

# PARCO AGRARIO MONTESPERTOLI

TUSCANY, ITALY

Report from the Scenario Planning workshop conducted on February 21st and 22nd, 2014



# PARCO AGRARIO MONTESPERTOLI

TUSCANY, ITALY

Report from the Scenario Planning workshop  
conducted on February 21st and 22nd, 2014.

PREPARED BY:



Supported by

The Municipality of Montespertoli



# TABLE OF CONTENTS

<b>1. REGIONAL PLANNING WORKSHOP - EXECUTIVE SUMMARY</b>	4
1.1 Background	4
1.2 Regional Surveys	4
1.3 Scenario Planning Process	5
1.4 Discussion on the regional scenarios	5
<b>2. INTRODUCTION</b>	6
2.1 The Venue	6
2.2 The Participants	7
<b>3. BACKGROUND TO THE REGION</b>	8
<b>4. REGIONAL SURVEYS</b>	11
<b>5. SETTING THE STAGE – SCENARIO PLANNING</b>	20
5.1 Scenario Planning Process	22
5.2 Why Scenario Planning?	24
5.3 Developing Four Plausible Scenarios for the Future	25
5.4 Drivers shaping the future	25
5.5 Identifying scenario shaping clusters of drivers	26
5.6 Creating scenario spaces – four plausible scenarios for the future	27
5.7 Creating narratives for each scenario quadrant	29
<b>6. DETAILED DESCRIPTIONS OF THE SCENARIOS</b>	31
6.1 Scenario A – Economic Park – 2030	31
6.1.1 Economic Park - Scenario Characteristics	31
6.1.2 Economic Park - Headline News from the Future	33
6.2 Scenario B – From Purgatory to Paradise - 2030	34
6.2.1 From Purgatory to Paradise - Scenario Characteristics	34
6.2.2 From Purgatory to Paradise - Headline News from the Future	36
6.3 Scenario C – Montespertoli Agriculture Park (on quicksand!) - 2030	37
6.3.1 Montespertoli Agriculture Park (on quicksand!)- Scenario Characteristics	38
6.3.2 Montespertoli Agricultural Park (on quicksand!) - Headline News from the Future	39
6.4 Scenario D – Rural (Agriculture) Suburbs- 2030	40
6.4.1 Rural (Agriculture) Suburbs – Scenario Characteristics	40
6.4.2 Rural (Agriculture) Suburbs - Headline News from the Future	42
<b>7. WORKSHOP PARTICIPANT FEEDBACK</b>	43
7.1 Preferred Scenario - workshop participants	43
7.2 Which scenario most represents where the region is currently heading?	44
<b>8. HOW COULD THE PREFERRED FUTURE EVENTUATE?</b>	45
8.1 Key Action Steps identified by participants	46
8.1.1 Preservation of the attractive landscape	46
8.1.2 Ability to affect local change (Participatory Approach)	47
8.2 Next Steps in the action planning process	49
<b>9. FOR MORE INFORMATION</b>	50
<b>10. ACKNOWLEDGEMENTS</b>	52





# 1. REGIONAL PLANNING WORKSHOP - EXECUTIVE SUMMARY

## 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, thus, identify how various stakeholders might better contribute to future developments.

## 1.2 REGIONAL SURVEYS

- The majority of the 56 responses to the regional survey indicated that the idea of an Agricultural Park was of high importance to the economic future of the region.
- People were more pessimistic about the economic future over the next 5yrs, but were more optimistic about the future in 15/20yrs time.
- While there was recognition of the value of agriculture and tourism to the region, there was no clear knowledge about the value in monetary terms of agriculture to the region.
- The overwhelming majority of respondents felt that it was highly important to have a shared vision in the region, especially with regard to decision-making.





### 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 30 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 “Ability to effect local change” and “Preservation of the attractive landscape”.
- 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 (96% of participants) was that the preferred scenario was “From Purgatory to Paradise” which envisages a vibrant future of 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, with their views about the implementation of an Agricultural Park in the region included within this larger perspective. The Agricultural Park would be seen as an instrument to guide companies towards crop diversification, increasing the multifunctional role of local agriculture to a spread of agricultural practices with less environmental impact. It would also be an innovative project aimed at creating a network of local farmers. This would build cohesion and connectivity with regards to sharing knowledge and working together for the benefit of the region and themselves, in terms of export and other mutually beneficial areas. The Agricultural Park would be considered to be instrumental in defining a set of co-ordinated and concerted actions with local people in order to promote and encourage local production and the value of new economies based on innovation, traditional knowledge and local agricultural heritage.

