



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

BASTIA - CORSICA

**Report from the
Future Think Tank workshop**



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BASTIA, CORSICA



Report from the Future Think Tank workshop
conducted on 5th and 6th March, 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 Bastia, Corsica, held on 5th and 6th March, 2015.

1.2 REGIONAL SURVEYS

- The majority of the responses (70%) from those surveyed from Corsica 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 from somewhat important to highly important to develop and maintain a shared vision with the other port cities of the North Tyrrhenian Sea. However, only 50% of respondents felt that it was highly important to have a shared vision with the other port cities.
- People were more generally spread across the pessimistic to optimistic spectrum, when asked about the region's economic future over the next 5 years and then within the next 15-20 years. There were mixed feelings ranging from pessimistic to optimistic, however there was less optimism about the opportunities over the next 15-20 years than within the next 5 years.
- Ship Building/Navigation and Tourism were seen to be the most important economies for the region in 2030.
- 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. Just over 70% felt that such collaboration was indispensable. The remainder of respondents felt that it was something that should be sought. This does point to an appetite for collaboration with other port cities amongst the respondents.

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 Corsica 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 “**Desire for a Future**” and “**Openness**”.
- 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. All of the participants chose Scenario B ‘**Volunteer Engagement**’ as their preferred future. Scenario B envisages a balanced society which focuses equally upon society, economy and the environment.



- None of the workshop participants believed the region was currently on track towards the future depicted in Scenario B '**Volunteer Engagement**'.
- The overwhelming majority of participants (91%) felt that Scenario A '**A Dependent Economy**' represented the future that the region was currently heading towards. However 9% felt that the region was heading towards the future represented by Scenario C- '**Conservation**'. The Scenario A future is characterised by social and political tension and an overall loss of identity within the region. With the development of seasonal tourism, and the control of urban development and a focus on environmental protection, this future has a mixture of benefits and challenges. The Scenario C future is characterised by an ageing population, social isolation and again, a focus on environmental protection, even if it is not expressed in terms of resources valorisation, but mainly in terms of maintenance of the status quo.



2. INTRODUCTION

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



3. BACKGROUND TO THE REGION

Corsica, situated in the Genoa Gulf, in the Mediterranean Sea is also known as the “Island of Beauty”. It is 180 km long, with a width of 82 km, covered by thick greenery and forests on the majority of the regional territory (8722 km²), thus, it is known as the “Green Isle”, also. It is located 175 km from Nice and 190 km from Genoa, and it is composed of two departments, North Corsica and the South Corsica. The coasts are 1047 km long, with a particularly rich and varied nature: from white-sand beaches to limestone cliffs at the Bonifacio precipice.

3.1 SOCIAL ASPECTS

From a demographic standpoint, the trend of the last twenty years is steadily increasing. From 1990 to 2012 the population is augmented by 28.09%, with an average annual rate of growth of 1.08%, and a ratio of male / female constant at 49% males and 51% females. By making a comparison with the demographic trend in the PACA (Provence-Alpes-Côte d’Azur), it results in roughly the same trend. According to data from NECE (Networking European Citizenship Education), the population in Corsica is increasingly ageing. It is estimated that in 2040 one person

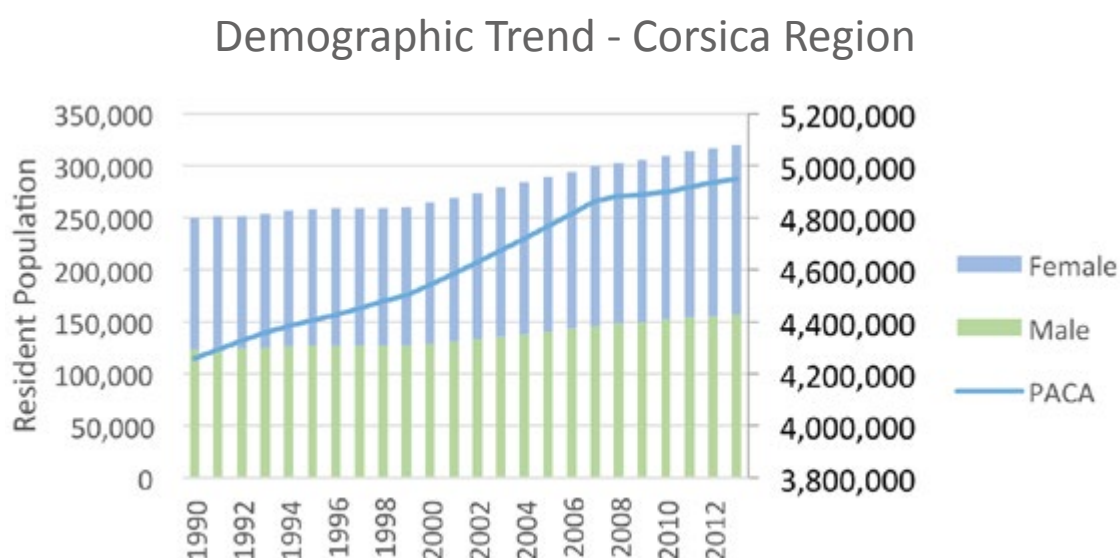


Figure 1: Demographic Trend (Our Elaboration on Eurostat data series)



in three will be more than 65 years old on the island. Another interesting statistic is that 80% of the population is currently concentrated in just 20% of the entire regional territory.

With regards to per capita wealth, it appears to constantly grow from 2000 to 2011, to reach and exceed the European average in 2009, resulting in a rank of +2% in 2012 in an ongoing increasing trend. Overall, from 2000 to 2011, the per capita wealth in Corsica grew by 45%, with an average annual growth rate of 3%, with no periods of decline. The trend in PACA is roughly the same even in this case, with the only difference being that per-capita GDP has always exceeded the European average in this time frame.

Per Capita GDP - Corsica Region

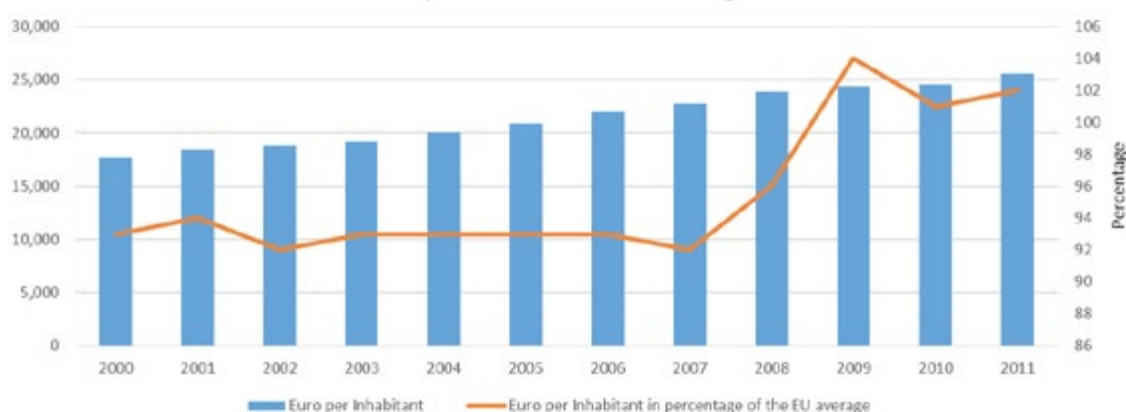
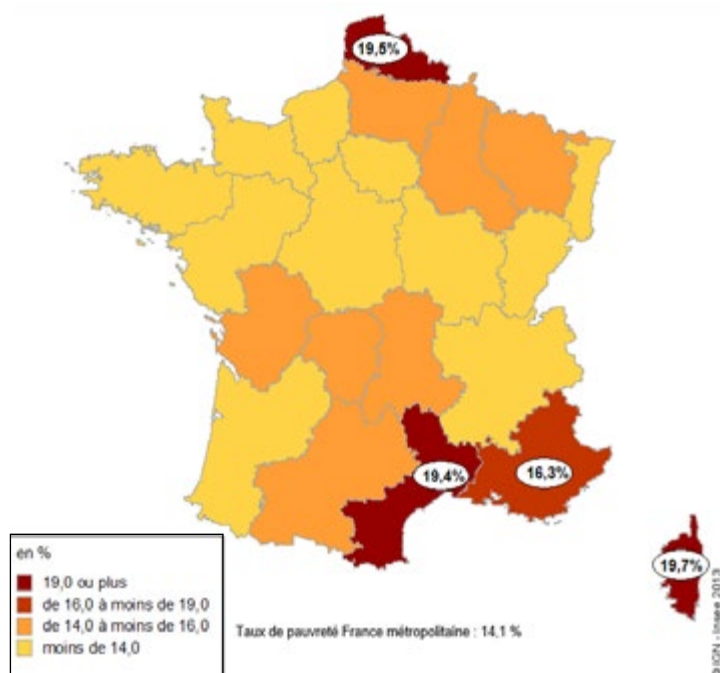


Figure 2: Per-Capita GDP (Our Elaboration on Eurostat data series)

However, the percentage of the population considered at risk of poverty and social exclusion is of concern.



Indeed, in 2010, Corsica represents the region with the highest poverty rate in France, equal to 19.7%, increased by 2% from 2009. In 2011, it saw a reduction by settling at 19.2%, still far higher than in PACA (16.4%) and the overall French average, equal to 14.3%.

Figure 3: Poverty Rate in France per Region in 2010 (Source: Insee)

Unemployment Rate (1999-2013) - Corsica vs PACA

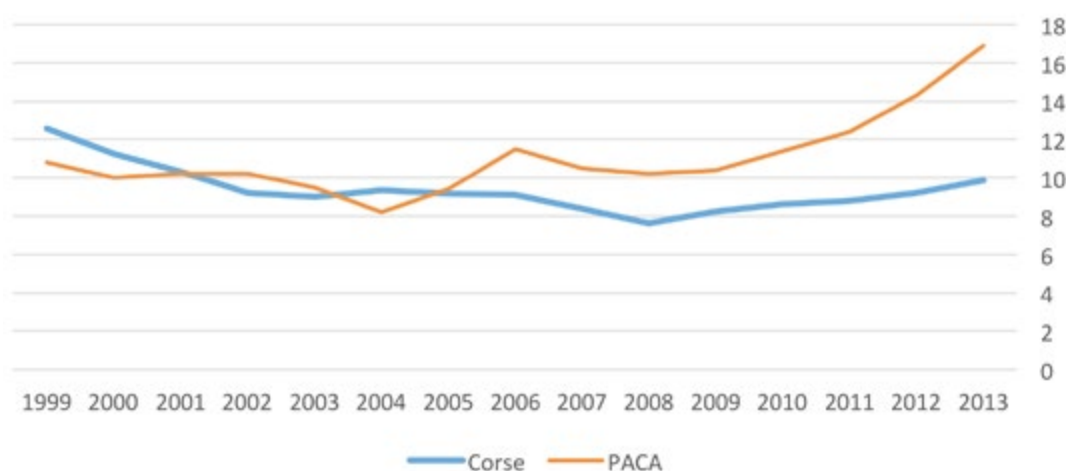


Figure 4: Unemployment Rate in Corsica, in comparison with PACA (Our elaboration on Insee data series)



As far as employment is concerned, trends are overall decreasing from 1999 to 2013. However, in 2008 there is a back-up line, so the trend is currently growing. On the whole, from 1999 to 2013 there was a decrease of 21%, although between 2008 and 2013 it has increased by 30%, with an annual average growth rate of 5%. However, this growth has been faster in PACA.

3.2 ECONOMIC ASPECTS

From an economic point of view, it is interesting to see that Corsica, from 2004 and 2012 faced a loss in GDP between -0.0 and -4.0. Within the Cooperation Area of the North Tyrrhenian, it is the least impacted Region by the current crisis, together with Tuscany, which is slightly more impacted. However, it seems to have a similar resilience in comparison with all the other regions, according to the ESPON data on internal comparative resilience in 2011.

