VADINIA - SAN FROILAN

LEON, NORTHERN SPAIN

Report from the Scenario Planning workshop conducted on June 4th, 5th, 6th 2014

CIDECOT – Centro para la Investigacion y Desarrollo Comunitario

future→iQ
PARTNERS

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PREPARED BY:

future→iQ
P A R T N E R S

SUPPORTED BY:

CIDECOT COMMUNITY DEVELOPMENT S.L.

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1.1 BACKGROUND

The scenarios developed during the scenario planning process, and outlined in this report, provide a 'vehicle' to be used in the process of building a shared vision for the future of the region. In addition, the deliberations can assist in identifying key actions and can identify how various stakeholders might best contribute to future developments.

1.2 REGIONAL SURVEYS

- The majority of the 310 responses to the regional survey indicated that it was of high importance to have a shared vision for the region, with a similar majority indicating that this was of high importance in relation to decision making for the community. Ninety one percent of respondents stated that they are substantially up to extremely interested in supporting the shared vision for the region of Mountain of Leon.

- The majority of the respondents had no experience in being part of a long term planning project for the region. One third of those asked were interested in being involved with the process to be initiated in Leon during the first week of June, and most of them are interested in being informed and given the opportunity to share and contribute to this ongoing initiative.

- The respondents were pessimistic about the prospects for the region over the next 5 years and even more pessimistic about the prospects for the region over the next 15/20 years.

- The respondents felt that the region's population would decrease greatly by 2030, with higher rates of unemployment. The region would have less industry, education and infrastructure in comparison with 2014.

- It was felt that tourism could have the most potential as a new industry over the next 5-10yrs, followed by livestock and food.

- Mining and construction were seen to have little to no potential as industries in the next 5-10yrs within the region.

- The main challenges to the future of the region were cited as population decrease and ageing, elected representatives with limited initiative and insufficient coordination and unity between the people of the region and stakeholders.

1.3 SCENARIO PLANNING PROCESS

- A critical early step in this process is initiating a wide-ranging discussion about different possibilities for the future of the region. To begin this exploratory conversation about the future, the region has engaged in an innovative regional scenario planning process. This involved over 130 key stakeholders working together at the scenario planning workshop.

- The scenario planning process brought together the regional stakeholders 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 "Development of the economy of the Mountains" and 'Optimisation of the capacity of the human resources'.
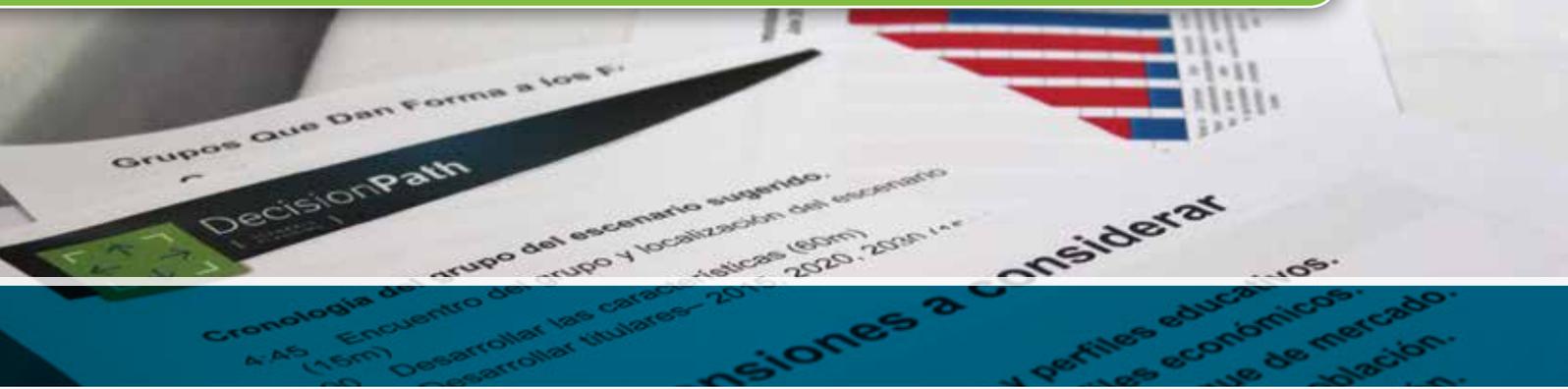
- The four plausible scenarios were defined and described in detail. Participants speculated about the characteristics of each scenario and major events that could occur in the region against the triple bottom line dimensions of society, environment and economy.

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 view (94% of participants) was that the preferred scenario was "**The Socio-Economic Axis of Leon**" which envisages a vibrant future for the region. More work is required to explore the preferred scenario and to extract the key elements that would reflect this shared vision for the region.

None of the workshop participants believed that the region was currently on track towards this preferred future scenario.
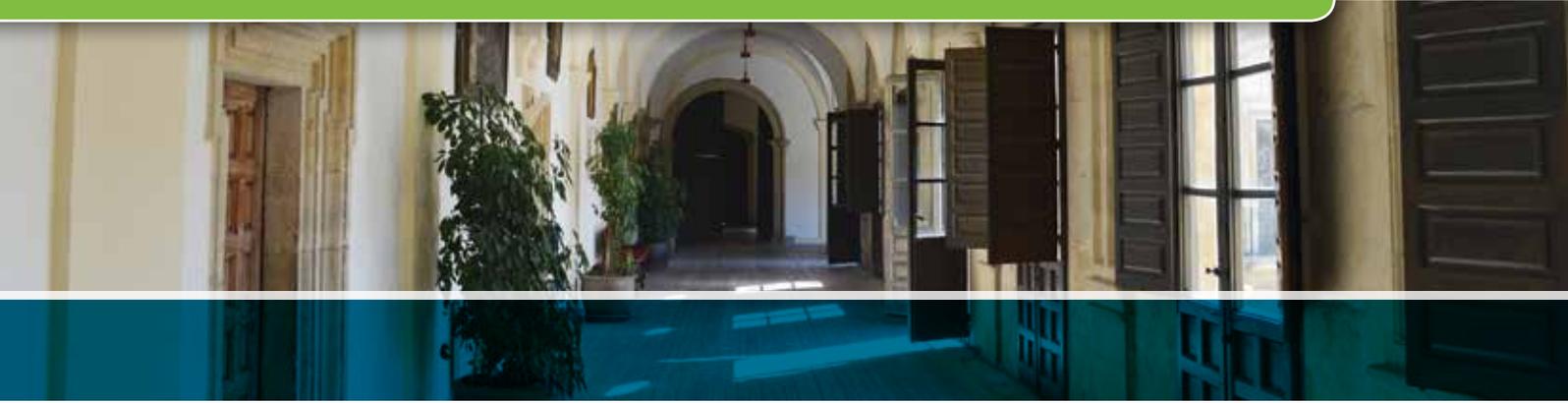
2. INTRODUCTION

The scenario planning work presented in this report was conducted in order to ascertain the local population's views of the future of their region, the Mountain region of Leon. This workshop would be an instrumental part of the Vadinia – San Froilan project for the Mountain region. This project uses Future iQ Partners' Future Shift process within a wider engagement process from the Cidecot team, Local Action Groups in the region and the Foundation for the Biosphere Reservation "Alto Bernesga". The project intends to improve the future of the Mountain region, which is currently facing huge challenges around a decreasing and ageing population, loss of the mining industry, youth out migration and overall stagnation. The scenario planning workshop was a key part of bringing people together to discuss the future of the region, and to ascertain the plausible futures over the next 15 years.

2.1 THE VENUE

The scenario planning workshop was held over three evenings in the cloisters of the San Isidoro Royal Collegiate Basilica. This venue was selected for its historical relevance and thus, would create the appropriate sense of occasion for such an innovative workshop.

In 1188 the King of Leon summoned a Curia Regis under San Isidoro Royal Collegiate Basilica. Representatives of the clergy and nobility attended this meeting, and for the first time in history, the ordinary people from the city also attended - thus was born the first parliament. In 2013, UNESCO granted the 1188 King of Leon, Cortes of Alfonso IX the title 'Leon, Cradle of Parliamentarism'.

As this large scale planning process enables the engagement of the people of the region to decide upon the future of their region, this venue was deemed appropriate in tone and symbolism.

2.2 THE PARTICIPANTS

Local people from the Mountain region of Leon were personally invited to attend this workshop to give voice to their aspirations for the future of the region. The participants were made up from sectors such as education, local politics, agriculture, energy, mining, tourism, food industries, construction, banking and other service sectors.

3. BACKGROUND TO THE REGION

The Leon Mountain is part of the Cantabrian Mountains. It is located north of the province of León, in the Autonomous Community of Castile and Leon.

Its maximum altitude is 2600 meters. Geographic coordinates of the territory range from the westernmost point (Palacios del Sil) -42 ° 53 'latitude and 62 ° 26 longitude – up to the easternmost (Valdeón) -43 ° 09' latitude and 45 ° 56 'east longitude. This territory covers an area of 5,981 square kilometers. Thus, it is nearly one-third of the 15,881.81 sq. km that is the Province of León. The City of León is located 42°35'56"N 5°34'01" W, at a distance around 130 kilometers from the extreme Northeast and Northwest in the Mountain area, 16 kilometers from the nearest SW in the Mountain area (Cuadros), and around 50 kilometers from the nearest SE in the Mountain area (Gradefes).

This territory comprises 51 municipalities and approximately 500 villages. This demographic data is confirmed in a government report published in collaboration with the Regional Government. The data used in this report is the same as the data published by the National Institute of Statistics (years 2003-2011).