### 2.1 THE VENUE

The two-day workshop was held in the Ilex Centre for Wine Culture, on the outskirts of Montespertoli. This was an ideal venue for such an event, as the centre's philosophy is to pay tribute to the richness of the land and gastronomic traditions linked to the products of the land with a continuous comparison between the past and the present. The Ilex Centre for Wine Culture combines a wine museum with a restaurant, which uses the produce of local organic food producers. This correlated well with the theme of the workshop, which was future thinking for the region, as well as the focus on the Agricultural Park.







## 2.2 THE PARTICIPANTS

The participants were personally invited to attend the workshop. Local food producers, wine makers, artisans, agronomists and farmers were selected in order to represent a suitable range of interests connected to the Agricultural Park.





### 3. BACKGROUND TO THE REGION

Montespertoli is a municipality in the province of Florence in the Tuscany region of Italy. It is located about 20km southwest of Florence. With a population of 13,300 (2013) it accounts for 1.3% of the province of Florence's population. Montespertoli had a discontinuous demographic evolution, following counter trend patterns with respect to the two most important towns, Florence and Empoli. The town has been successful and attractive for first time homebuyers and commuters, and the amount of commuters is growing as local jobs diminish.



In Tuscany, farmers sell one third of their produce directly to consumers. Internet sales account for 1% of the total. Farm revenue from activities which are not directly linked to agriculture grew from 3% in 2000 to 7% in 2010. Tuscan farmers believe that they carry out important social and environmental tasks, such as preserving the landscape and ensuring food safety and quality. 7 out of 10 bottles of certified (IGP & DOP) Italian olive oil are consumed out of Italy. Tuscany leads the Italian export of olive oil (46%). In the region of Montespertoli (2010) olive trees cultivation takes ~1500 ha (6% of county Florence and 1.6% of Tuscany) and almost all production is top-end and processed locally with local olives.

Italy is the second wine exporter in the world after France. Tuscany increased its exports by 46% in five years (2013/2008) to become the first exporting region of Italian DOP red wines. As wine tourism is among one of the top reasons to







visit Italy, wine tourism is an important link for the region, and Chianti is a strong attraction. With more than 2000 ha of vineyards, Montespertoli accounts for 11% of county Florence vineyards. Technology, innovation and know-how play an important role in keeping this agriculture competitive and successful while preserving the traditional characteristics of this area.

Italy is amongst the top ten countries in terms of absolute land surface cultivated with organic methods, and ranks first taking into account the proportion with total cultivated land (8.7%). 6% of Italian organic farmers operate in Tuscany, a highly dynamic community performing better than non-organic farms. Wine, olive oil, wheat and pasta are among the leading organic vegetarian products. Organic wine is gaining momentum as a grouping of farmers started 600 ha of fully organic vineyards in 2005. It is now proposed is to make Tuscany the first bio-district organic-region in the world, using Milan EXPO 2015 as an amplifier.

Climate change is already sensed in Tuscany, and Montespertoli is no exception.

*Annual maximum temperature simulated by ENEA, IPSL1, MPI and CNRM averaged over the Tuscany region for the period 1961-2050.*

In the future climate change impacts may affect crops, for instance reducing the wheat growing cycle and annual yields. As peak summer temperatures rise, tourism may be affected and water availability is increasingly an issue, both for agriculture and human use, including above average tourism related consumption.

Montespertoli is also energy hungry; thermal energy needs are around 850,000 GJ per year, excluding production needs. This quantity is enough to trigger local energy and heat production from renewable sources. In fact the Tuscany Regional Environment and Energy Plan set 2020 targets in a twofold





strategy to fight climate change effects, and adaptation to these effects. A first energy production target to be met refers to biomass sources, of which 54,7 Ktep should come from agricultural biomass. A second one addresses solar concentration heat generation and heat pumps to reach 180 Ktep.

Tuscany and Montespertoli are attractive estate investments considering the long lasting cultural capital embedded in history and architectural heritage. Abandoned land will become available for investors seeking to take advantage to create exclusive, top-end venues, or to exploit the agri-energy business. However, a substantial part of public finance leverage tools, devised by the MFF 2014-2022 could apply to the region. The amount of EU subventions mobilized between 2014 and 2020 are impressive. The EU research and innovation programme Horizon 2020 addresses the challenges of food security and sustainable agriculture and forestry. Innovation support services and knowledge exchange, rural development, monitoring and mitigation of agricultural and forestry greenhouse gases (GHG), sustainable crop production, biomarkers for nutrition and health are only some of the topics which are being addressed. In total more than 4 billion Euro will be invested in this sector. Montespertoli will be affected in any case: because stakeholders use this leverage.

The role of the Agricultural Park will be instrumental to the future of this region. It would guide companies towards crop diversification, increasing the multifunctional role of local agriculture to a spread of agricultural practices with less environmental impact. It would also facilitate a network of farmers and local food/wine/oil producers, which would only strengthen the region's capacity for production and export. It would bring together the actions of local people to retain the strengths and world-renowned characteristics of this region.