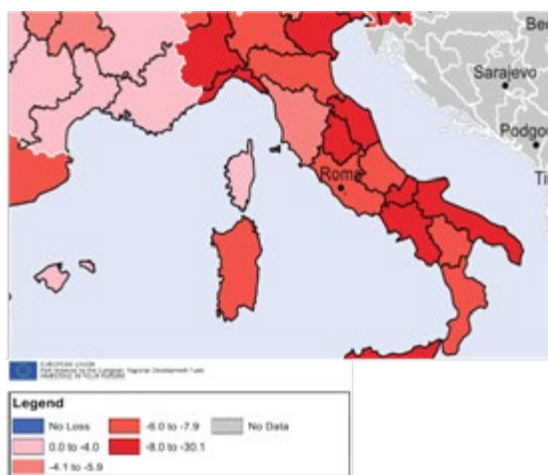


Figure 5: GDP Loss during the Crisis, 2004-2012
(Source: ESPON)



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

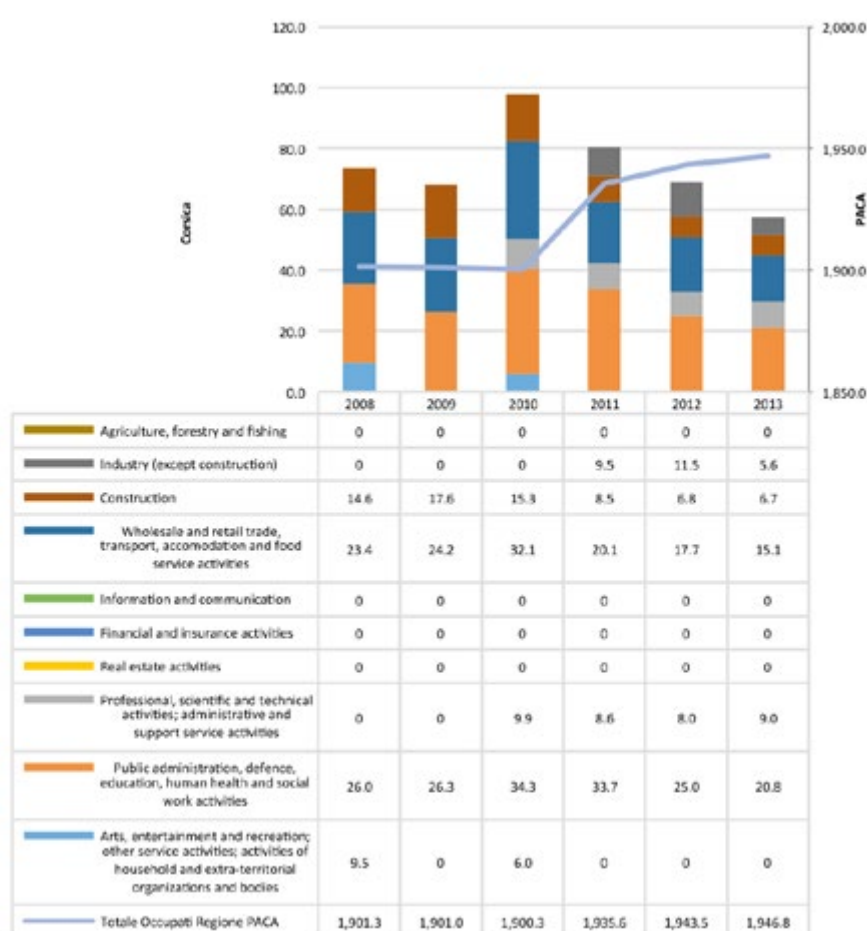


Figure 7: Employment by Economic Activity – Corsica Region, and comparison with PACA (Our elaboration from Eurostat data series)

The trend of those who are employed seems to have decreased from 2010 to 2013, and it also seems that the population of the region works mainly in the following areas: “Public administration, defence, education, human health and social work activities” (36%), “Wholesale and retail trade, transport, accommodation and food service activities” (26%), “Industry and Construction” (22%). Of relevance, also, were: “Professional, scientific and technical activities, administrative and support service activities” (16%). Minor employment seems to be in all the other activities. In comparison with PACA, it seems that trends differ, as PACA employment has increased between 2010 and 2013.



Tourism represents a fundamental source of economic value in Corsica. According to Eurostat data, in 2011 Corsica had more than 600 accommodation establishments (345 in North Corsica, and 278 in South Corsica), including hotels, holiday and other short-stay accommodations, camping grounds, recreational vehicle parks and trailer parks. In the same year, the number of visitors staying in tourist accommodation establishments was more than 2,370,000, and it is an economic sector in continuous development. Indeed, in 2013 tourist arrivals have increased by 11% from 2011 (almost 2,600,000).

As for the composition of tourists, French tourism has diminished by 1.1% from 2011 to 2012 and Italians by 27%, as well as Northern Europe (-19.5%). International tourists have augmented by 5.7%, mainly related to those from Switzerland, Germany and Benelux. The major attraction towns are Bastia and Ajaccio, which are facing an ongoing increase in the number of tourists. It is interesting that Ajaccio hosts the majority of the tourists in Corsica, at approximately 42.1% of the whole regional figure.

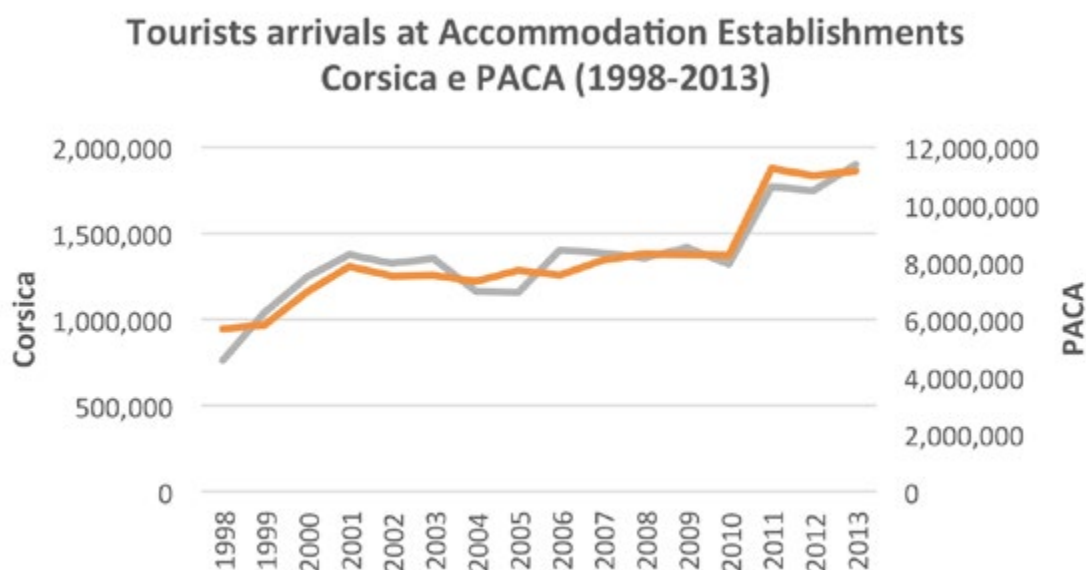


Figure 8: Tourists Arrivals at Accommodation establishments in Corsica and PACA, 1998-2013 (Our elaboration from Eurostat data series)



Figure 9: Main Ports in Corsica and their vocation (Source: OEC, 2014)

Leisure boating represents an important tourism resource, and Corsica has approximately 6,500 docks. It has not enough docks at present, fostering wild mooring and tourist's preference towards Sardinia, where leisure boating and docks are highly developed. However, shipbuilding is relevant in Corsica, with approximately 120 firms and 500 operators (1000 in the summer), with an economic return of about 76 million euro.

With regard to transport by sea, it is useful to highlight that the number of passengers handled between 1997 and 2013 has increased by 73%, and the millions of tons transported have augmented by 61%, with a very erratic trend throughout. The major Corsica ports for the transit of vessels are Bastia, Ajaccio and Bonifacio. With regard to fishing, it has never been a fundamental economic activity in Corsica.

There were approximately 29 fishing firms in 2012, employing 280 people and producing approximately 300 tons of fresh and deep-freeze fish, valued at approximately 2 million euro.



What is interesting to highlight is the surrounding administrative and normative background, which impacts inevitably on economic activities and upon the social aspects of the region. Indeed, it has been found that at a 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.

Even the connections among cities, regions and countries are fundamental for economic development, as well as cultural interchange. We can see from Figure 10 that Corsica, as well as Sardinia, suffers from a lack of connections to the continent. Moreover, Corsica seems to be less connected to the other regions of the North Tyrrhenian area than Sardinia, as far as ferries and airports are concerned, and even connections between the two are almost non existent.

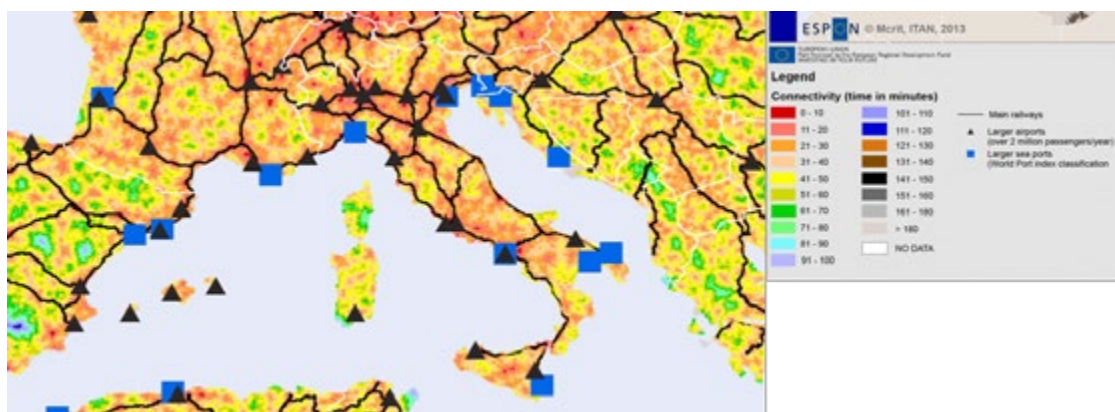


Figure 10: Territorial Connectivity to Road, Rail and Airports 2010 (Source: ESPON)



In addition, it seems that Corsica ports are not included in the most important hub in the Mediterranean basin, but even more fundamental, only Cagliari – within the North-Tyrrhenian Area – is included as a second-generation port (1990 – early 2000s technology).

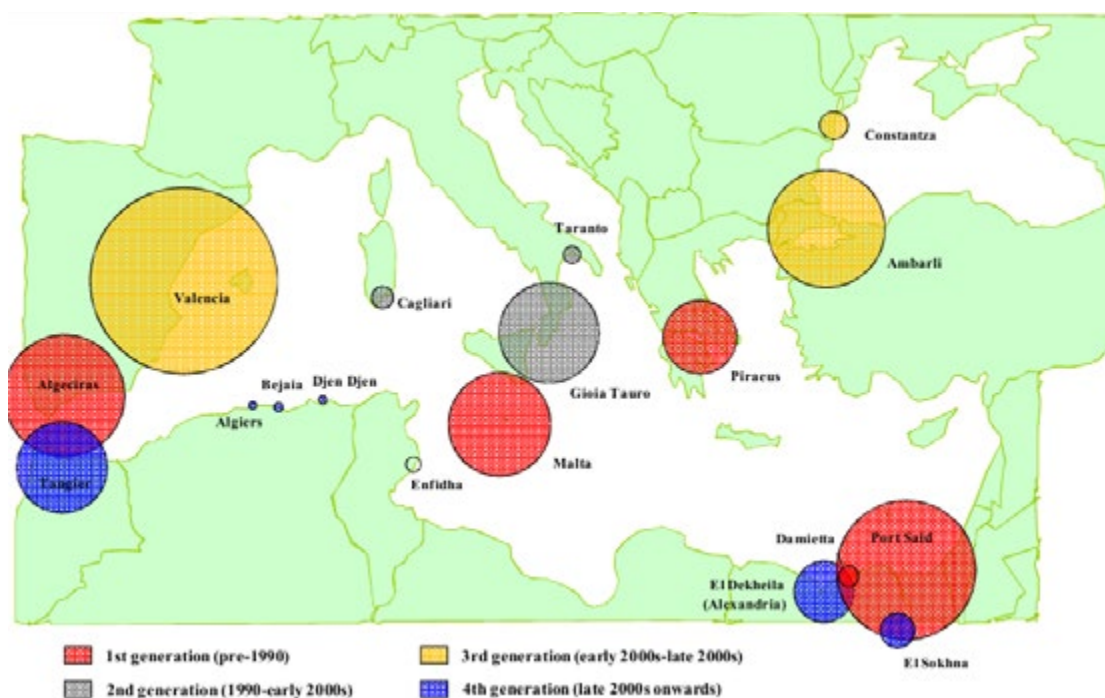


Figure 11: The generation of hubs in the Mediterranean basin (Source: Parola 2013)

No ports in the North-Tyrrhenian Area have an adequate degree of advanced technology, needed to be competitive with all the other Mediterranean ports.



