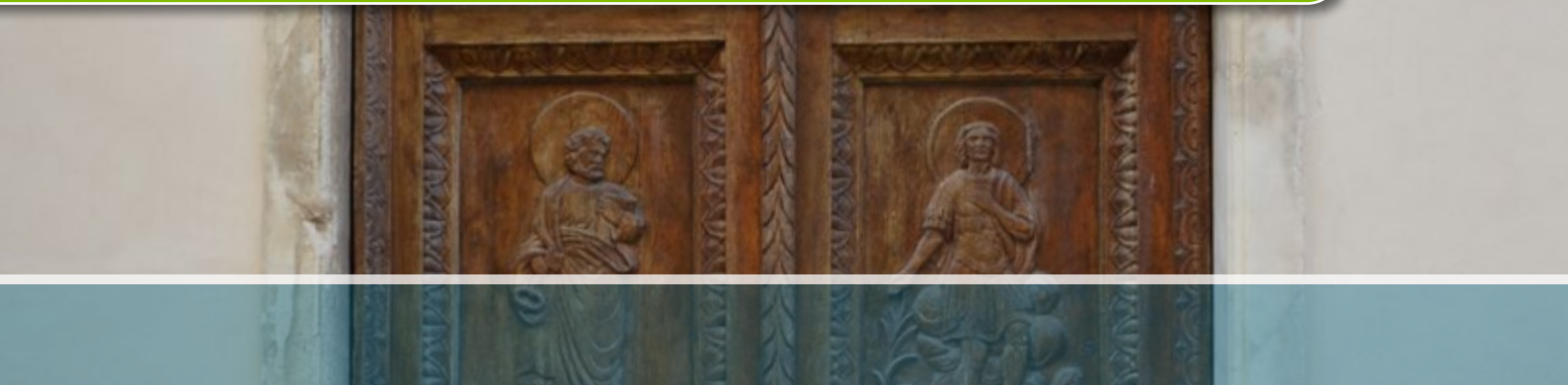
For collaboration to be built with the other port cities, these weakness will have to be examined and reflected in the actions that arise out of the scenario planning workshop.



### 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. Favours a co-creation approach for policies, through the availability of suitable instruments that enable better access to the necessary information to develop opinions which are informed about needs in order to evaluate the priority of actions.
2. Developing regular short-distance connections by the sea mainly for summer touristic purposes, however these can be used even for alternative purposes of transportation throughout the territory. The action might/should imply even the restructuring of seaports and docks.
3. Creating continuity between unity and specificity as far as traditional cuisine and fisheries are concerned, together with the valorisation of (fishing) surplus.
4. Fostering a coordinated and shared use of public procurement with reference to the social dimension.
5. Creating educational opportunities linked to the use of available (and future) technologies for sailing safety.
6. Developing, enhancing and integrating existent "app" to valorise different kinds of information: cultural, food and wine, touristic, transportations, natural, etc. "PORTI Parco app".
7. Analysing different kinds of warding systems related to the possibility of attributing/sharing the responsibility for territorial maintenance with different people
8. Refreshing the use of traditional techniques and approaches (such as building dry stone walls) for territorial protection.



9. Understanding how we can recreate the upstream hydrographic network (the issue of the hydrological reorganisation with reference to small rivers) and studying water convoy (relation between the freshwater and the sea).

### 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 Liguria as part of the wider PORT Project, which aims to connect the port cities in the North Tyrrhenian Sea. The preferred future Scenario B 'The Territory Revives' has conveyed that there is a basis for a shared vision for the region. The weaknesses of the region however, indicate that there 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

For more information on this report and the **PORT Project**, please contact:

### PAOLO SANTINELLO

Research and Development

Klink srl

Via G. Verdi, 23

50053 Empoli

Tel: + 39 0571 530064

Email: [p.santinello@klink.it](mailto:p.santinello@klink.it)



For more information on Future iQ Partners and the Scenario Planning Process, please contact:

### CELINE BEURLE

Managing Director Europe

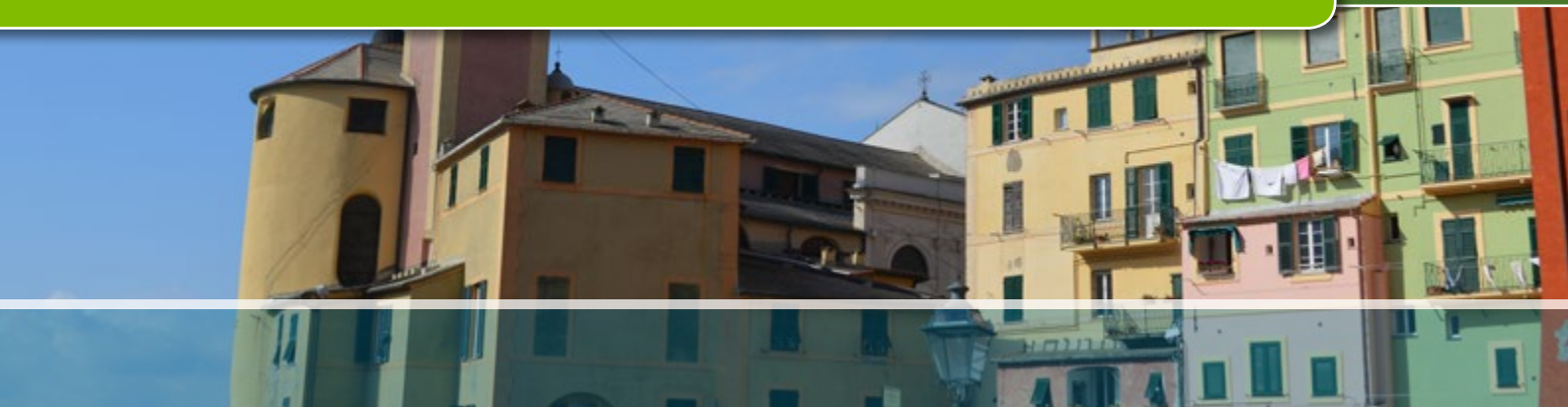
Future iQ Partners

Tel: +353 87 3540220

[celine@future-iq.com](mailto:celine@future-iq.com)

[www.future-iq.com](http://www.future-iq.com)





Report and Scenario Planning workshop prepared by:



**PAOLO SANTINELLO, KLINK SRL**

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 Liguria for their support.

Supported by



*Photos credited to David Beurle 2015*