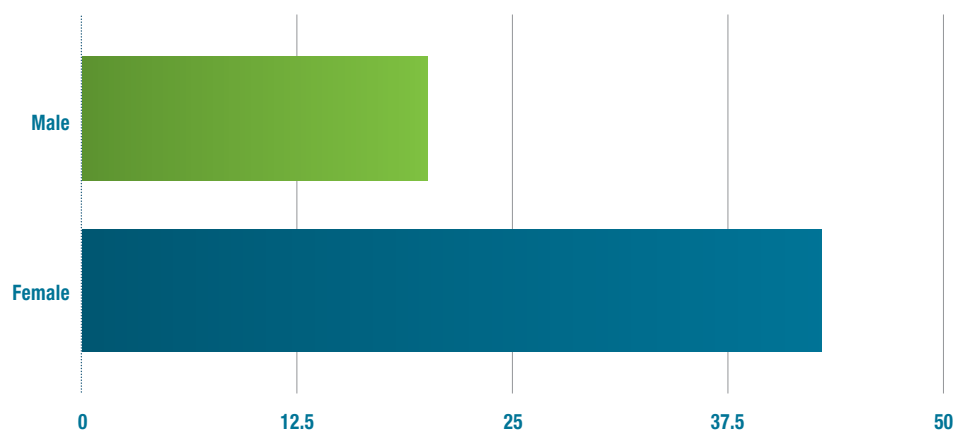


## 4. REGIONAL SURVEYS

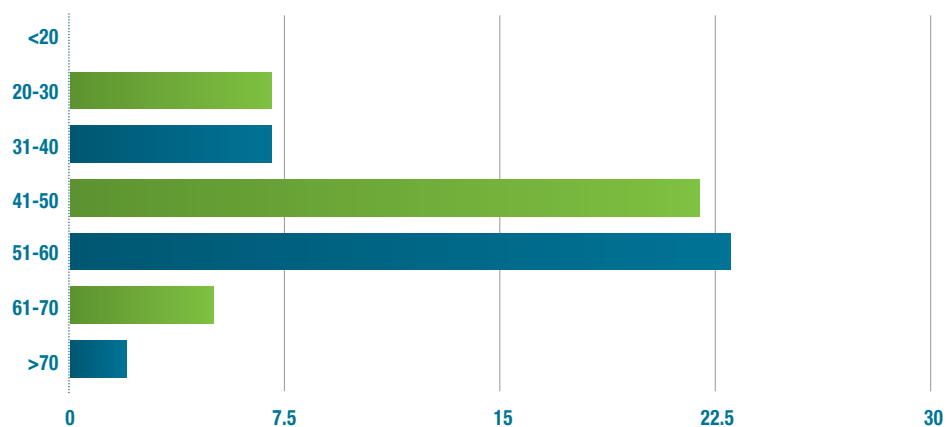
Prior to the scenario planning workshop, surveys were conducted in person and online. The survey was distributed to the Montespertoli agricultural/ tourism and artisan community within the region. In total, 56 people responded to the survey.

The breakdown in gender and age group was determined.

### 1. What is your gender?



### 2. What is your age grouping?

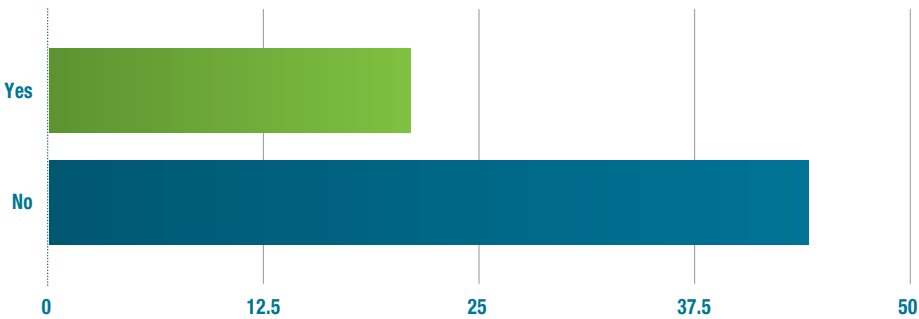






The surveys aimed to gather information about the participants' previous experience of being involved in long term planning projects in the region.