3.3 ENVIRONMENTAL ASPECTS

From an environmental point of view, Corsica has a moderate vulnerability to natural hazards, across the region. The area is also covered by a low percentage of impervious material, as far as soil sealing is concerned, although the complete data set is not available. The area is also subjected to a moderate to low concentration of hazardous substances such as cadmium, mercury and lead. Nevertheless, data about the concentration of DDT and PCB is not available, even though it is concerning that neighbouring Sardinia is highly affected by them.

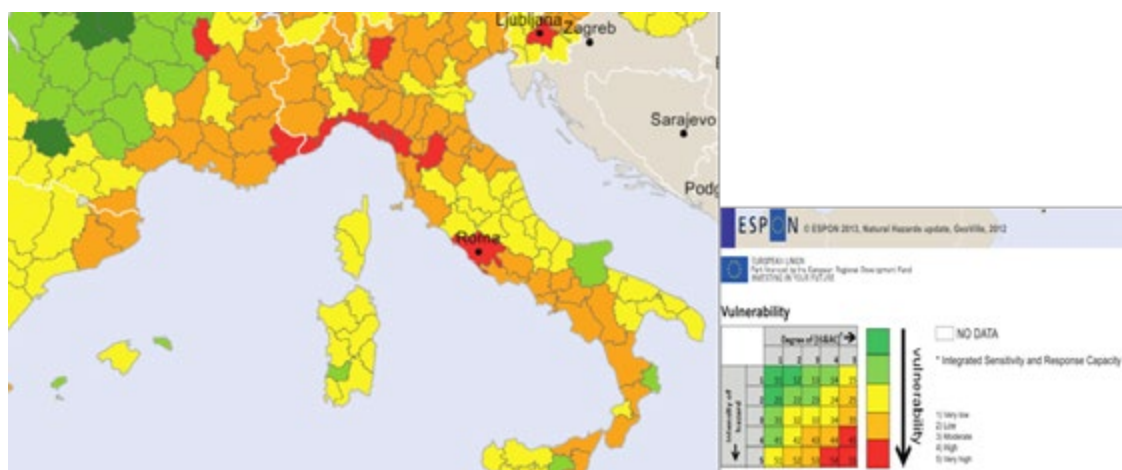


Figure 12: Vulnerability to Natural Hazards (Source: ESPON)

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

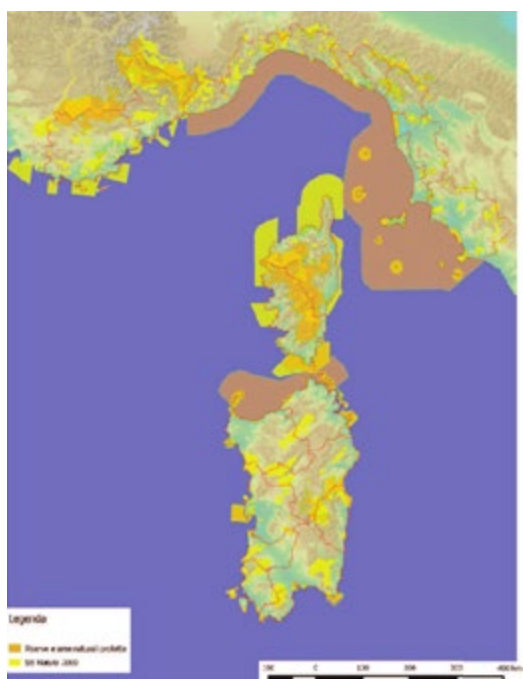
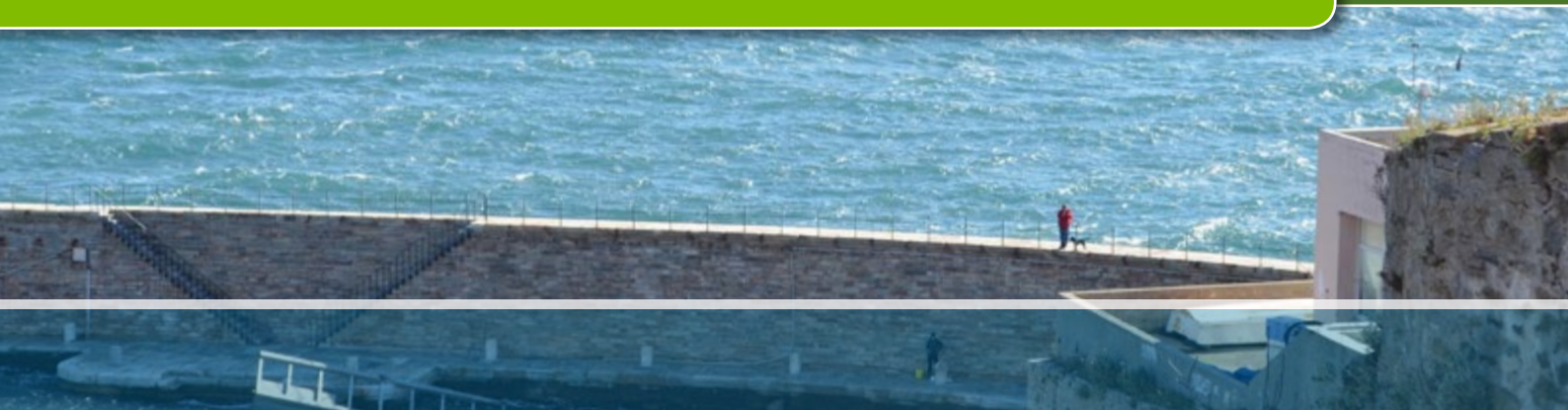


Figure 13: National Protected Areas and Natura 2000 (Source: MaritimeAtlas, 2012)

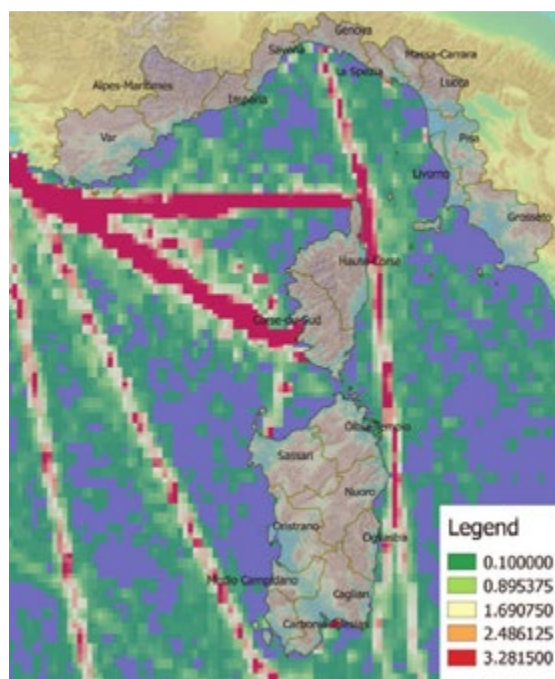
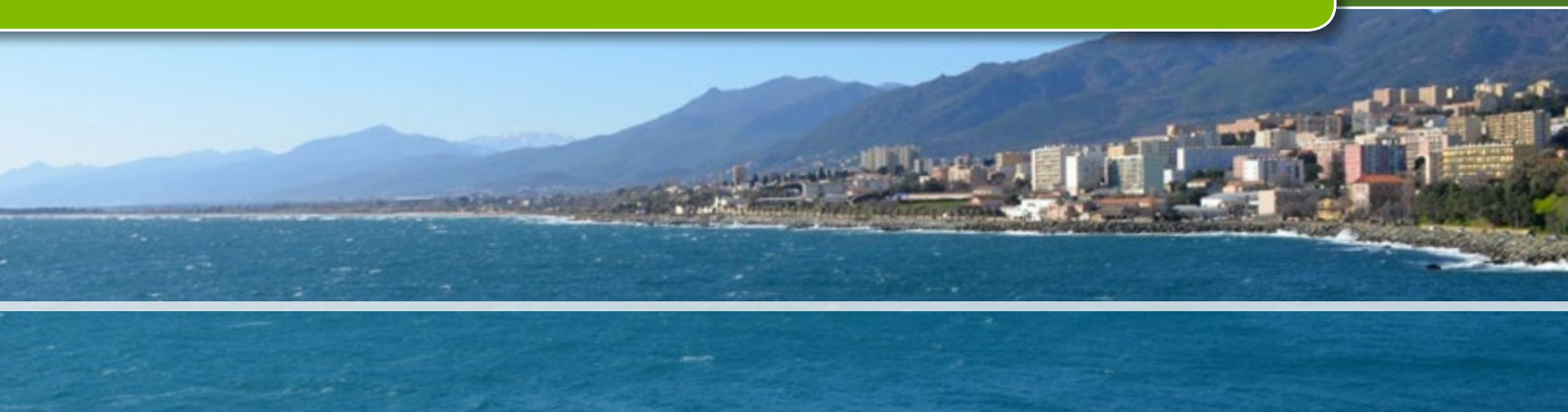


Figure14: CO₂ Emissions from International Shipping [kt/grid (5km x 5km)] (Source: ESPON)

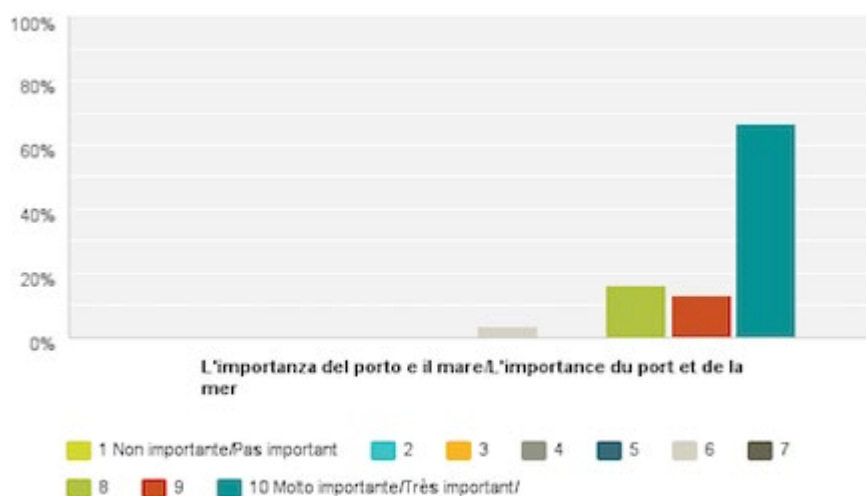
Nevertheless, as can be seen from the images, the same geographical zone is subjected to a high degree of carbon dioxide emissions produced by international shipping.



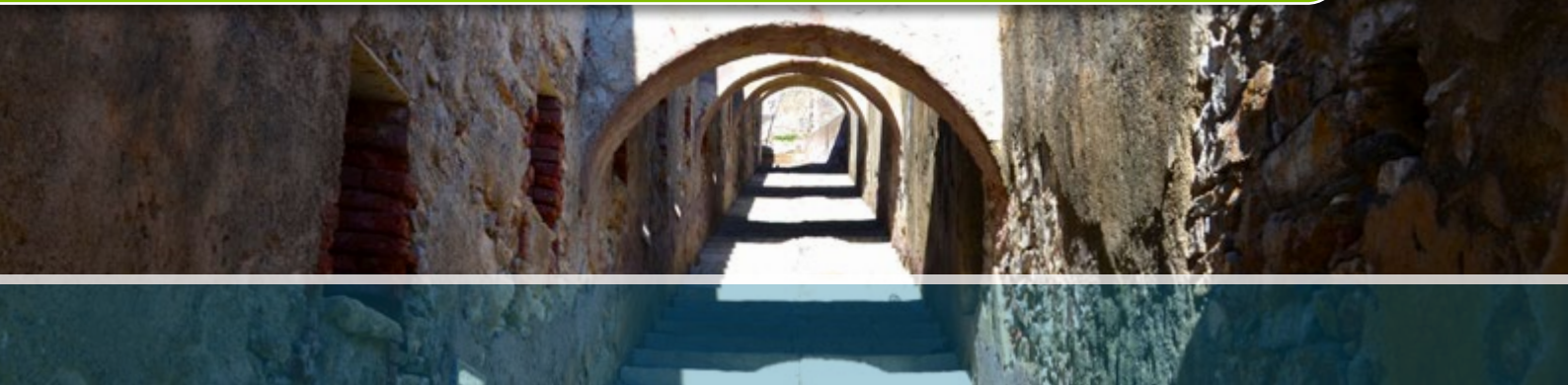
4. REGIONAL SURVEYS

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.