The next figure shows how the total population numbers have been decreasing along the 2003-2011 census, from a total population of 61,740 to 54,511. This trend is observed for male and female inhabitants, and accentuated among women.
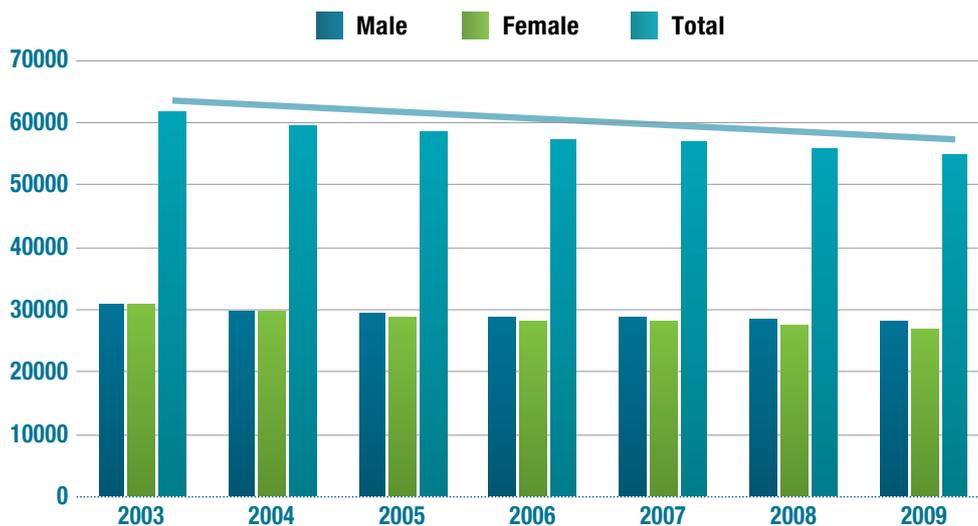
The City of León had an estimated total population of 130,601 in 2013. Therefore, the total population living in the Mountain area is more than 40% of the total population living in the City of Leon according to the Census.

In addition to the decreasing trend in the population, it is also easily observed that the population living in the Mountain area is ageing, even in a more accentuated way than what has been observed in the whole province and region. There is also a high rate of unemployment which is more apparent among youth and women. In recent years, several mining industries have closed and this is having a critical impact in several municipalities and also in the whole Mountain area. Agriculture and animal farming have been affected by legal regulations from the European Union, which have imposed conditions which are difficult to acheive by many of the small and family run businesses. The recent economic crisis has had a negative impact upon tourism and construction, and has contributed to chronic unemployment among youth.

The only available data is from 2007. Therefore the following considerations should be kept in mind:

The percentage dedicated to mining activity is severely affected in 2014 by the crisis of the mining industry in Leon. In addition, the building sector has also been severely affected by the economic crisis.

The food industry is starting to increase as a producer of raw materials, processing and marketing.

1762	Agriculture
3514	Industry
2250	Building
5296	Services

72	Agriculture
179	Industry
237	Building
969	Services
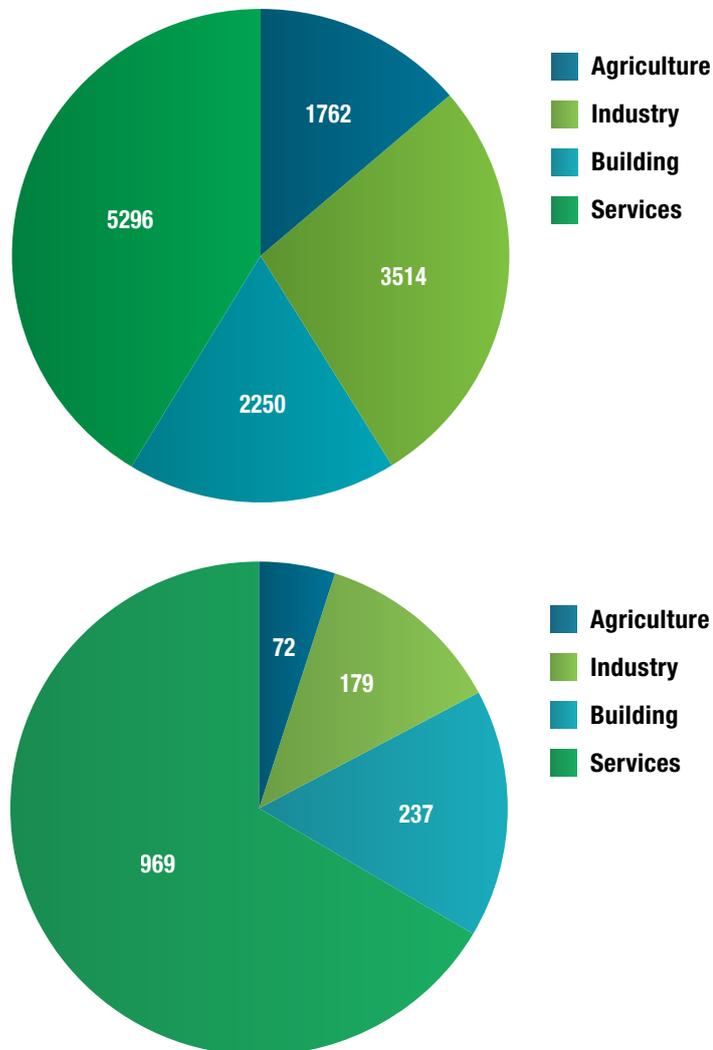
The region's landscape is shaped by peaks and sharp ridges, caused by erosion which has created this unique landscape. Limestone and Mountain

rivers flow across the region (Bernesga, Curueño, Esla, Luna, Omaña, Porma, Sil, Torío).

This combination of soil and climate creates a great biological variety, hosting protected species such as bear and grouse, plus magnificent forests of beech, oak and interesting oddities.

Leon Mountain has added value because of its enormous wealth of natural and cultural heritage. The natural heritage includes the large number of protected catalogued areas: a national park (National Park Picos de Europa), a regional park (Regional Park of Picos de Europa), six Biosphere Reserves (Picos de Europa, Valles Laciana, Babia, Omaña and Luna, Los Argüellos, Alto Bernesga), six Sites of Community Interest (Alto Sil, Vegacervera Sickles, Central Mountain, Omañas, Ribera del Esla River, San Emiliano Valley), three Natural Areas Parks (Los Picos de Europa, Valleys of Babia and Luna, and the Sickles of Vegacervera), as well as catalogued wetlands scattered throughout the mountains.

Cultural heritage is also extensive, both tangible and intangible. It is worth highlighting that it has more than fifteen places of cultural interest, crossing the entire mountain, the ancient Roman roadways among them.
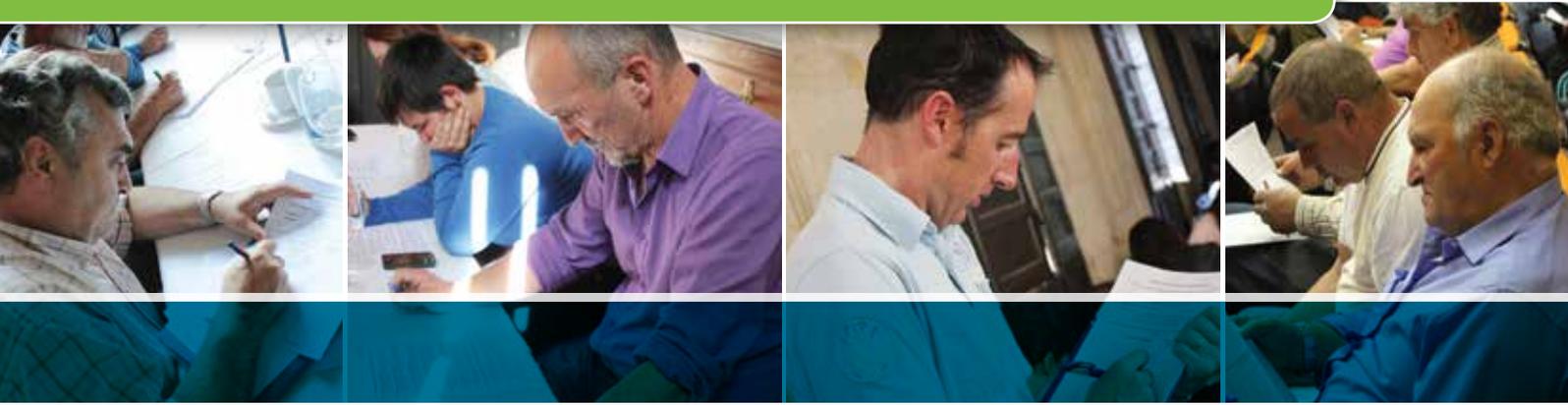
4. REGIONAL SURVEYS

Prior to the scenario planning workshop, surveys were conducted. The survey was distributed to the local people within the region. In total, 310 people responded to the survey. The survey was split into profile questions (A) and perception questions (B).

4.1 PROFILE QUESTIONS

These questions were used to determine the breakdown of gender, age group, location and sector amongst those surveyed.

1. What is your gender?

- Female
- Male

37%

63%
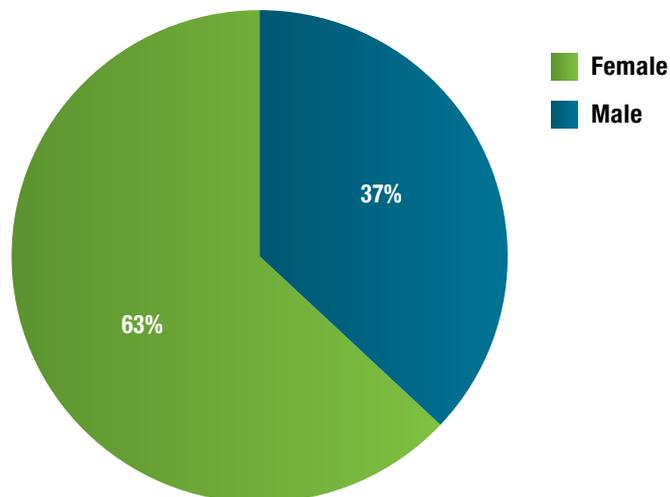
2. What is your age grouping?

Age	Value
15-20	1
21-30	9.4
31-40	17.7
41-50	25.2
51-60	27.4
61-70	15.8
71-80	3.5
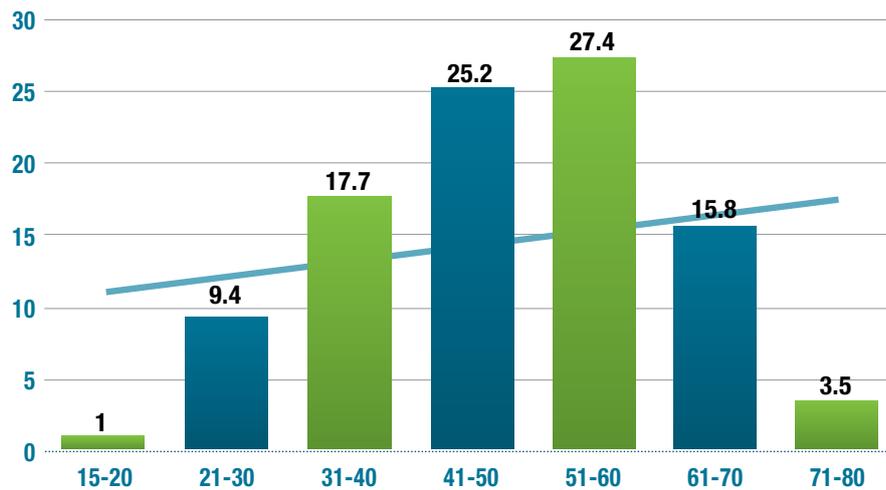
3. Where do you reside or what is your municipality of reference?