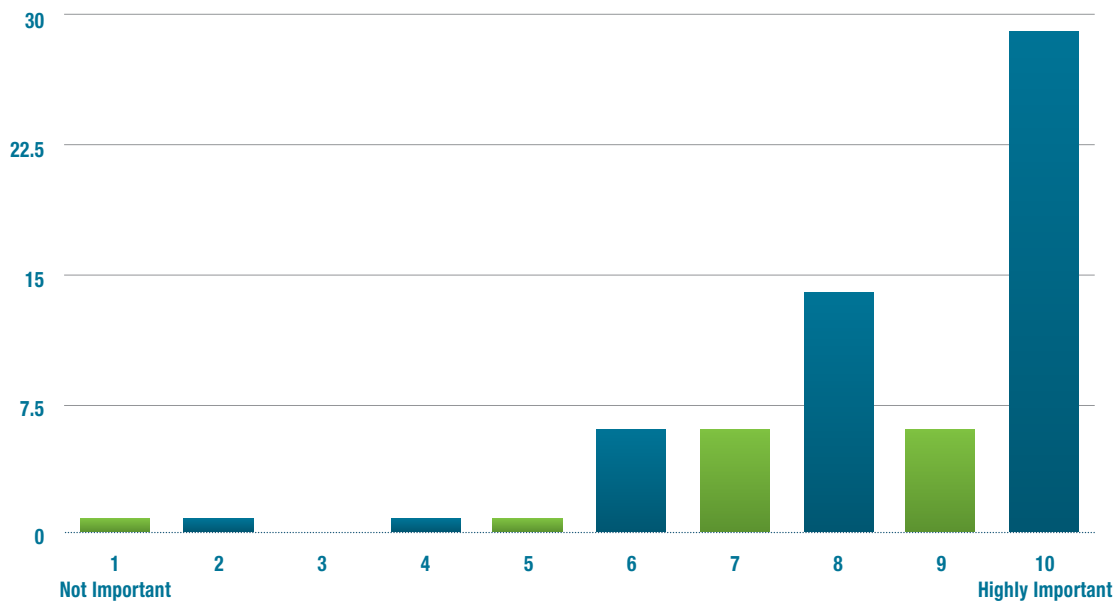
3. Have you previously been involved in any long term planning projects for the Montespertoli region?



Therefore it has been determined that the majority of the participants were male, between the ages of 41 and 60 and had no previous involvement in any long term planning projects for the Montespertoli region.

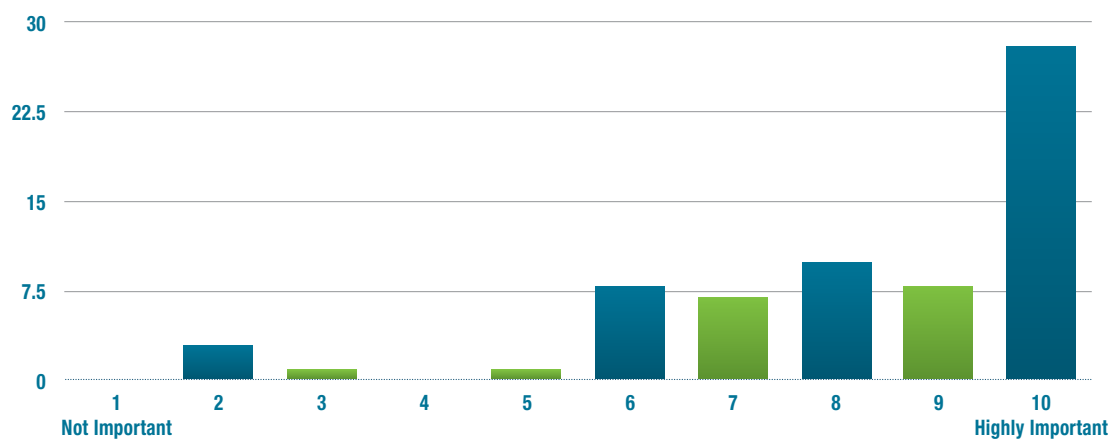
The participants were asked about how important it was to have a shared vision for the region, and then how important they thought that having a shared vision would be in assisting decision making for the region.

4. How important do you think it is to have a shared vision for the region?





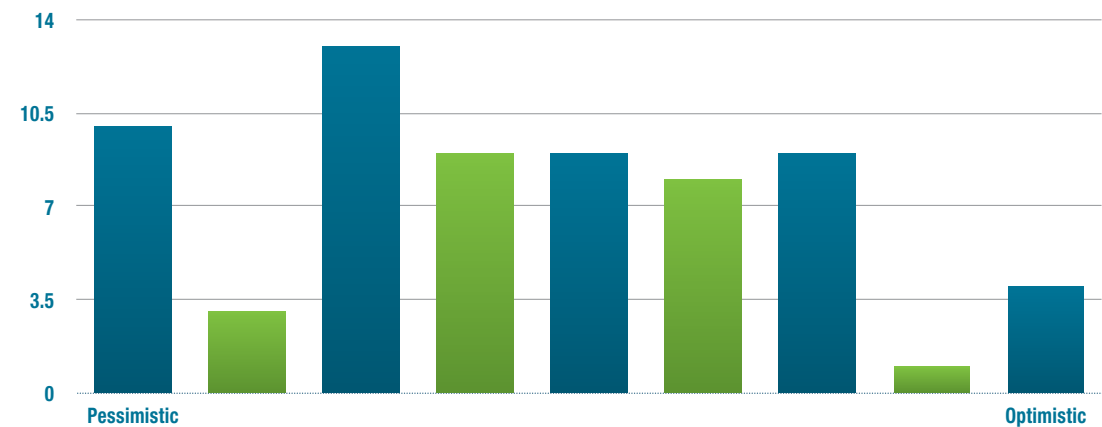
5. How important do you think having a shared vision would be in assisting decision making for the region?