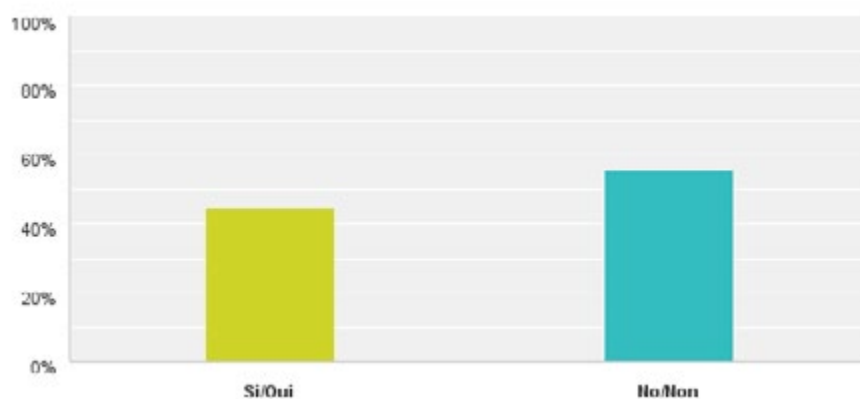
Q3 How important is the port and the sea to your city?



When asked how important the port and the sea were to their city, almost 70% of the respondents felt that it was highly important. The remainder of the participants felt that this relationship was important to very important.

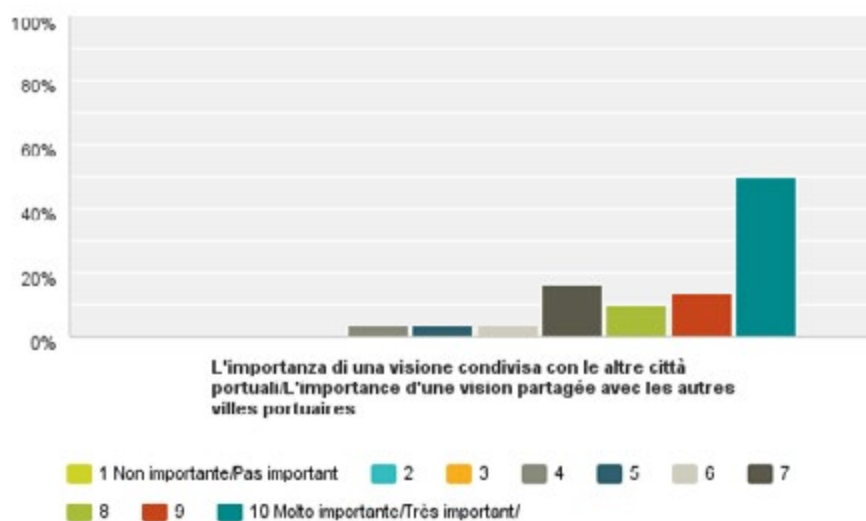


Q4 Have you ever been involved in a planning long term for your city and your territory?



Approximately 55% 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?

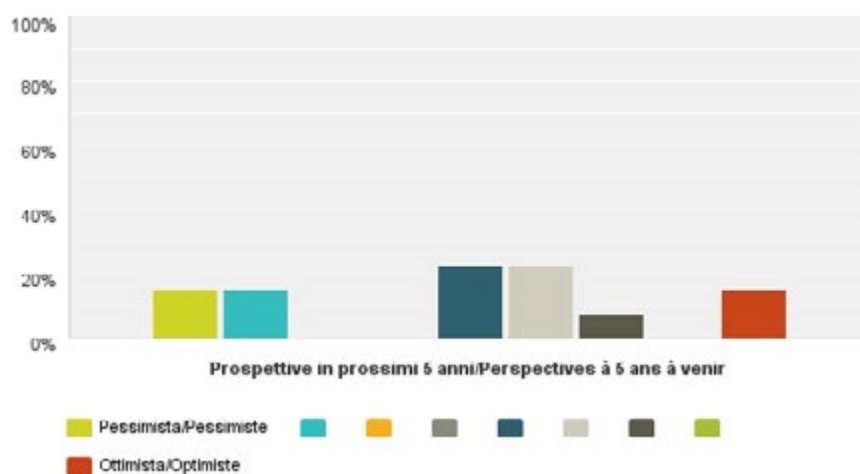


It was felt by 50% of participants that it was highly important to have a shared vision with the other port cities in the Northern Tyrrhenian Sea region.



However, the remainder of the respondents felt that it was from just below a neutral reading or important/not important through to just below 'highly important' for the region to have a shared vision with the other port cities.

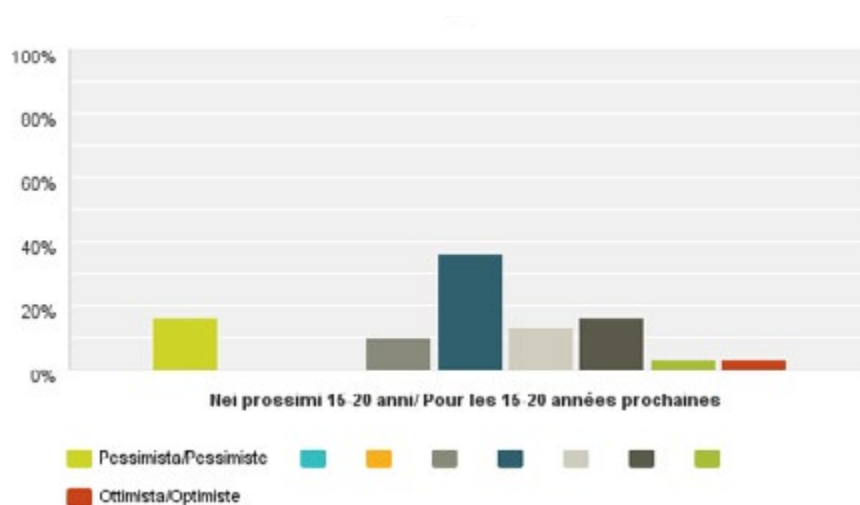
Q7 How do you feel the economic opportunities, and social and environmental aspects of your city and of your area will compare in the next 5 years?



When asked how they felt about the economic, social and environmental opportunities in the region in the next five years, the respondents displayed mixed expectations from pessimism (15%), though to a neutral standpoint (30%) and then just above neutral through to optimistic. Indeed approximately 10% felt optimistic about the economic, social and environmental opportunities in the region in the next five years.



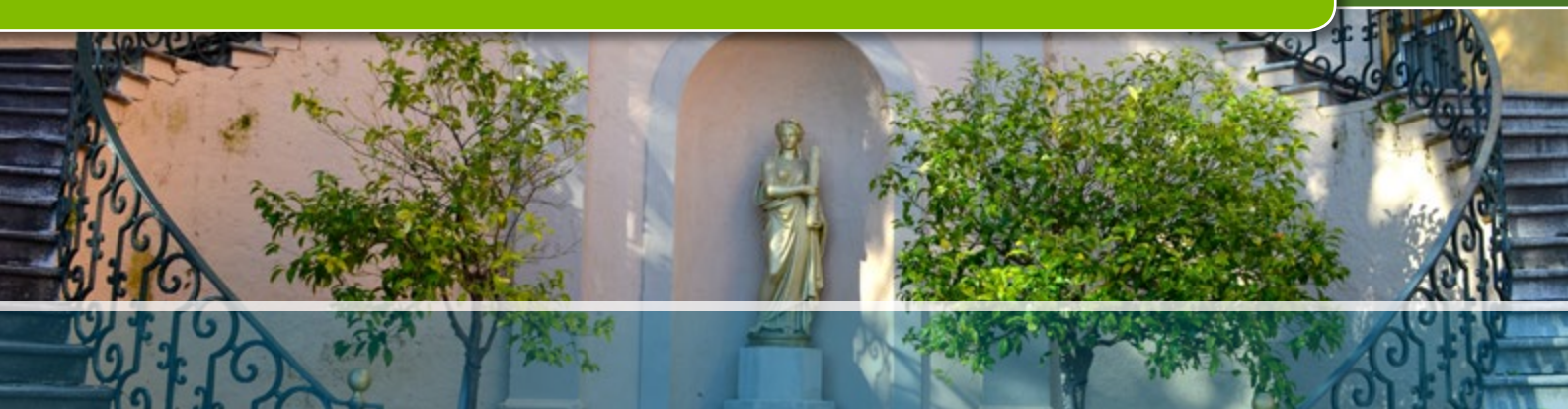
Q8 How do you feel the economic opportunities, social and environmental aspects of your city and of your area will be in the next 15-20 years?



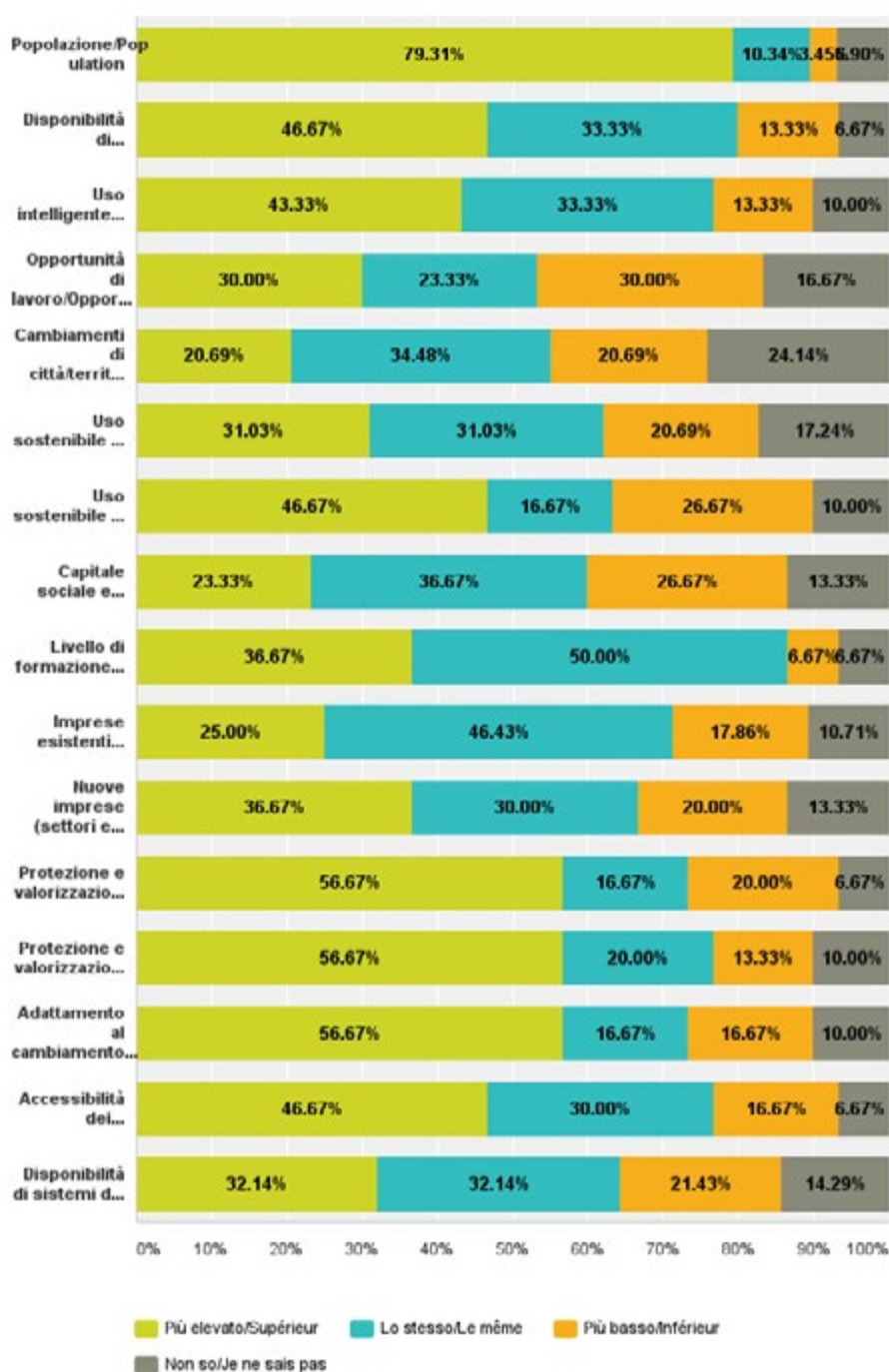
When asked how they felt the economic, social and environmental opportunities would be over the next 15-20 years, approximately 15% of respondents felt pessimistic, with a spread of results from just below neutral (approximately 35%) with the remainder mainly opting for between neutral and optimistic. However less than 5% were optimistic about the economic, social and environmental opportunities over the next 15-20 years. There was less optimism about the opportunities over the next 15-20 years than within the next 5 years.