Acebedo	Cubillas de Rueda	Palacios del Sil	Santa María de Ordás
Barrios de Luna	Garrrafe de Torío	Pola de Gordón	Sena de Luna
Boca de Huérgano	La Ercina	Prioro	Soto y Amío
Boñar	La Magdalena	Puebla de Lillo	Valdepiélago
Burón	La Robla	Quintana del Castillo	Valdesamario
Caboalles de Arriba	La Vecilla	Riaño	Vegacervera
Cabrillanes	LEÓN	Riello	Vegaquemada
Cármenes	Maraña	Rioseco de Tapia	Villablino
Cistierna	Matallana de Torío	Sabero	Villagatón
Crémenes	Murias de Paredes	San Emiliano	Villamejil
Cuadros	Oseja de Sajambre	Santa Colomba de Curueño	

4.   What sector do you belong to?

Sector	Percentage
Agriculture/Animal Farming	27%
Energy	3%
Mining	11%
Tourism	17%
Existing Industry	6%
Construction	5%
Education	16%
Other Industries	4%
Banking and Finance	2%
Retail	4%
Services	16%
Accommodation/Hotels	13%
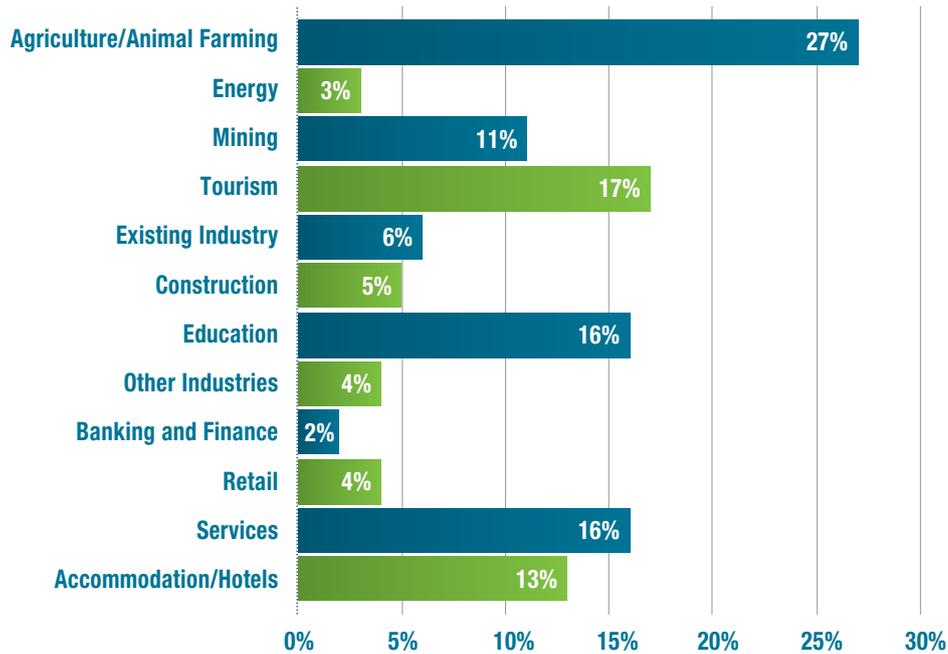
5.   Are you related to any of the following administrations?

Administration	Percentage
Neighbourhood Council	28%
Town Hall	19%
Deputation	3%
JCyL	6%
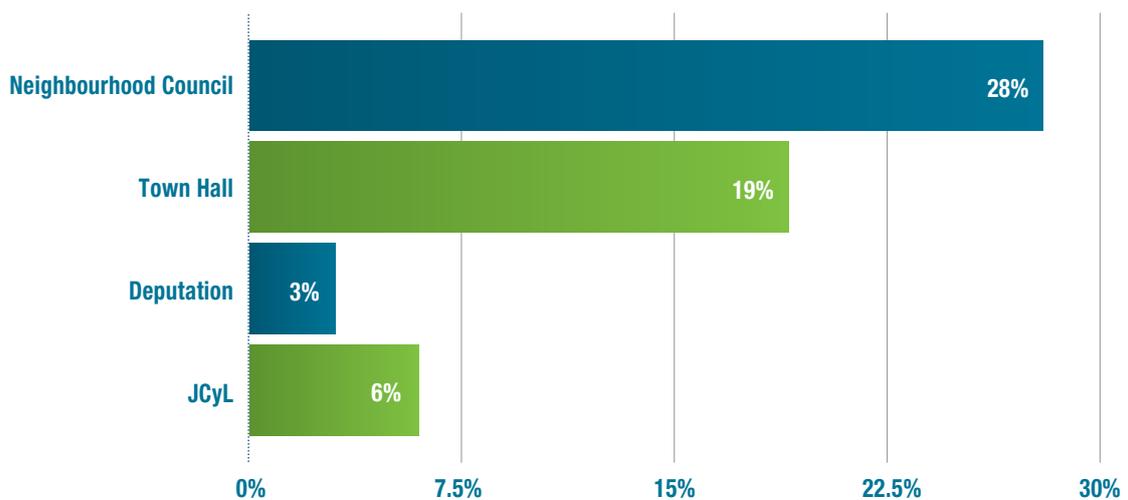
Therefore it could be concluded that the majority of the survey sample were male, between the ages of 41 -60, who worked across a spread of industries and many of whom had some connection to the local neighbourhood council or municipality.

4.2 PERCEPTION QUESTIONS

The surveys aimed to gather information on the participants' previous experience at being involved in long term planning projects in the region.

1. Have you previously been involved in any long term planning project for the region?
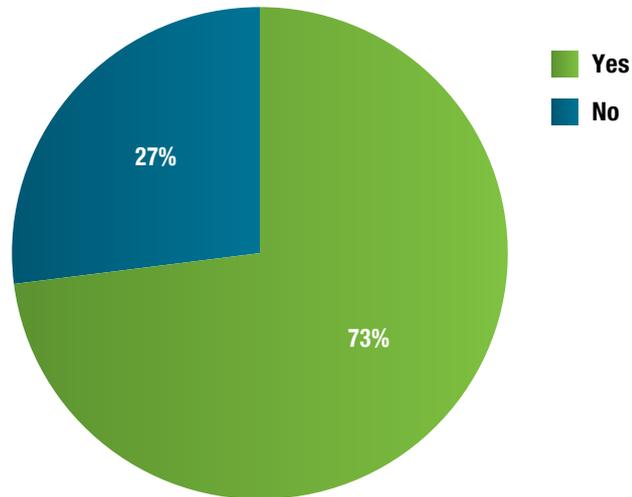
The majority of the participants had not been involved in a long term planning project for the region.

The participants were asked how important it was to have a shared vision for the region, and then how important they thought that having a shared vision would be in assisting decision making for the region. (Not Important through to Extremely Important)

2. How important do you think it is to have a shared vision for the region?
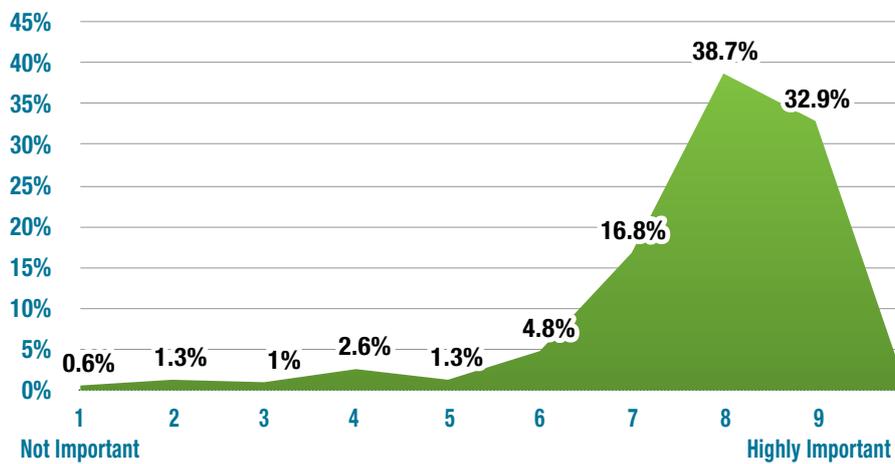
3. How important is having a shared vision, in relation to making decisions for the region?
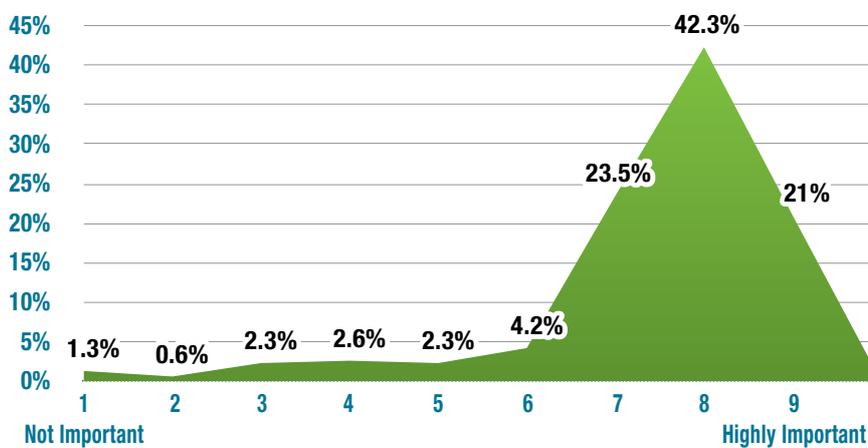
It was determined that it was highly important to have a shared vision for the region.