There was a very high level of agreement that having a shared vision in the region was highly important, and an equal agreement that a shared vision is highly important with regards to decision-making.

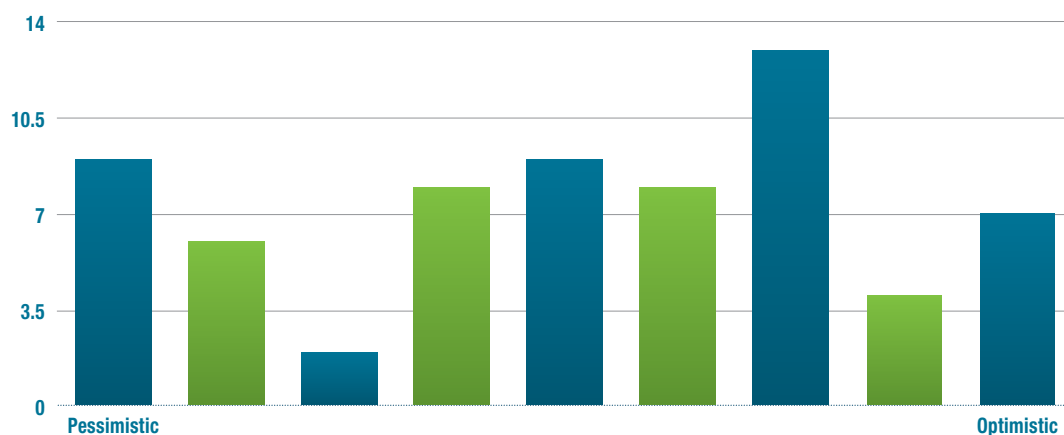
The following questions were asked to determine how the participants felt about the economic opportunities in the region in the next 5 years and then in the next 15-20 years

6. How do you feel about the economic opportunities for the region in the next 5 years?





## 7. How do you feel about the economic opportunities for the region in the next 15-20 years?



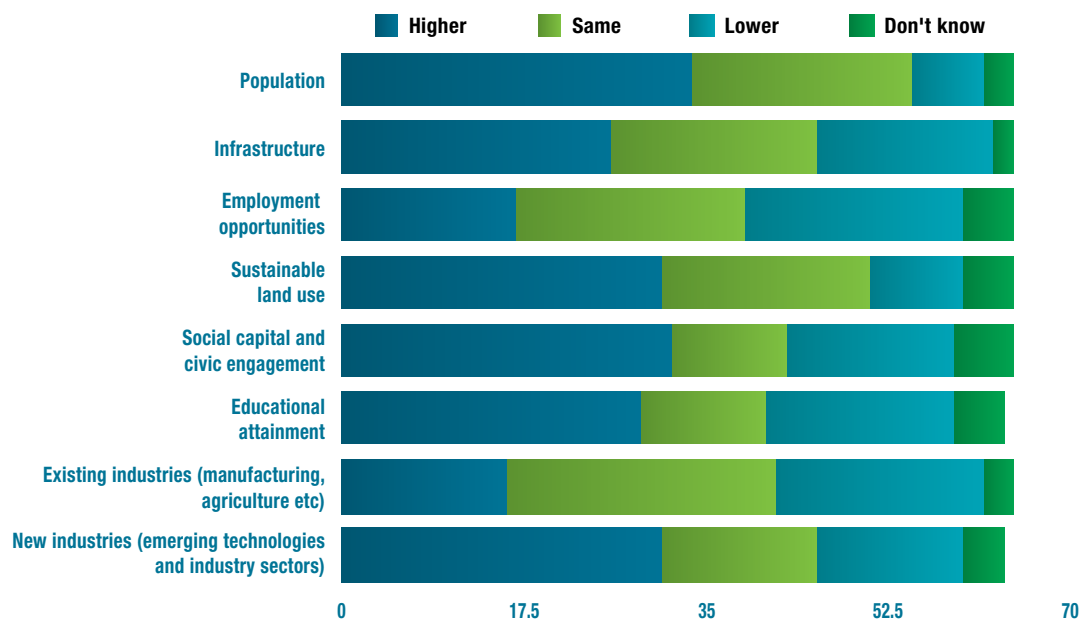
It is interesting to note that there was a greater amount of pessimism with regard to economic opportunities over the next 5yrs (2014–2019) than in the next 15-20yrs (2014- 2029/2034). The responses show that there was a large degree of pessimism, less optimism and a spread of average optimism/pessimism with regards to economic opportunities in the next 5yrs.