When asked about how the region would fare in 2030, the respondents felt that the following areas would increase:

- Population
- New businesses and emerging technologies
- The safeguarding and valorisation of the natural resources
- Adaptation to climate change effects, prevention and risk management

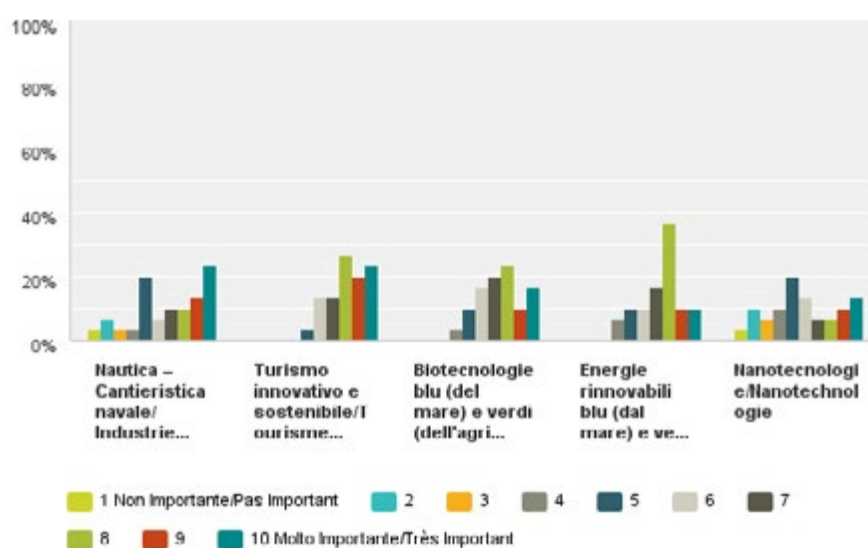


Q9 Which do you expect to be the following characters of your territory in 2030 compared to today? Select from the options below.



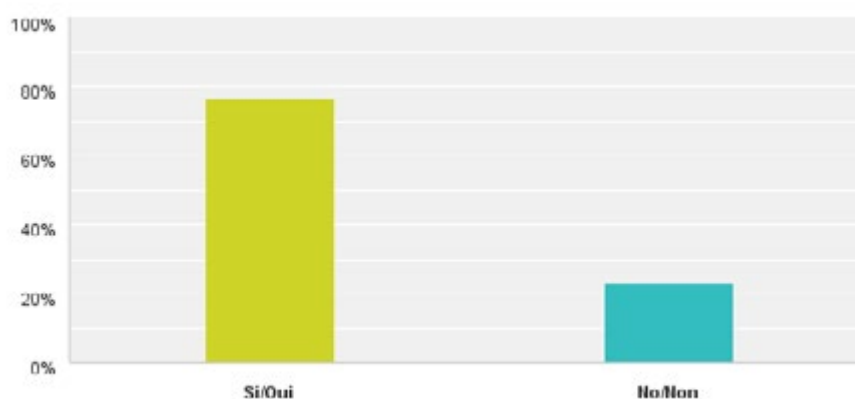


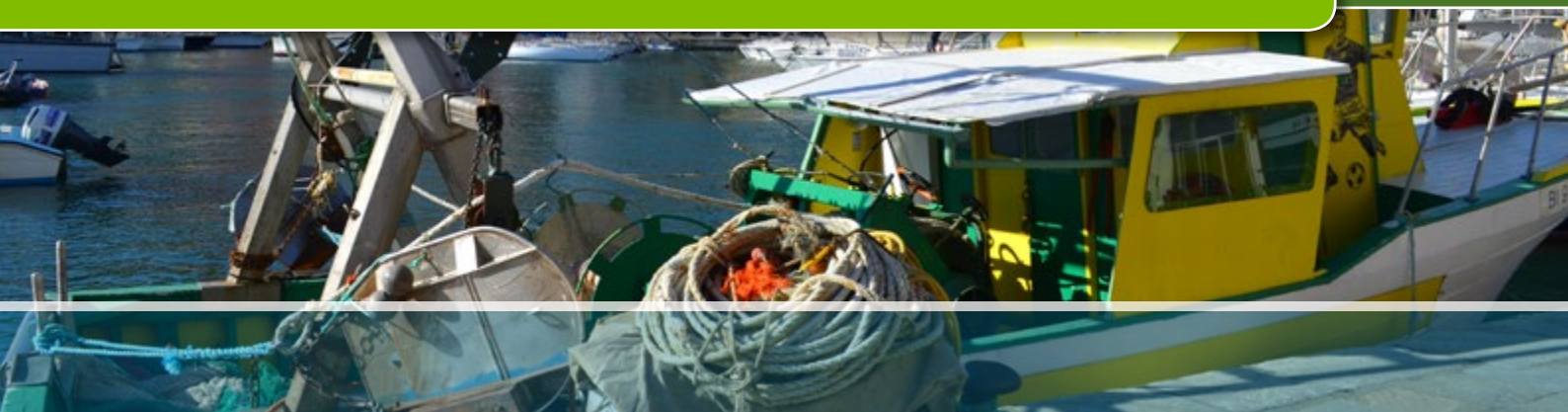
Q10 How important do you think the following economic sectors will be in 2030?
(1 = not important; 10 = very important)



When asked which economies would be the most relevant in 2030, the Ship Building and Navigation and Tourism were seen to be the most relevant economies. However Blue (sea) and Green (biomass) renewable energies were highly rated as being of 'somewhat important' as a relevant economy in 2030.

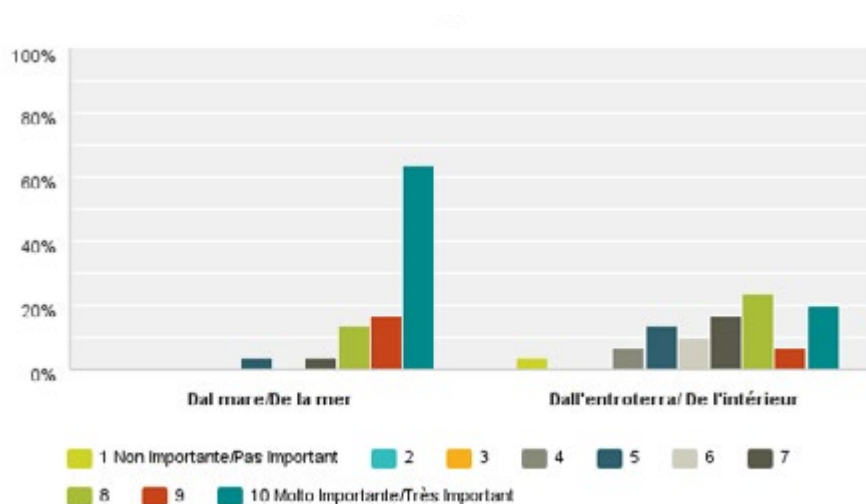
Q11 During the past three years have you had professional relationships in the cities of the Upper Tyrrhenian regions other than your own?





The majority of respondents had experienced work related activities with the other port cities other than Corsica (just over 75%) The remaining 20-25% had not experienced work related activities with the other port cities, other than Corsica.

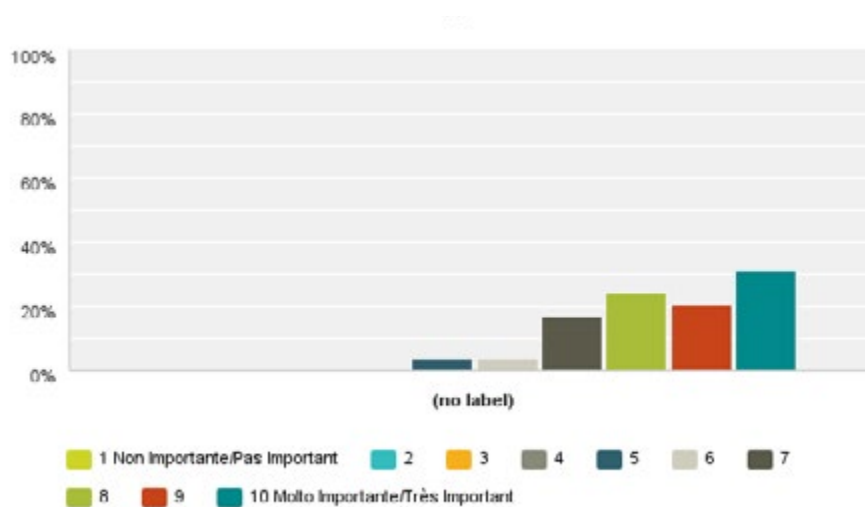
Q15 Do you think the future of your city and your dependent territory depends on the sea or the interior? (1 = not important; 10 = very important)



When asked whether the future of the region depends on the sea or the inland, the majority chose the sea 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 just below a neutral standpoint. There was a real spread regarding the respondents' view of the relevance of the inland, from not important through to highly important. However, the majority of respondents when asked about the importance of the inland viewed it as above neutral.



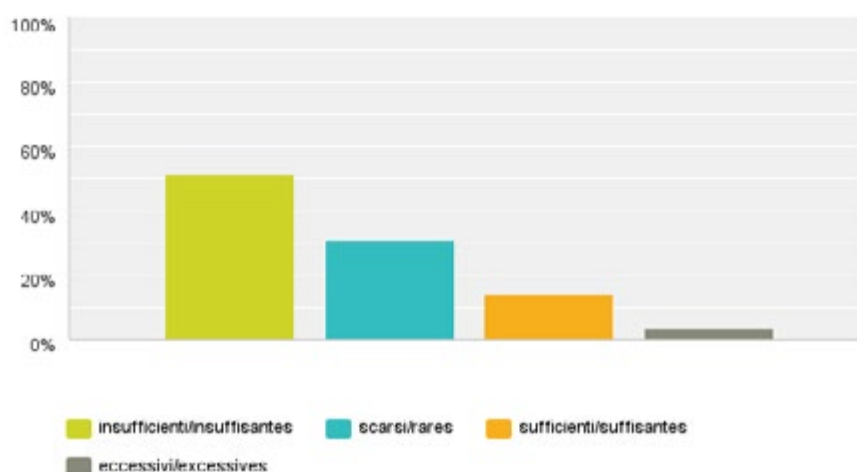
Q16 How important is the solidarity and social cohesion to the future of your city and of your territory?



When asked how solidarity and social cohesion was important to the future of their region or port city, interesting this was a rather mixed spread. While some felt it was highly important (approximately 30%), it was not an overwhelming figure. However all respondents felt it was between highly important and just above neutral. 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.