4.   How interested are you in helping make this shared vision for the region a reality?
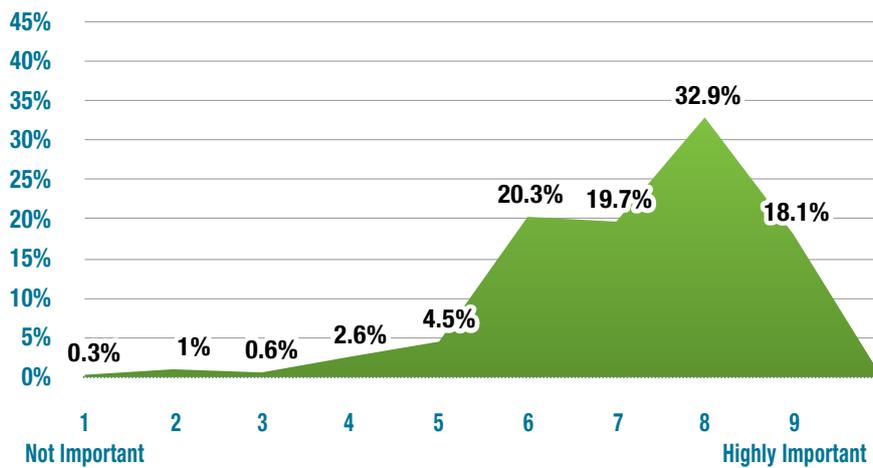
The majority of the respondents were interested in helping make the shared vision a reality, even through the majority had not been involved in a large scale project for the region.

5.   How do you feel about the prospects for the region over the next 5 years? (The choices were Extremely Optimistic through to Extremely Pessimistic)
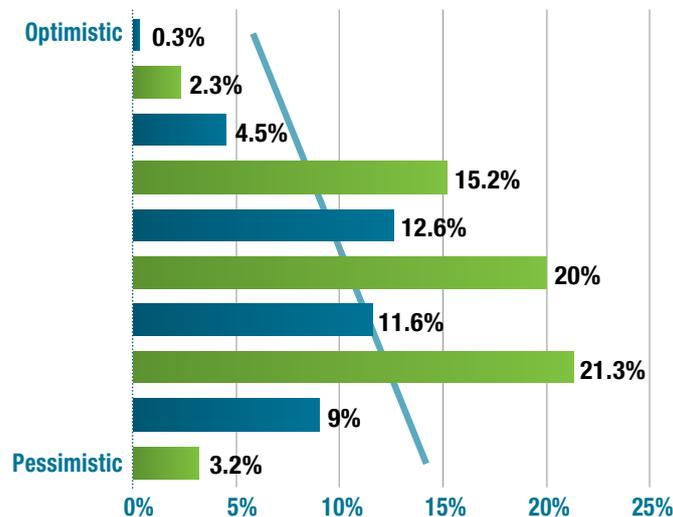
6. How do you feel about the prospects for the region over the next 15 to 20 years? (The choices were Extremely Optimistic through to Extremely Pessimistic)
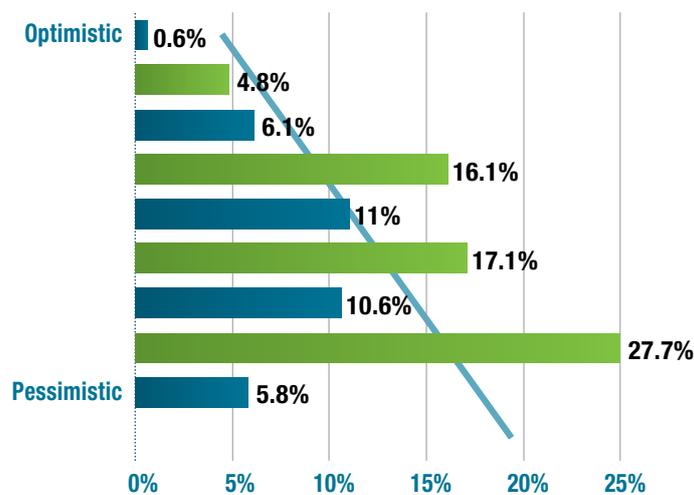
Interestingly, the respondents felt more pessimistic about prospects for the region over the next 15-20yrs than over the next 5yrs.

7. If we compare today (2014) with 2030, how we will evolve in the following areas? (Better/Equal/Worst/Don't Know)
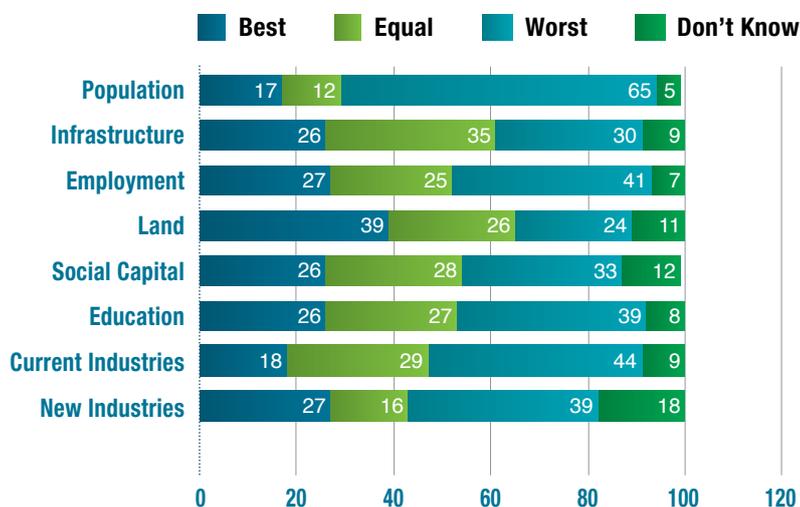
This indicated that the respondents felt that there would be less population, less employment, less social capital, less education and less new and existing industry in the region in 2030.

8. What new industries do you think will have greater potential in the next 5-10 years? (High/Average/Low/Don't Know)

High **Average** **Low** **Don't Know**

Industry	High	Average	Low	Don't Know
Agriculture	25	29	37	9
Livestock	48	27	20	4
Mining	3	8	75	13
Tourism	67	24	5	4
Food	42	30	17	11
Construction	6	41	43	10
Other	10	14	9	66
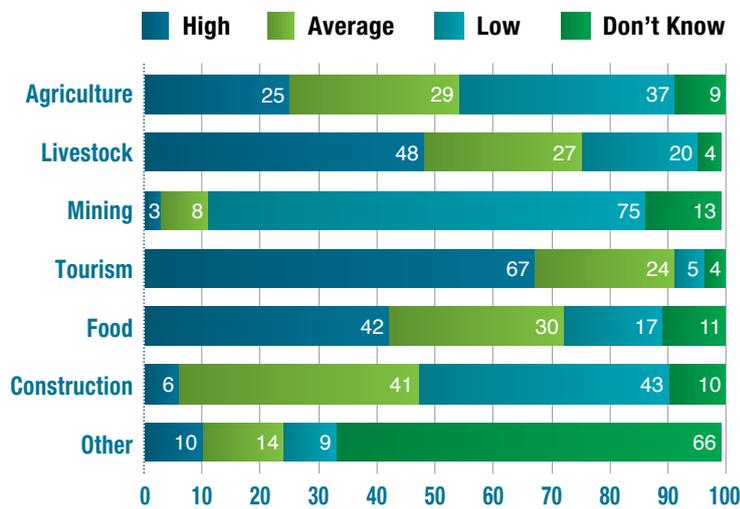
This indicated that the respondents felt that the most potential for new industries would be livestock, tourism and food, with a huge decrease in mining.