However, it was more evenly balanced, with regards to the longer-term future (15-20yrs) with a higher level of optimism. This could indicate that people believe that something could happen in the future, which will improve the economic opportunities of the region. However, this is a default future perspective, which indicates a thought process that 'things will work out', with no thought or planning about how to create the future that they want for the region.





## 8. How do you expect the following aspects in the region to be in 2030 compared with today?



Population/Infrastructure/Employment Opportunities/Sustainable Land Use/Social Capital and Civic Engagement/Educational Attainment/Existing Industries (manufacturing, agriculture, etc.) and New Industries (emerging technologies and industry sectors)

Participants were asked to click on either one of the options per aspect:

Higher/Same/Lower/Don't Know

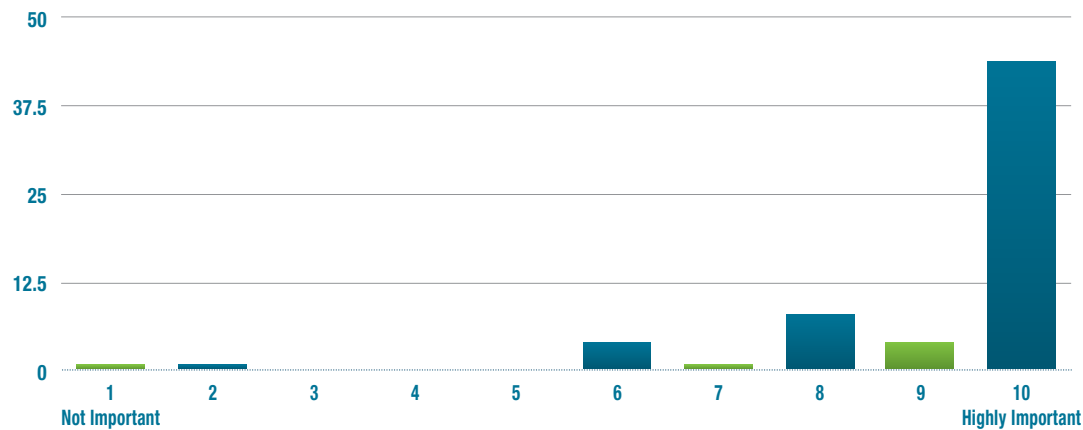
The participants viewed the region in 2030 to be characterised by:

- Higher population
- Lower employment opportunities
- Greater sustainable land use
- Greater social capital and civic engagement
- Greater educational level
- More new industries and the same amount of existing industry.