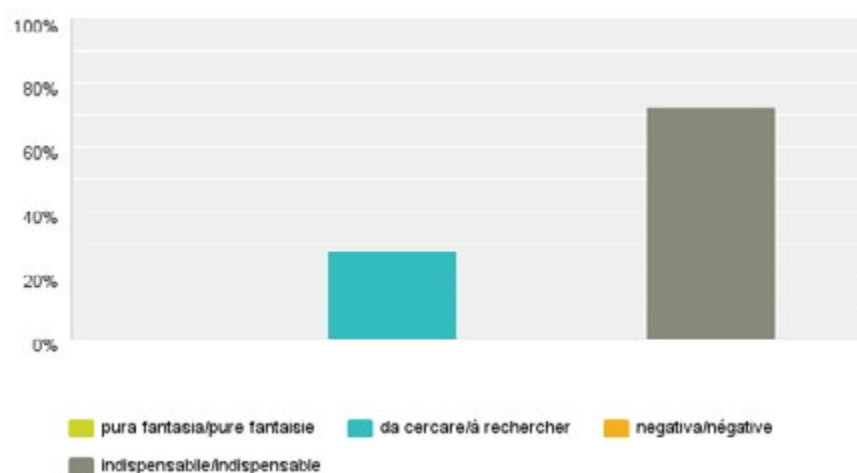


Q17 Do you think that the connections of your city, compared to the needs, of your city are insufficient, scarce, sufficient or excessive?

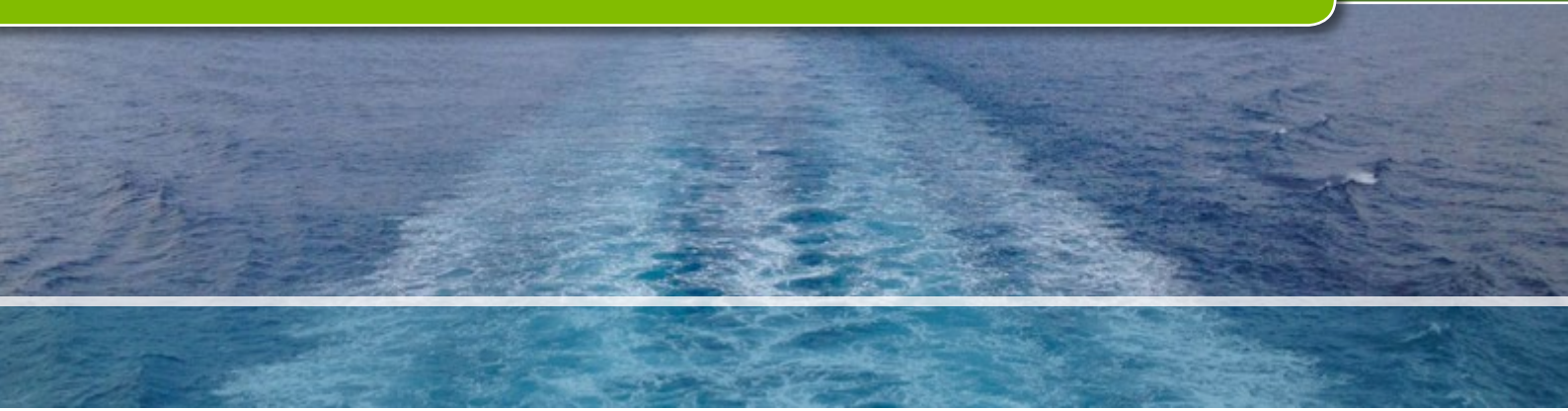


50% of the respondents, when asked how the connections of their regional cities compared to the needs of these cities, felt that this connection was insufficient. 30% felt that it was poor, just over 10% felt that it was sufficient.

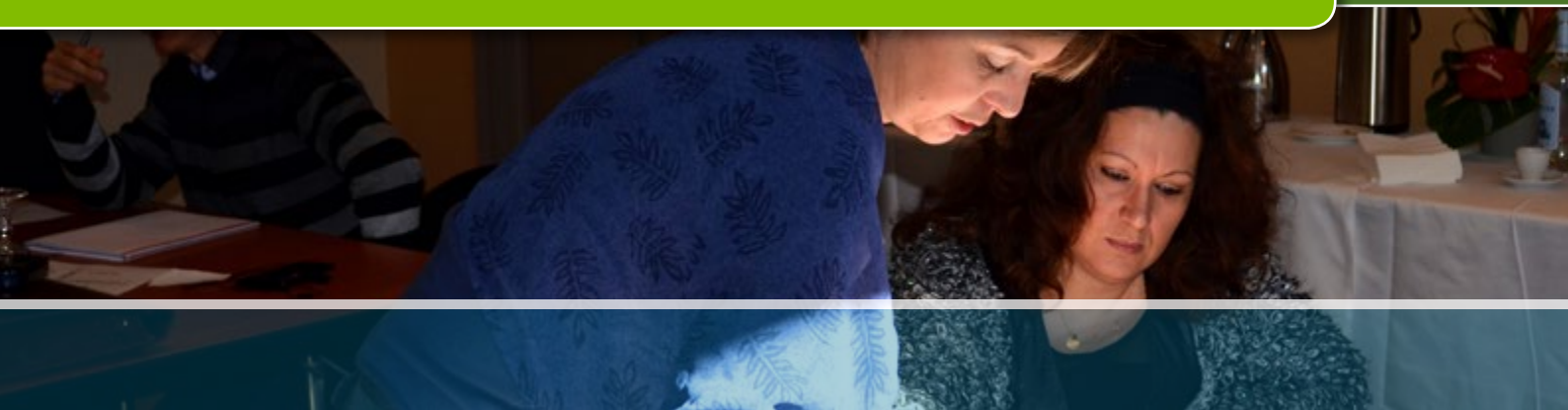
Q18 Do you think the collaboration between Corsica, Liguria, Tuscany and Sardinia with regards to the future of the Northern Tyrrhenian Region is: fantasy, needed to be sought, negative or indispensable?



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.



Just over 70% felt that it was indispensable. The remainder of respondents felt that it was something that should be sought. However, this does point to an appetite for collaboration with other port cities amongst the respondents.



5. SETTING THE STAGE – SCENARIO PLANNING

Decision makers in the Corsica 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 Bastia, Corsica. 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 March 5th and 6th, 2015.

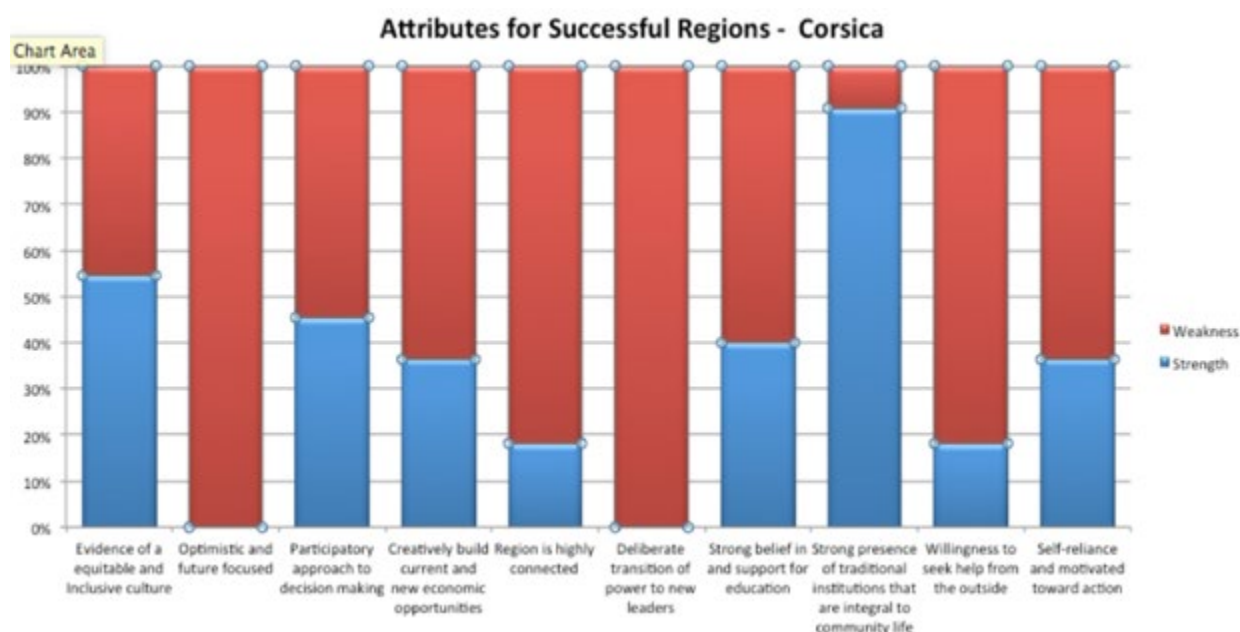
At this workshop, participants discussed the region's future and developed plausible scenarios for the region in 2030.



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 area:

- Strong presence of traditional institutions that are integral to community life

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

- Optimistic and future focused
- The region is highly connected
- 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?

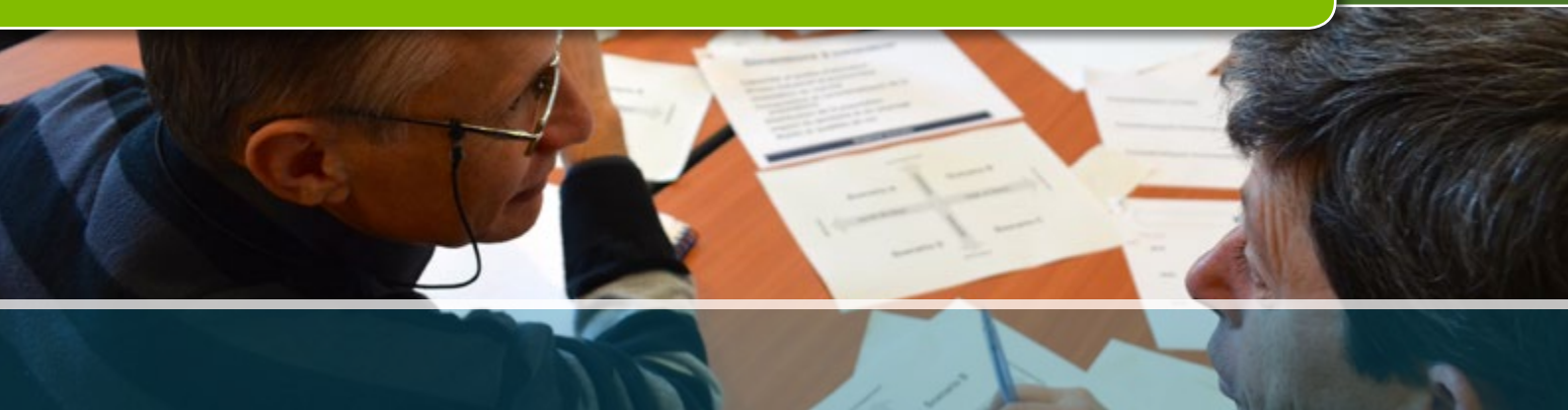
Scenario Planning is a method that is used to develop plausible scenarios for the future. Scenarios are not predictions, but are a way of exploring plausible futures. The method differs from traditional strategic planning as it allows the exploration of many factors, or drivers of the future, concurrently. 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.

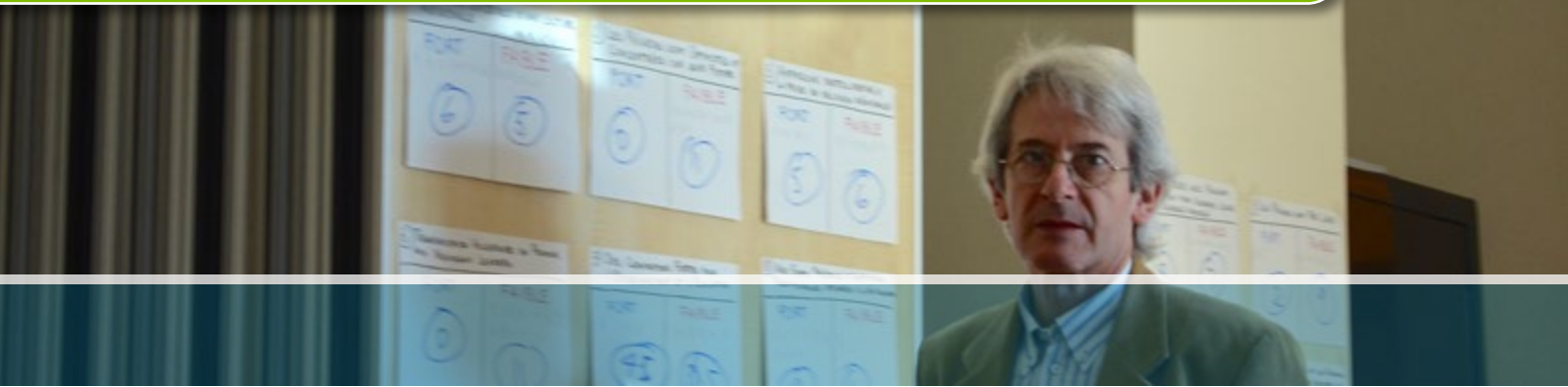
The axis were **‘Desire for a Future’** and **‘Openness’**.