9. How important do you think Agriculture is for the future of the region?

1 (Not Important) 0%
2 0%
3 2%
4 2%
5 2%
6 5%
7 9%
8 29%
9 35%
10 (Highly Important) 16%
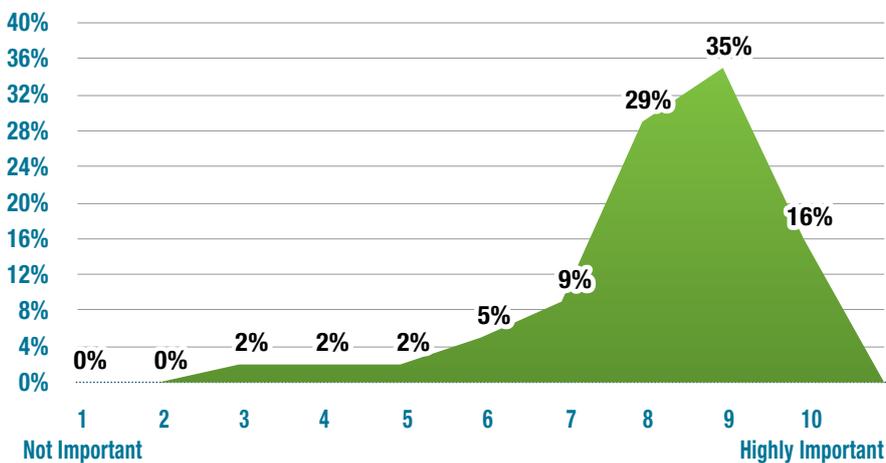
10. How important do you think Tourism is for the future of the region?
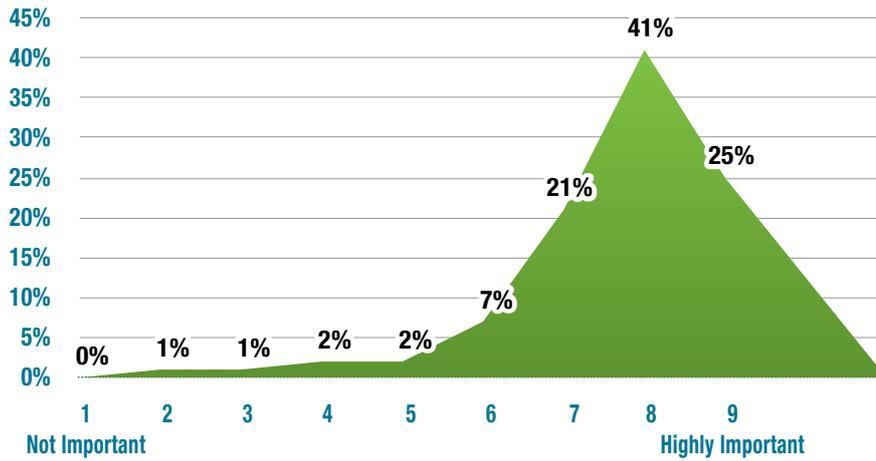
11. How important do you think Industry is for the future of the region?
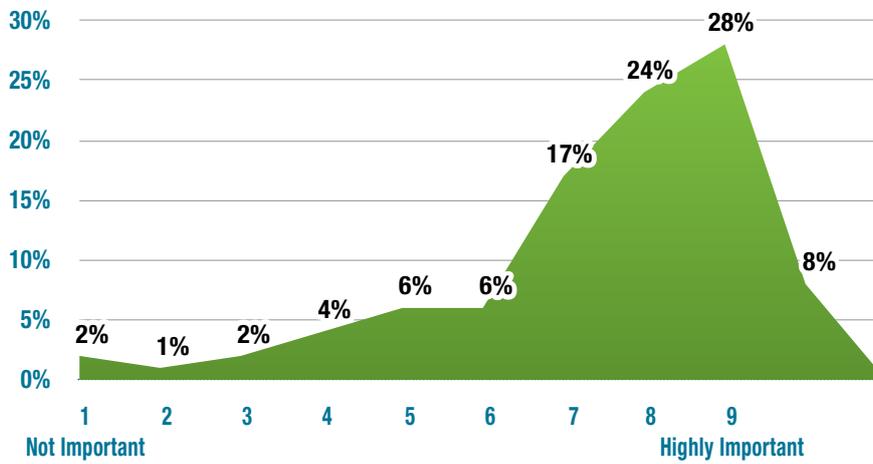
12. How important do you believe mining is for the future of the region?
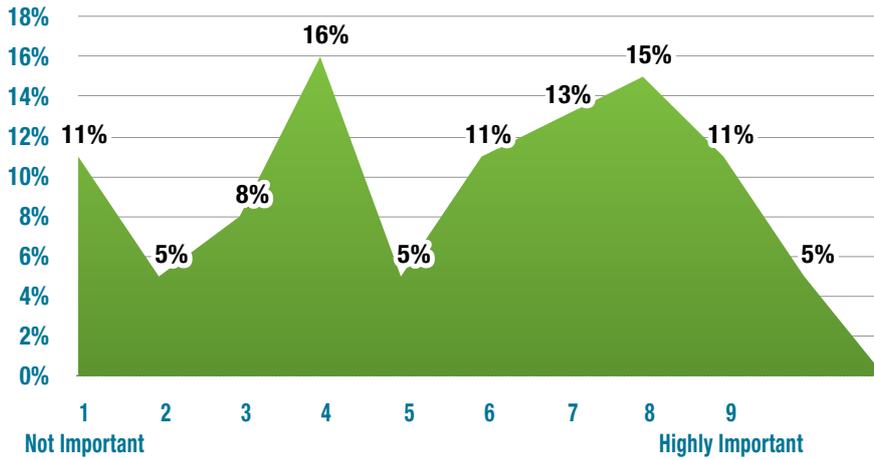
Agriculture, tourism and industry were seen as very important for the future of the region. However people were undecided with regards to mining.

13. What do you believe are the challenges facing this region?
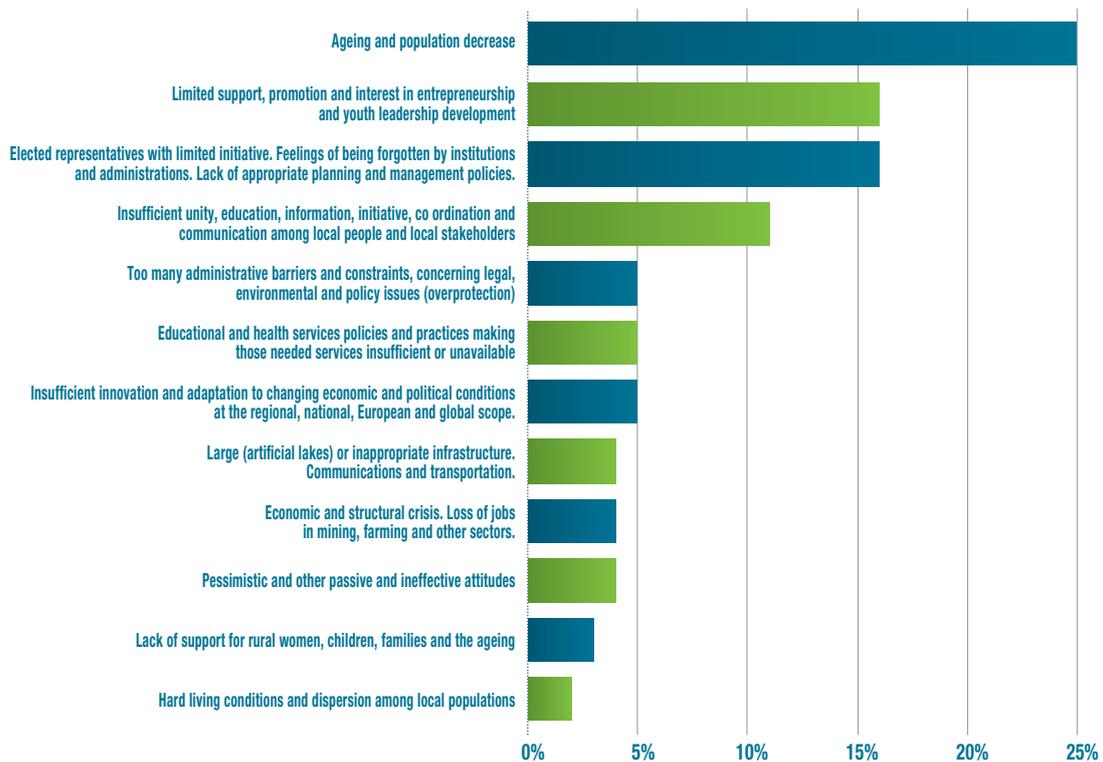
5. SETTING THE STAGE – SCENARIO PLANNING

Following on from the surveys, the scenario planning session 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;

- 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 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 to explore 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 regional planning process. This process aimed to explore the future directions and opportunities for the region, and commence work on creating a regional vision for economic development. People from across the region attended the workshop held on June 4th, 5th and 6th 2014. At this workshop, participants discussed the region's future and developed plausible scenarios for the region in 2030.
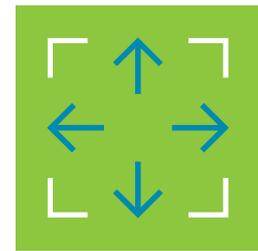
DecisionPath

SCENARIO
PLANNING

At the start of 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'; '20 Clues to Rural Survival' and informed by The Arkleton Centre for Rural Development Research – through the Dynamics of Rural Areas (DORA).

Attributes for Successful Regions - Leon - June 2014

Bar chart showing Strength (blue) and Weakness (green) percentages for ten attributes:
- Evidence of a equitable and Inclusive culture: Strength ~60%
- Optimistic and future focused: Strength ~0%
- Participatory approach to decision making: Strength ~15%
- Creatively build current and new economic opportunities: Strength ~10%
- Region is highly connected: Strength ~10%
- Deliberate transition of power to new leaders: Strength ~3%
- Strong belief in and support for education: Strength ~69%
- Strong presence of traditional institutions that are integral to community life: Strength ~70%
- Willingness to seek help from the outside: Strength ~32%
- Self-reliance and motivated toward action: Strength ~22%

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 three half 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 the future direction of the region.

5.4   DRIVERS SHAPING THE FUTURE

With the background of the global, national, and regional forces and how they relate to the region, the participants identified drivers that they considered most likely to shape the future of the region. The drivers were then discussed by all of the participants. The scope of each driver was clarified, and any similar drivers were grouped and new drivers added, until a list of nineteen unique, key drivers were identified.

Key Future Shaping Drivers

1. Access to capital
2. Influence of the primary sector
3. Value of the local product
4. Appreciation of the regional resources and products
5. Education
6. Ageing population
7. Cultural heritage
8. Global awareness of the current local situation
9. Regional cohesion
10. Harnessing the capacity of youth
11. Human resources in social services
12. Access to good quality internet
13. Renewable energy
14. Ecological food industry
15. Health tourism
16. Participatory attitude
17. Holistic and healthy development of children
18. Urban infrastructure for tourism
19. Value of the natural heritage

5.5   IDENTIFYING SCENARIO SHAPING CLUSTERS OF DRIVERS

The participants rated each of the nineteen key drivers for its "importance" and "uncertainty." "Importance" refers to how important the participant considers the driver will be in shaping the future of the region. "Uncertainty" refers to the degree of uncertainty associated with the driver in terms of its future level of uncertainty, impact, or both. The individual ratings by each participant were pooled and averaged, providing an overall rating for each driver by the entire group of stakeholders. Then, a scatter diagram of the drivers, based on importance and uncertainty, was developed. The scatter diagram allows the identification of clusters of which are relatively high in "importance" and "uncertainty". This process illustrates the clusters of the drivers that were seen as critical in shaping the future – these clusters were termed "Scenario shaping clusters of drivers."

Scatter plot with axes IMPORTANCE (x-axis, 6 to 10) and UNCERTAINTY (y-axis, 3 to 5.5), showing drivers:
- Infrastructure for Tourism
- Health Tourism
- Global Awareness
- Regional Cohesion
- Appreciation of Regional Resources
- Renewable Energy
- Cultural Heritage
- Access to Capital
- Human Social Services Education
- Access to Internet
- Harnessing Capacity of Youth
- Ageing Population
- Development of Children
- Influence of the Primary Sector
- Value of Local Products
- Ecological Food Industry
- Participatory Attitude
- Natural Heritage

5.6   CREATING SCENARIO SPACES – FOUR PLAUSIBLE SCENARIOS FOR THE FUTURE

Grouping similar drivers in two categories, then adding a name that represented a general theme linking the drivers in the clusters, identified the clusters of drivers. These themes became 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.

CLUSTER THEMES

Development of the economy of the Mountains

- Value of the local product
- Influence of the primary sector
- Access to good quality internet
- Access to capital

Optimisation of the capacity of the human resources

- Regional cohesion
- Human resources in social services
- Education
- Harnessing the capacity of youth
- Holistic and healthy development of children

The four quadrants (scenario spaces), based on the 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.