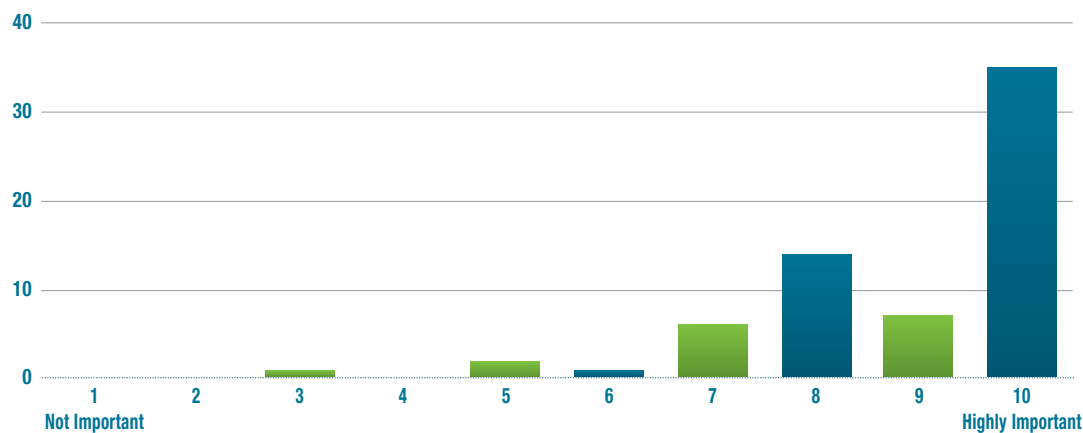




9. How important do you think agriculture is to the region?



10. How important do you think tourism is to the future of the region?

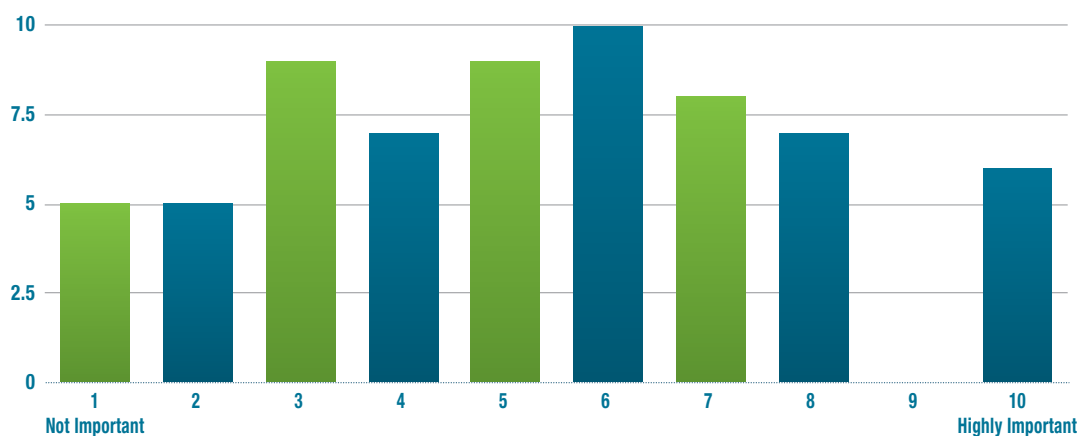


There was overwhelming agreement that agriculture and tourism were highly important to the region.



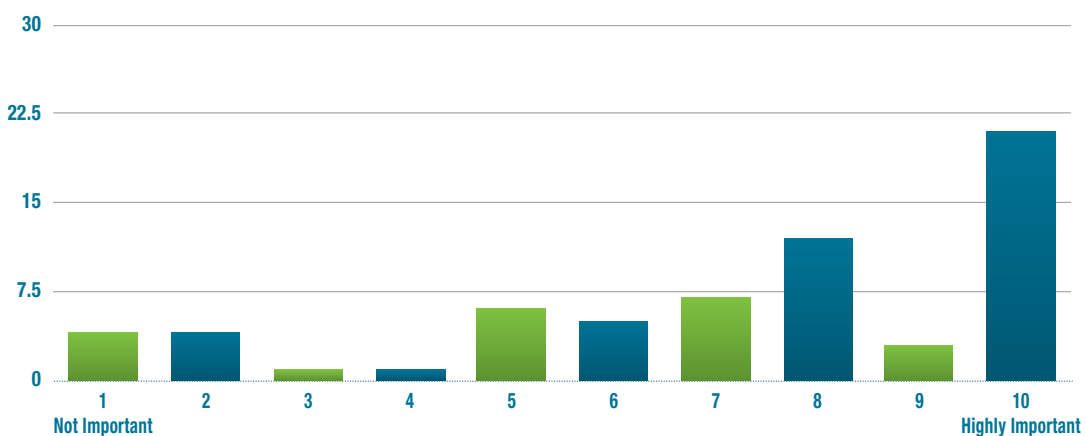


### 11. How important do you think manufacturing is to the future of the region?



There was less agreement with regards to the importance of manufacturing to the region, with a spread from not important to highly important, but the majority of responses were positioned in the middle of these extremes.

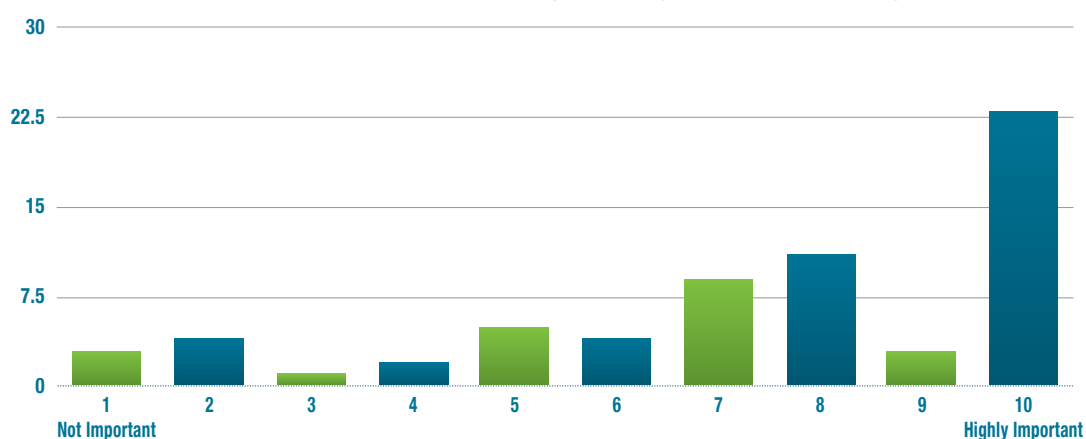
### 12. How important do you think designating the region as an Agricultural Park will be for future economic growth?