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

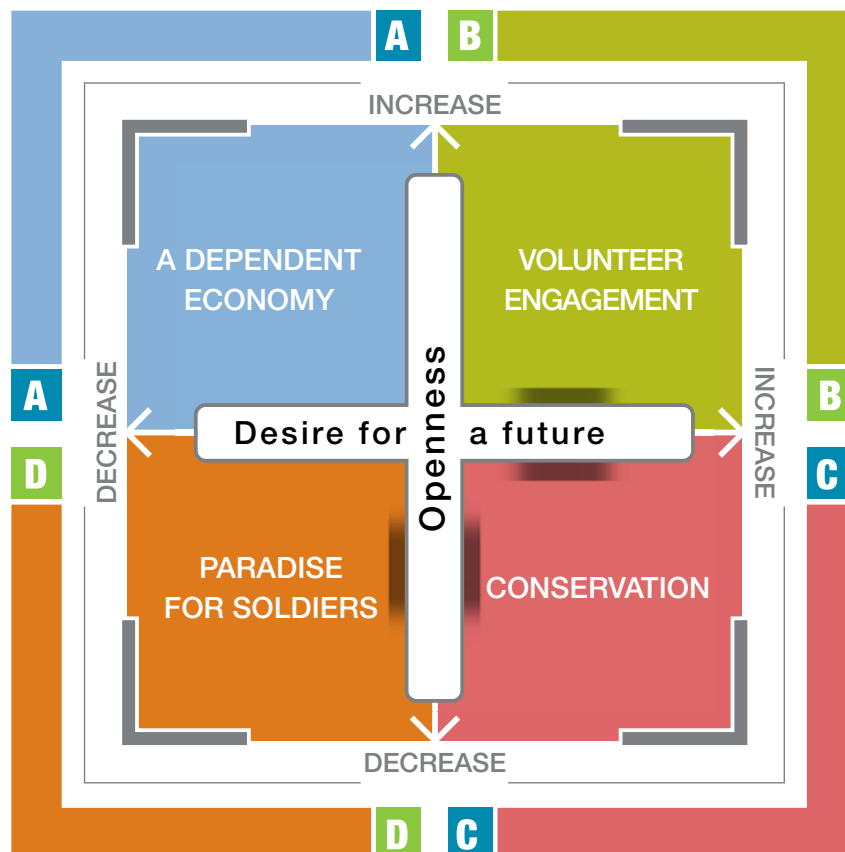
Event participants were randomly allocated to one of four groups and asked to formulate a scenario for their respective quadrant. Each group was facilitated by local facilitators to describe the region in 2030 under the conditions of the scenario quadrant that they had been given in terms of the triple-bottom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

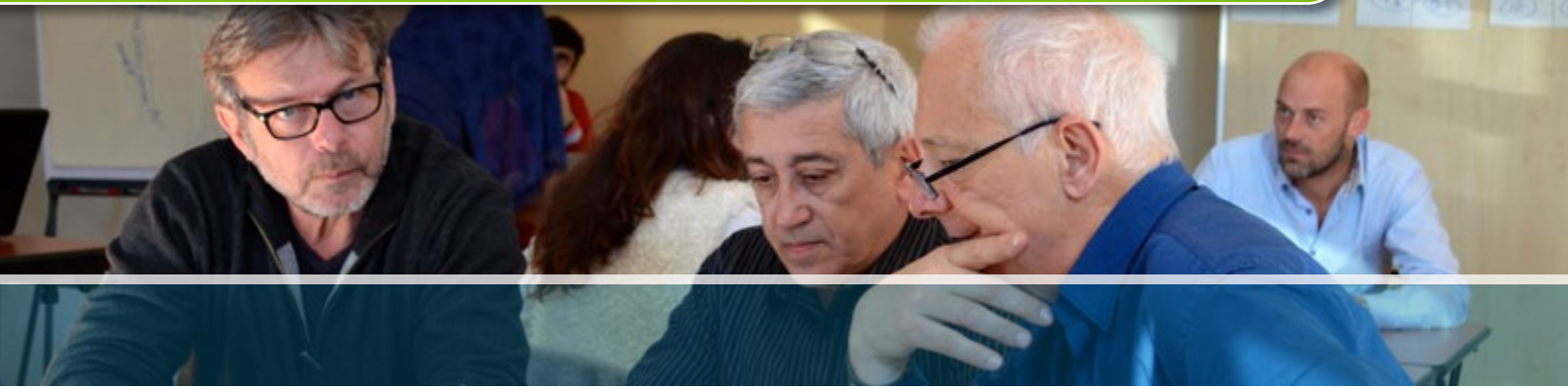
In addition, they were asked to devise major events or headlines of how the scenario occurred using the years 2015, 2020, and 2030 and to give their scenario a descriptive name. Once the scenarios had been developed, each group reported back, describing their scenario to the symposium participants.



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.





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 – A DEPENDENT ECONOMY – 2030

This future is characterised by an economy, which depends on the investments which come from external trade and from the residential dimension. The vulnerable roles in this system are represented by the social dimension, without taking into account the tensions from a political point of view. Immigration rises although the integration is not enough to make it disappear. However, the development of tourism, especially seasonal tourism, is related to the increase of the residential economy. Although this is also related to a large urban development pressure, fortunately the environment remains in a good condition.

6.1.1 A Dependent Economy – Scenario Characteristics

Societal Characteristics:

- The loss of identity.
- Social and political tensions.
- Desertification of the inland.

Economic Characteristics:

- Residential economy.
- Development of seasonal tourism.

Environmental Characteristics:

- Good environmental conditions.
- Control of urban development.



6.1.2 A Dependent Economy – Headline News from the Future

Societal
2015 High level of unemployment
2020 Different politics
2030 Population grows Problem of social cohesion
Economic
2015 Tourism is lowering
2020 The resumption of investments
2030 Cycle of a residential economy
Environmental
2015 The PADDUC's publication (A Plan for the Organization and Sustainable Development in Corsica)
2020 Success in regulating the urban development
2030 Concern about the consequences of the climate warming Fires



6.2 SCENARIO B – VOLUNTEER ENGAGEMENT – 2030

This future is characterised by the development of fields of research around the sea, but also rural development and the exportation of local specialities. One of the main characteristics is optimism towards the future. Education improves, with the introduction of new fields of research as well as specific and professional courses at the universities. The identity of Corsica is kept and the official language is spoken by the majority of the population. Both the economy and the territory are opened to external commerce so that integration can be established. There is a lot of attention towards the environment and there is less pollution, a better management of waste and the environment is preserved more effectively.

6.2.1 Volunteer Engagement – Scenario Characteristics

Societal Characteristics:

- Development of the coordination of education, which already exists but is now developed.
- Courses of academic excellence.
- Language and culture: identity of the property.
- 80% of the population speaks the Corsican language.
- Better distribution of the population in the territory.
- Development of integration and social cohesion.
- A network to help the rural population.
- Politics also now focuses on housing.
- Improved mobility for the population.



Economic Characteristics:

- Innovation with regard to New Technologies.
- Opening to the external markets and increased competition.
- Sustainable tourism (eco-tourism) and Agro tourism, (rural tourism).
- Local products.
- Transmission of the savoir-faire.

Environmental Characteristics:

- Centres of excellence and research fields (e.g.: Sustainable Technologies for Aquaculture and Marine Research).
- Development and adaptation to deal with “pollution”.
- Protection and preservation of the scenery and sustainable development.
- Deal with waste and recycling.
- Better transportation system and better connections in general.
- Decrease of emissions and pollution.



6.2.2 Volunteer Engagement – Headline News from the Future

Societal

2015

Awareness of the social context: Evolution of our mentality

2020

Unemployment has the lowest level since 2015

2030

Corsica. You have to live it: Lots of employment and a good lifestyle

Economic

2015

Awareness of the economical context: Evolution of our mentality

2020

The GDP increases by 4%

2030

Corsica cultivates its land: for the first time in its history,
Corsica exceeds agricultural production

Environmental

2015

Awareness of the environmental context: Evolution of our mentality

2020

The power station in Bastia has changed to natural gas

2030

Corsica: Mediterranean recycling model.
Blue Pavilion for all the ports in Corsica



6.3 SCENARIO C – CONSERVATION – 2030

This future is characterised by a closing down but also looking forwards to the future. These dimensions shape a conservative society although people think of their future taking into account their real situation and where they want to go. Conservatism is represented by exchanges which are limited from external commerce (from a commercial and social point of view), isolation and a selfish, independent and egocentric society. Autarky is the watchword in the economical space, where the private sector is delimited, contrary to the public sector, which is developing.

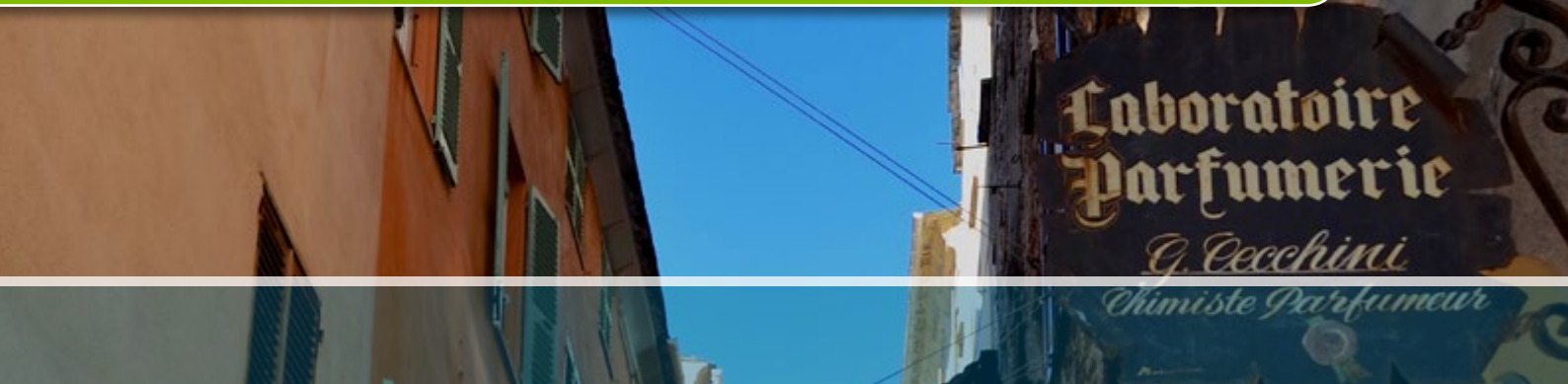
6.3.1 Conservation – Scenario Characteristics

Societal Characteristics:

- Ageing population.
- Limited help from abroad.
- Isolation.
- Social relationships do not evolve.
- Regression.
- Selfishness.
- Egocentrism.
- Independence.

Economic Characteristics:

- Limited commercial exchanges.
- Autarky.
- Failure in the development model.
- Governed economy.
- Limited private sector.
- Hypertrophy in the public sector.



Environmental Characteristics:

- A strong protection of the environment.
- Whole stock.

6.3.2 Conservation – Headline News from the Future

Societal
2015 Uncertainty
2020 Conflict
2030 Sclerose
Economic
2015 Threat
2020 Regression
2030 Closing down (balance based on direct necessities – economy of service, very developed but closed)
Environmental
2015 Need of protection
2020 Protection
2030 Whole stock



6.4 SCENARIO D – PARADISE FOR SOLDIERS – 2030

This future is characterised by a closing down and also pessimism about the future, which shapes the weaknesses as far as the economical and social dimensions are concerned. The population goes down, lives in poverty and is characterised by a low level of education and is not related to the identity elements or the landmarks of the region. The economy, isolated from the space of cooperation and from Europe in general, is specialised in spontaneous economy and dependent on the government. The military territory is becoming very important. On the other hand, the environment is preserved, without pollution, forests are more valuable and the territory becomes a floral reserve (park).