These represent a foundational set of important drivers that will support the region, and should be considered in discussions about future scenarios.

5.7   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 showing the names of each scenario as created by the participants.
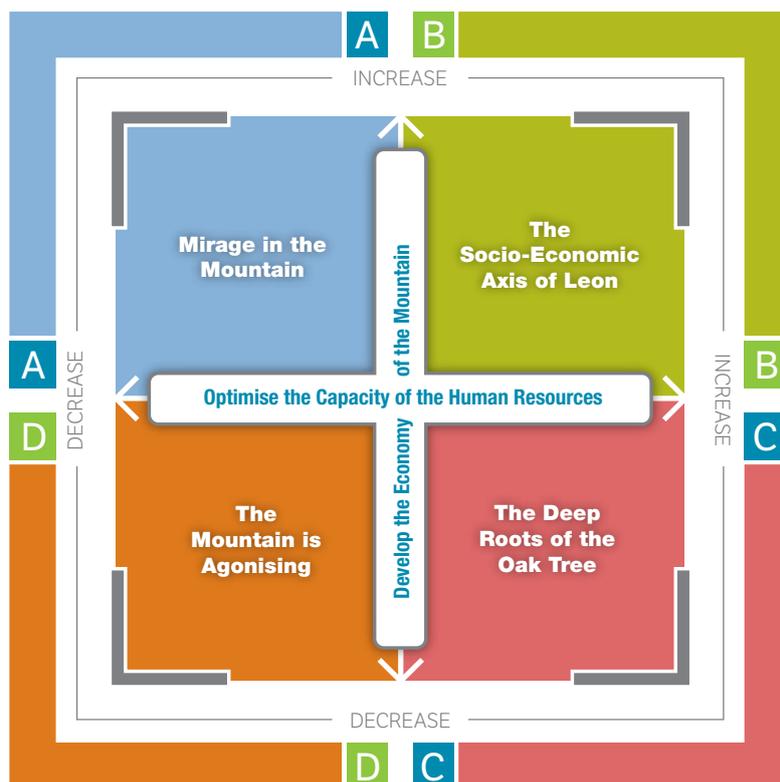
These four scenarios paint very different plausible futures for the region. The workshop participants considered them all as plausible futures, as in, they could actually happen. Narratives and descriptions of each scenario, as developed by the workshop participants, are included in the following section.

Each scenario has its subsequent consequences and impacts on the 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 – MIRAGE IN THE MOUNTAIN – 2030

This scenario is shaped by a future where a large company sets up in the region, and young people leave school early as a result, in order to work for this company. The trained and educated youth leave the region and the women of the region also leave the region, as the main employment is focused on men. The short term benefits (the mirage) of the company opening up in the region are devastated by the fact that the company only intends to remain in the region for a short period of time. There is unsustainable economic development at the same time as a decline in tourism as the rich beauty of the landscape is exploited by the company. Eventually water becomes polluted, and there are detrimental health effects upon the human population, flora and fauna.

6.1.1 MIRAGE IN THE MOUNTAIN - SCENARIO CHARACTERISTICS

Societal Characteristics:

- There is a decline in population
- A loss of tradition and culture
- Trained and educated youth leave the region
- Employment is mainly focused on men. Many women leave the region.
- There is a problem of youth leaving school early to work for a large company setting up in the region, which is only going to be in operation for a short period of time.
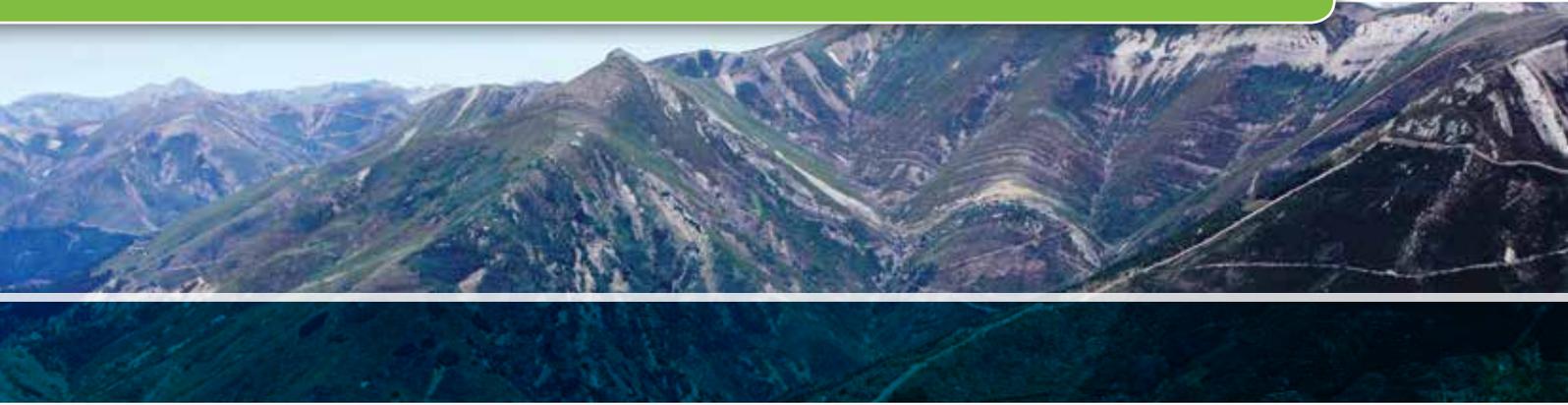
Economic Characteristics:

- A large company sets up in the region for a short period of time, and so hires young people who leave school early as a result.

- There is unsustainable economic development

- This is detrimental to the primary, tourism, food and agriculture sectors.

- Decline in tourism due to the decline in the beauty of the landscape.

Environmental Characteristics:

- A decline in the beauty of the landscape

- Polluted aquifers

- Seismic movements

- Detrimental effect upon flora and fauna.

6.1.2   MIRAGE IN THE MOUNTAIN - HEADLINE NEWS FROM THE FUTURE

SOCIETAL
2015 "FUTURE PROSPECTS IN THE MOUNTAIN WITH ARRIVAL OF NEW COMPANY!"
2020 "POPULATION IS EVAPORATING AS WELL AS THE GAS"
2030 "THE MOUNTAIN IS DEVASTATED BY DESERTING YOUTH"

ECONOMIC
2015 "IMPORTANT COMPANY SEES INVESTMENT OPPORTUNITY IN LEON'S MOUNTAIN REGION"
2020 "FRACKING COMPANY INCREASES EXPORTS"
2030 "FURTHER INVESTMENT FOR FRACKING WELLS"

ENVIRONMENTAL
2015 "ECOLOGISTS QUESTION THE COMPANY PROJECT IN THE REGION"
2020 "WATER POLLUTION IS DENIED"
2030 "RISING RATE IN CANCER CASES"

6.2 SCENARIO B – THE SOCIO-ECONOMIC AXIS OF LEON – 2030

This scenario is shaped by an adaptation of the traditional ways of living with the rearrangement of the territory and it's adaptation to the 21st Century. In this way the Mountain is able to reenergise the villages and bring the region back to life. There is more equality in the region – with those who work in different occupations being viewed as equals, with the same input into the future of the region. This is a more just and inclusive society, with regular meetings about the future, inclusion of youth and retention of intergenerational values. Furthermore small villages are supported by the wider administration, which enables them to survive. There is a smaller but higher quality agriculture sector in this scenario. More tourists visit the area, possibly because of the strong regional brand it has built as a result of the people coming together. This has had a positive impact upon the collective identity of the region as well as the economic benefits. With a strong co-operative movement and people coming together, there has also been benefits upon the health services in the region – with the children and elderly gaining from these benefits. Environmentally this is a cleaner area, with stronger territorial planning and more of a focus on protection of this very special environment.

6.2.1 THE SOCIO-ECONOMIC AXIS OF LEON - SCENARIO CHARACTERISTICS

Societal Characteristics:

- Equality in the region
- Support from the political and administrations for high quality services to the region
- A connection of young people to the region
- Recovery of the administrative centres of the areas
- The small villages are supported by the larger administrative centres

- There is a shared vision of the development of the region

- There are intergenerational values

- Regular meetings for everybody in the region to discuss the development of the region

- There are regional entertainment centres.

Economic Characteristics:

- A strong livestock base to the region

- High levels of tourism

- A transformation of local manufacturers.

- An increased quality in healthcare services such as nurseries, home visits, residences for the elderly.

- A strong co-operative movement

- A higher quality but smaller scale agriculture sector

- A recognised regional brand, which gives the region a common identity.

Environmental Characteristics:

- Territory planning for the 21st Century

- A simple and efficient digital administration

- Clean energy in every area

- Protection of the environment

- Reinforcement for urban repopulation in the mountain region.

6.2.2   THE SOCIO – ECONOMIC AXIS OF LEON - HEADLINE NEWS FROM THE FUTURE

SOCIETAL
2015 "THE REGIONAL MOVEMENT KEEPS THE SCHOOLS AND MEDICAL CENTRES OPEN!"
2020 "THE BIRTH RATE IN THE MOUNTAINS IS HIGHER THAN THE DEATH RATE FOR THE FIRST TIME IN 60YRS"
2030 "THE UNIVERSITY OF LEON REACHES AN AGREEMENT WITH THE CITY HALLS OF THE MUNICIPALITIES TO HOLD COURSES ON SPECIALISATION"

ECONOMIC
2015 "THE NEW BRAND 'MOUNTAINS OF LEON' BOOSTS THE QUALITY OF THE LOCAL PRODUCTS"
2020 "THE ECONOMIC MODEL OF DEVELOPMENT IN THE MOUNTAINS OF LEON IS STUDIED BY A NUMBER OF UNIVERSITIES"
2030 "SHEPHERDS OF THE SOFA: A SHEPHERD FROM BABIA IS ABLE TO CONTROL HIS SHEEP FROM HIS COMPUTER AT HOME"

ENVIRONMENTAL
2015 "THE TRANSHUMANCE MAKES THE MOUNTAIN ALIVE"
2020 "THE MOUNTAINS OF LEON ARE AWARDED BY UNESCO FOR THE QUALITY OF THE RIVERS FOR TROUT"
2030 "THE LOCAL GROUSE - THE CAPERCAILLIE – CREATES EMPLOYMENT IN THE REGION"

6.3 SCENARIO C – THE DEEP ROOTS OF THE OAK TREE - 2030

This scenario is shaped by a future, which has a stronger social characteristic with social cohesion and cooperation. There is a well-formed entrepreneurial community with a cooperative spirit, with many group meetings adding to the community spirit. However, there is a notable absence of large industries, thus, there is high unemployment. An increase of micro enterprises does not have an impact on unemployment but the community is positive, as small enterprises join cooperatives. There is no real improvement in economic terms than in 2014, but there is a brand awareness and a regional brand which enables the enterprises to work together. The environment stays the same, with an improvement in the landscape due to a lack of forest development with an increased cattle industry.