6.4.1 Paradise for Soldiers – Scenario Characteristics

Societal Characteristics:

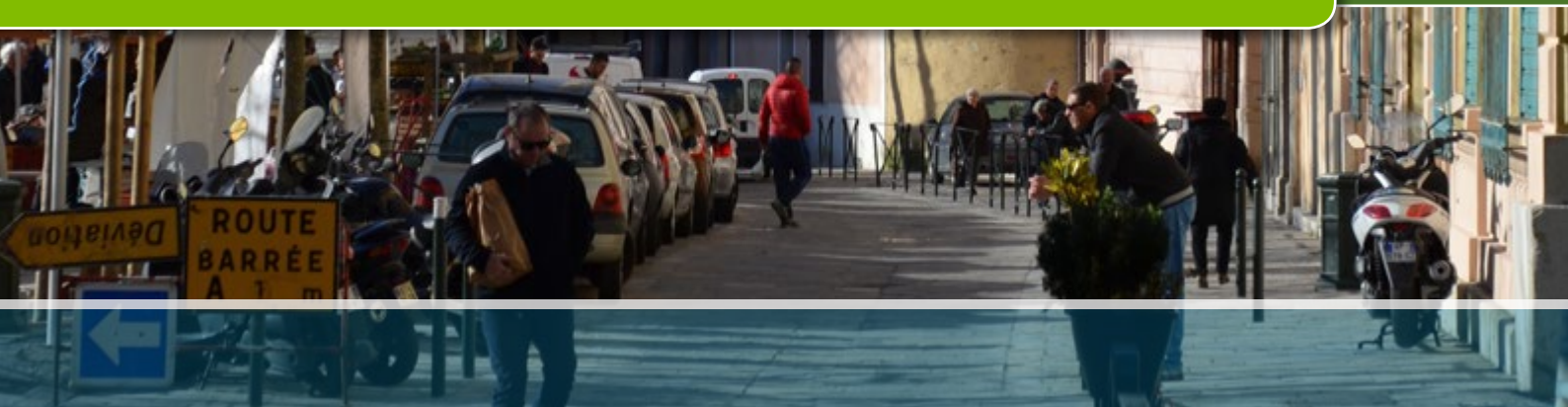
- Weak demography.
- Low level in education.
- Illiteracy.
- Loss of cultural identity and landmarks.

Economic Characteristics:

- Isolation.
- Poverty.
- Spontaneous economy.
- Completely dependent on the government.
- Military territory.

Environmental Characteristics:

- No pollution.
- Re forestation.
- Floral reserve.



6.4.2 Paradise for Soldiers – Headline News from the Future

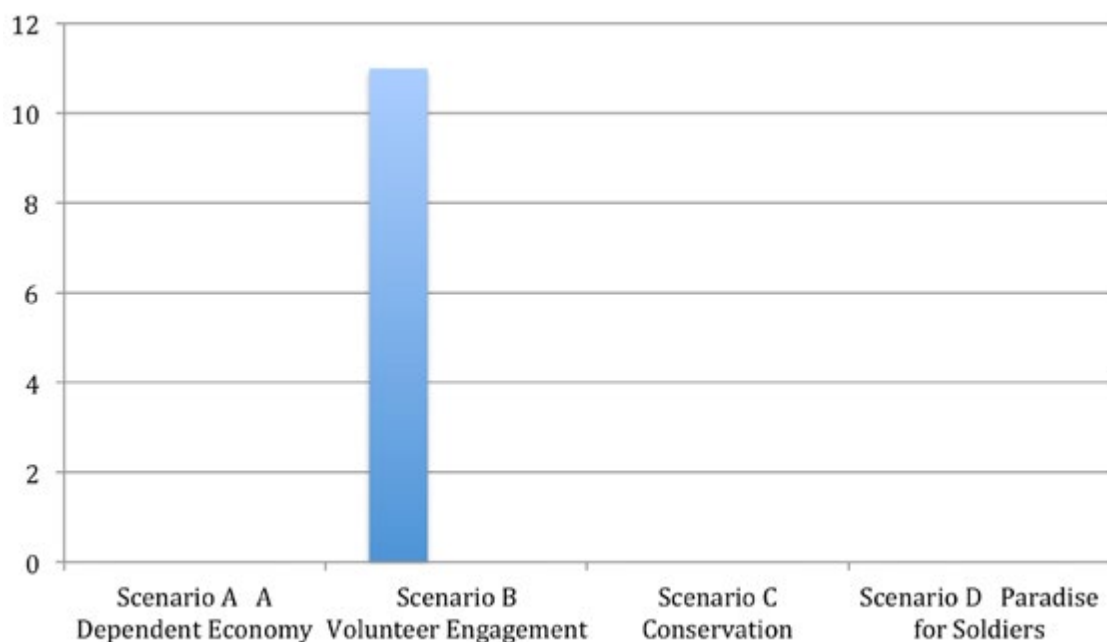
Societal
2015
Towards isolation in Corsica
2020
Corsica adrift
2030
Easter Island in the Mediterranean
Economic
2015
Pauperization in Corsica
2020
Economy drops
2030
Spontaneous economy
Environmental
2015
Ecological Paradise
2020
Indian in the Mediterranean
2030
—



7. WORKSHOP PARTICIPANT FEEDBACK

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

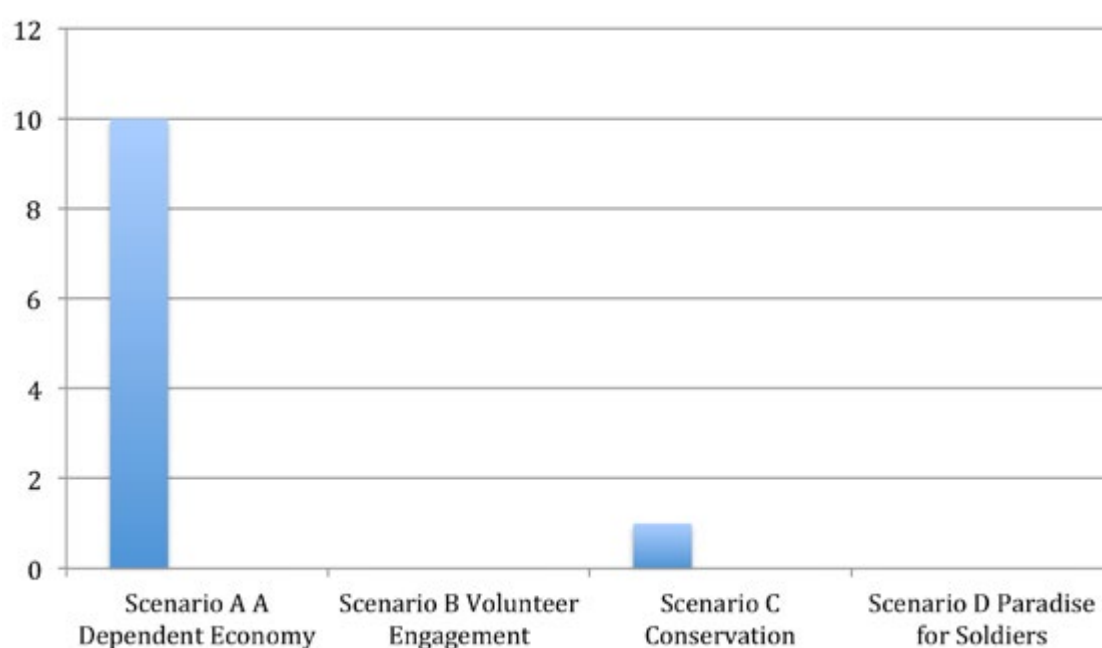
7.1 PREFERRED SCENARIO - WORKSHOP PARTICIPANTS



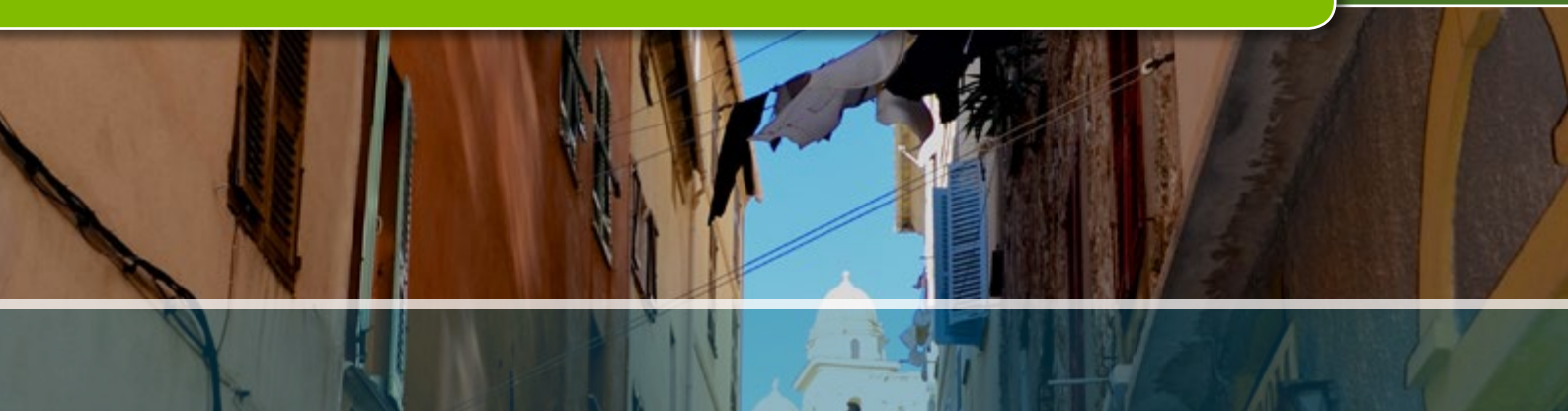
All of the workshop participants (100%) agreed that Scenario B best represented the preferred future – **'Volunteer Engagement'**. This future is characterised by a focus on education and the development of fields of research around the sea and rural development. It is also characterised by optimism towards the future. There is an equal focus in this future on society, economy and environment.



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



The workshop participants were not in complete agreement regarding which of the futures the region was currently heading towards. The majority (91%) felt that the region was currently heading towards a future represented by Scenario A – **'A Dependent Economy'**. However 9% felt that the region was heading towards the future represented by Scenario C – **'Conservation'**. The Scenario A future is characterised by social and political tension and an overall loss of identity within the region. With the development of seasonal tourism, and the control of urban development and a focus on environmental protection, this future has a mixture of benefits and challenges. The Scenario C future is characterised by an ageing population, social isolation and again, a focus on environmental protection, even if it is not expressed in terms of resources valorisation, but mainly in terms of maintenance of the status quo. Interestingly, none of the workshop participants felt that the region was heading to Scenario B – **'Volunteer Engagement'**, which was the future that they had all chosen as their preferred future.



8. HOW COULD THE PREFERRED FUTURE EVENTUATE?

The preferred future '**Volunteer Engagement**' 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 tourism. The challenge will be to optimise the resources of the region, 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, with a consensus that the region is not highly connected. Furthermore, the region was seen to be weak with regard to self-reliance and motivation towards action.

For collaboration to be built with the other port cities, these weaknesses 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. Develop a new model of government, allowing to limit the duration of the elected government (Ex. 2 mandates) and to facilitate the disappearance of vote-carching.
2. Favour the regroupment of the communities.
3. Realising a 2x2-way route Bastia-Bonifacio-Ajaccio-Bastia.
4. Energising the internal commerce with measures based on special taxes (Free Trade Zone).
5. Reducing the influence from the Administration.
6. Widespreading alternance training to transmit professional competencies.
7. Optimising the relationships between Corsica and Sardinia (connections, commerce).
8. Professionalising and developing the tourism activity in order to provide training for the other sectors.
9. Enhancing the teaching of the Corsican language and raise awareness of the local.
10. Setting a Hotel school.
11. Limiting the number of airports in the island to Ajaccio and Bastia (2 airports).

Note: Some of these actions established during the workshops have not been included among the more urgent actions listed above since they already represent the expected directions in the operational programme FEDER-FSE Corsica 2014-202, as



well as in the PADDUC – Plan for the Organisation and Sustainable Development in Corsica. For these reasons, they have not been listed above.

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 Corsica as part of the wider PORT Project, which aims to connect the port cities in the North Tyrrhenian Sea. The preferred future Scenario B 'Volunteer Engagement' 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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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

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