6.3.1 THE DEEP ROOTS OF THE OAK TREE - SCENARIO CHARACTERISTICS
Societal Characteristics:

- Well formed entrepreneurial community
- Cooperative spirit
- Open minded young population
- Social cohesion and cooperation
- Enjoyment of leisure time
- Many group meetings

Economic Characteristics:

- Absence of large industries
- Cooperativism – with small entrepreneurs gathering to save costs and take the profit together
- Micro enterprises
- Increased tourism
- Increased product quality with a new brand awareness

Environmental Characteristics:

- Preservation of the natural resources
- People defend the environment
- The environment is less vulnerable due to the absence of destructive enterprises
- Improved landscape due to the cattle industry, which will stop forest development

6.3.2 THE DEEP ROOTS OF THE OAK TREE - HEADLINE NEWS FROM THE FUTURE

SOCIETAL
2015 "THE MOUNTAIN OF LEON MOBILISES FOR ITS FUTURE"
2020 "ARRIEGO DE ABAJO IS REPOPULATED BY 10 FAMILIES"
2030 "THE MINISTRY OF EDUCATION REOPENS THE 8TH SCHOOL IN 10YRS"

ECONOMIC
2015 "THE MOUNTAIN OF LEON PROMOTES COOPERATIVISM"
2020 "THREE NEW COOPERATIVES BOOST THE DEVELOPMENT IN THE MOUNTAINS"
2030 "THE SYSTEM OF DEVELOPMENT IN THE MOUNTAIN OF LEON IS A MODEL IN EUROPE"

ENVIRONMENTAL
2015 "CREATION OF AN ENVIRONMENTAL CLASSROOM IN THE MOUNTAIN OF LEON"
2020 "A FIVE YEAR PERIOD WITHOUT DELIBERATE FIRES"
2030 "THE MOUNTAIN OF LEON BECOMES AN EXAMPLE OF ENVIRONMENTAL PRESERVATION"

6.4   SCENARIO D – THE MOUNTAIN IS AGONISING- 2030

This scenario is shaped by a future representing a decline in the region, as young people continue to move away to larger cities or abroad for work, and the elderly have to move to Leon, due to declining services and the loss of villages as a result. With increasing unemployment, especially for women, there will be no industries to maintain or create jobs for those who still live in the region. Schools will also close as a result of the decline in population. There will be a decline in tourism, as there will be a decrease in the natural beauty of the region due to the increase of bush and scrub which will dominate the landscape. Paths will disappear and so there will be no walking routes. There may be a move of large enterprises into the area which could contribute to employment in some ways, however they will have moved into the area to exploit the natural resources without any contribution to the beauty of the region. It will be poorly inhabited and will be a mere shadow of the Mountain region of 2014.

6.4.1   THE MOUNTAIN IS AGONISING – SCENARIO CHARACTERISTICS
Societal Characteristics:

- Many schools will close down
- Some villages will disappear – the smaller the village, the faster this process will be.
- Roads will be abandoned as they will be in bad condition as they are not being used
- There will be less emergency services and health care will be reduced
- The elderly move to Leon, the young people move to bigger cities and travel abroad to live.
- The quality of life is much poorer and sedentary due to the ageing population.

- Lower demographic spread
- Few educational opportunities for women and young people
- Lack of social services
- High unemployment

Economic Characteristics:

- Mines will close down
- The administrations reduce their services and so save resources.
- Large enterprises move in to exploit the natural resources
- Commercial sector is slowing down

Environmental Characteristics:

- The landscape will not be cared for. Scrub occupies most of the abandoned fields.
- There will be no animal farming so the paths will disappear.
- The number of fires are lowering but the fires are more dangerous
- In mining areas, mines are not restored so the material is abandoned because of lack of use.
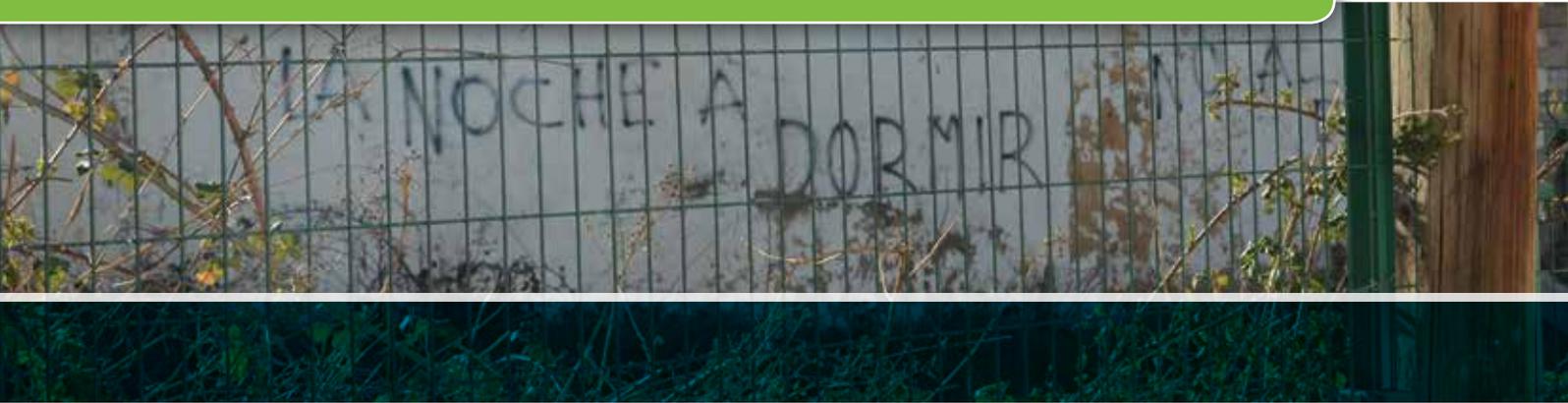
## 6.4.2   THE MOUNTAIN IS AGONISING - HEADLINE NEWS FROM THE FUTURE

SOCIETAL
2015 "BASIC SERVICES ARE AT RISK"
2020 "PRIMARY SERVICES ARE BEING CONCENTRATED – OUR ELDERLY ARE TRAVELLING MILES!"
2030 "A DROP FROM 51 TO 10 MUNICIPALITIES IN THE MOUNTAIN REGION OF LEON"

ECONOMIC
2015 "UNEMPLOYMENT IS INCREASING AND THE COMMERCIAL SECTOR IS STUCK"
2020 "THERE ARE HARDLY ANY STORES LEFT IN THE MOUNTAINS OF LEON"
2030 "THE MOUNTAIN REGION OF LEON IS NOW COMPLETELY FULL OF RETIRED PEOPLE"

ENVIRONMENTAL
2015 "THE FOREST IS MOVING FORWARD IN AN IMPOSSIBLE WAY"
2020 "THE CANTABRIAN LANDSCAPE IS GETTING BLURRED"
2030 "MORE BEARS ARE BEING BORN THAN CHILDREN"

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
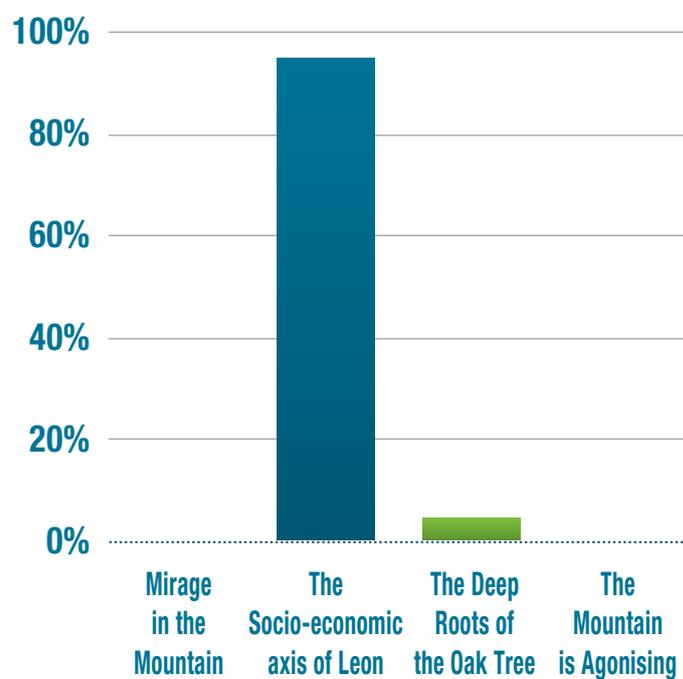
The workshop participants almost unanimously agreed that Scenario B best represented the preferred future scenario – 'The Socio-Economic Axis of Leon.

7.2 WHICH SCENARIO MOST REPRESENTS WHERE THE REGION IS CURRENTLY HEADING?
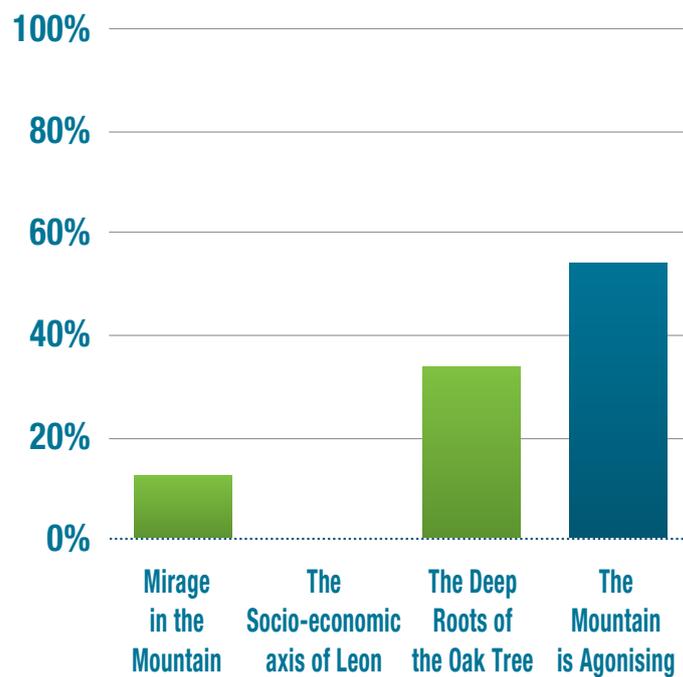
The workshop participants indicated which scenario they believed most represented the current direction of the region. This was Scenario D – 'The Mountain is Agonising'. The next scenario which represented the current direction of the region was Scenario C – 'The Deep Roots of the Oak Tree'. Interestingly, none of the participants felt that their preferred future Scenario B – The Socio-Economic Axis of Leon' was a future where they were currently heading.

8. HOW COULD THE PREFERRED FUTURE EVENTUATE?

The preferred future 'The Socio-Economic Axis of Leon' 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. The axes that shape this future are "Development of the economy of the Mountains" and "Optimisation of the capacity of the human resources".

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 boasts an attractive landscape and the potential for new industries to capitalise on this. It also has a large population of under utilised youth. The challenge will be to optimise the use of these resources, while retaining the intrinsic beauty of the region, which is an important factor to the tourism potential. Continuing to build regional collaboration and capacity will be vital. This will include the ability to own the regional vision, and be willing to reach across traditional barriers and territorial lines to form partnerships, share resources and build critical scale.

8.1   KEY ACTION STEPS IDENTIFIED BY PARTICIPANTS

The participants were asked to come up with actions for the following two areas. These themes had become the basis for the two axes on the scenario matrix that defined the four scenario 'spaces' during the workshop. A point of interest was that 'Infrastructure for tourism' was seen as high in uncertainty within the cluster themes, but quite low in importance. In the workshop, the majority of the participants wanted to contribute to the tourism discussion, when the participants moved into groups to discuss various aspects that would contribute to the future of the region. This suggests that tourism is of high interest to the people of the region and this would be seen as a key area to work upon in the future, with any action planning that will be carried out.

8.1.1   DEVELOPMENT OF THE ECONOMY OF THE MOUNTAINS
Tourism

- Identification of types of tourism which would be valuable for the area:
    - Nature (walking, mushrooms, plants, animals, ornithological, geological)
    - Health (water and spas)
    - Cultural (food, museums, archaeological, historical)
    - Traditional (music, art, pottery)
    - Foreign Language tourism
- Creation of a global product that encompasses several types of tourism - to encourage people to visit and enjoy a number of tourism activities within the Mountain region.
- Creation of a 'Mountains of Leon' product brand, which will appeal to the national and international markets.
- Re establish interest in forgotten routes and historic roads for tourists.
- Creation of a website to encompass all tourism activities and services in the region.

- Improve tourism signage and infrastructure (roads and rehabilitation of old buildings).
- Recruit trainees to assist as tour guides.
- Training courses on the municipalities.

Livestock and Agriculture

- Encouragement of professional breeders into the region.
- Control of the number of livestock per area, in order to balance the cattle and human population.
- Transformation of products to a more local market. Presently Leon meat is being sold as Asturias, or Galicia, as Leon does not have a regional trademark.

Forestry

- Create a different dominant species such as beech, oak or pine.
- Utilise the by-products of the forest as biomass waste and products such as furniture.
- Create interventions and jobs such as pruning and bush cleanings.
- Create forestry related educational centres and tourism related activities.

Food

- Identify successful local food examples and create a brand around them.
- Start bottling the Mountain Region water and market this water in the region and nationally.
- Create a co-operative for the honey industry which currently is made up of small producers and artisans.
- Introduce traceability standards into the meat industry, with a quality standard.
- Create a website to market all local produce online.

New Technologies

- Introduce training for new business people

- Introduce mentoring from entrepreneurs from outside of the area

- Create platforms for new businesses – this could be free initially and then the rate would depend on the size of the platform.

- Introduce digital grazing so that all animals can be located virtually.

- Networking via SME Business Network

Specialities of the Mountain

- Use the currently undervalued resources of the mountain – mushrooms, medicinal herbs, aromatic herbs and bushes.

- This could be a complementary part of another tourism activity such as food or walking.

Renewable Energy

- Need to invest and change legislation with regards to renewable energy.

- Need to promote hydropower and wind farms

8.1.2   OPTIMISATION OF THE CAPACITY OF THE HUMAN RESOURCES

- Ensure the youth are aware of the importance of local culture and traditions.

- Create specific educational establishments/courses on the predominant resources of the region

- Promote cooperation and collective team work from childhood

- Improve education and professional training/qualifications.

- Increase partnership

- Create online platforms to facilitate employment

- Promote and bring together potential small local investors
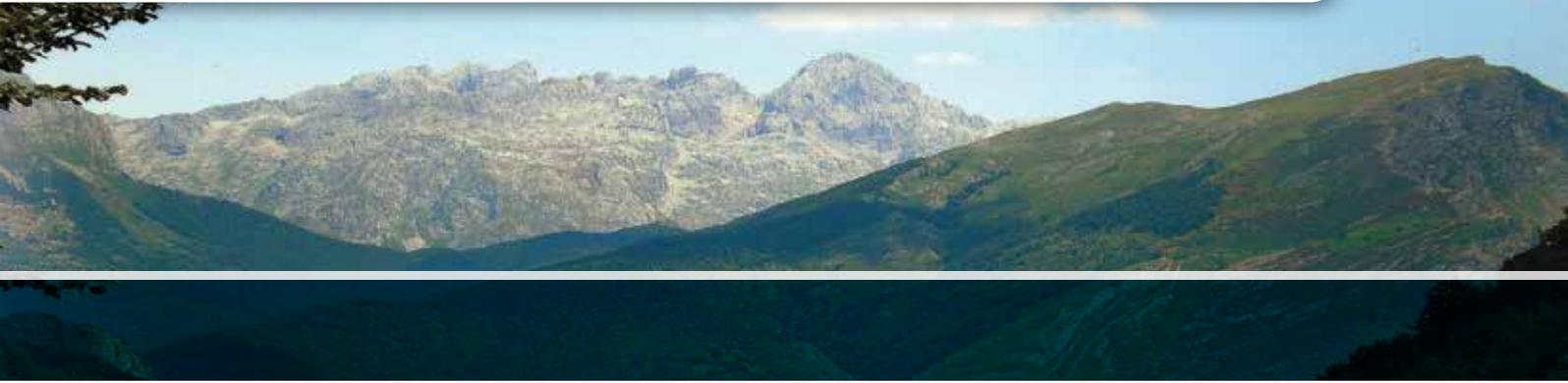
8.2   NEXT STEPS IN THE ACTION PLANNING PROCESS

This report lays the foundation of the community of the Mountain region of Leon's views of the future. The preferred future 'The Socio-Economic Axis of Leon' outlines the basis of a shared vision for the region. The necessary actions, constructed by the participants, point to the creation of the preferred, ideal future which has all of the elements of both developing the economy of the Mountain region and optimising on the human resource capacity.

The outcomes of this report will be dispersed across the Mountain region during June, July and August of 2014, before large scale Community Workshops are organised in September 2014 to address the action points more succinctly with the residents of the region.

9. FOR MORE INFORMATION

For more information on this report and the Vadinia - San Froilan process, please contact:

CESÁREO FERNÁNDEZ GÓMEZ

Desarrollo Comunitario Cidecot S.L.U

Av. Río Curueño, 65

24840 La Vecilla

Leon

Spain

Mail Box 243.

24008 LEON. SPAIN.

Tel: + 34 887 619442974

Email: cesareofg@cidecot.org

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

CELINE BEURLE

Managing Director for Europe

Future iQ Partners

Tel: +353 87 3540220

celine@future-iq.com

www.future-iq.com
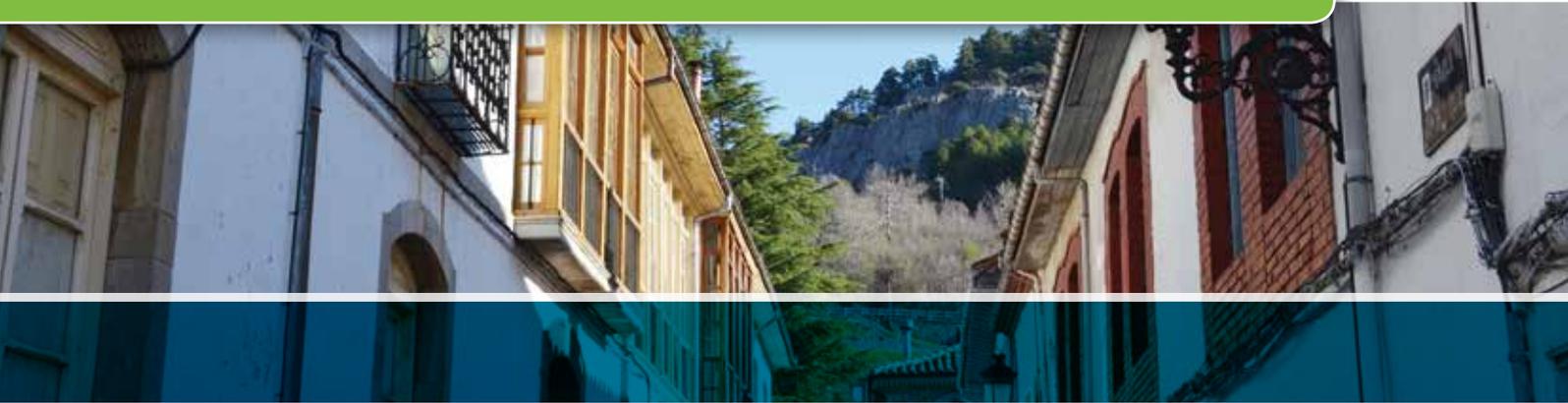
future→iQ
PARTNERS

Report and Scenario Planning workshop prepared by:

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 is now developing the Future iQ market in Europe, as Managing Director of Future iQ Europe.

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Grupo de Acción Local Montaña de Riaño:

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Benedicta Rodríguez.

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Daniele Leoz, Isaac González, Alejandro García, and Cesáreo Fernández