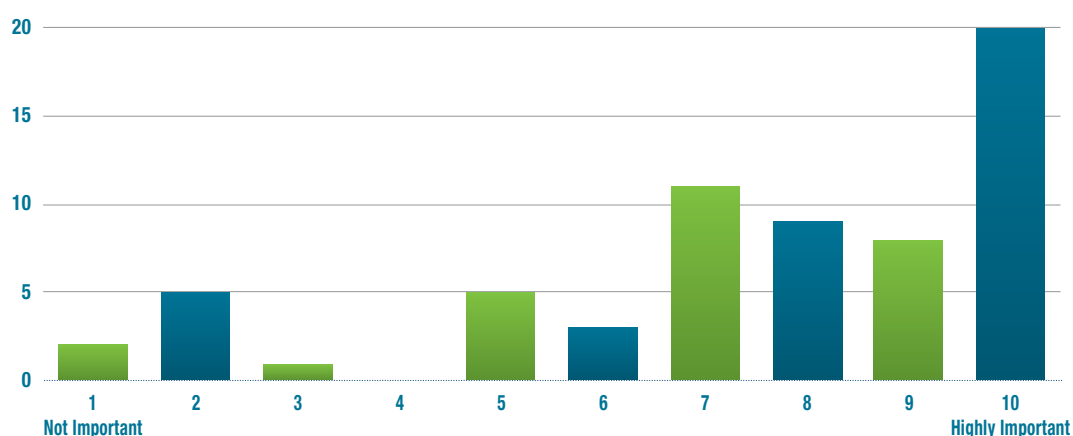




13. How important do you think designating the region as an Agricultural Park will be for future community vitality and prosperity?



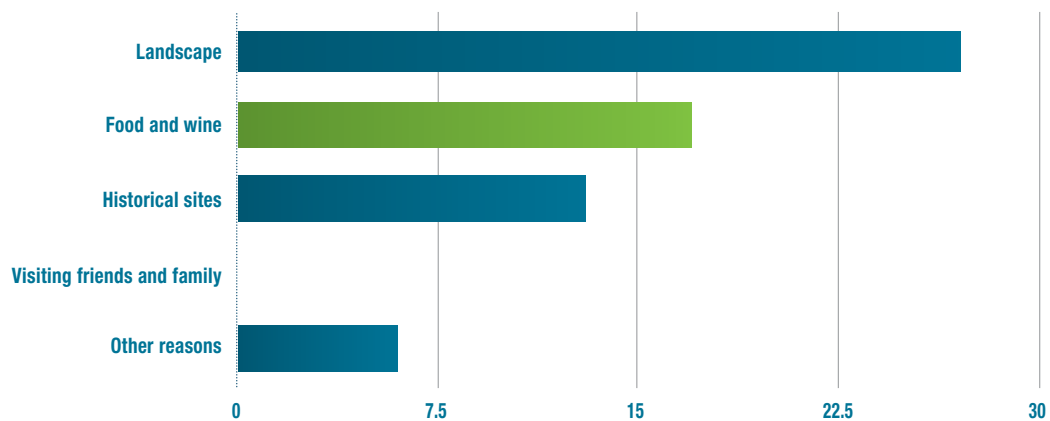
14. How important do you think designating the region as an Agricultural Park will be for future sustainability and environmental health?



The responses convey high agreement that the Agriculture Park will be very important for the economic growth, community prosperity/vitality and future sustainability and environmental health. There is some spread generally – however, this may be due to lack of knowledge about details of the Park when completing the survey, prior to the scenario planning workshop.



### 15. Why do tourists visit the Montespertoli region? Landscape/Food and Wine/Historical sites/Visit friends/Other reason



Participants felt that generally, tourists visit Montespertoli for the landscape, followed by food/wine and then historical sites. These are all topics which align closely with the Agricultural Park.

### 16. What do you think are the main forces that are shaping the future of the area?

Text analysis was carried out on the responses to this open-ended survey question. This text analysis showed that the main key words used were landscape, tourism and politics.

The data, therefore, shows that there is widespread encouragement for the Agricultural Park in Montespertoli. With a more optimistic view of the 15-20yr future, rather than the 5yr future, this suggests that the participants are 'hoping for the best' that things will work out. This adds weight to the idea of the Agricultural Park, in its clear objectives to form networks and build cohesion in the area.





## 5. SETTING THE STAGE – SCENARIO PLANNING

Decision makers in Montespertoli decided to embark on a scenario planning process for the region, with the Agricultural Park being the focus of the process. 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;
- 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:







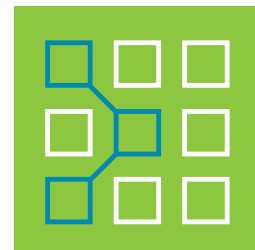
- Playing the Future Game, to explore scenario thinking and future shaping decisions.
- The Attributes exercise, to explore successful community characteristics.
- Presentation and discussion about key forces shaping the future, at a global and regional level.

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

### WHAT IS THE FUTURE GAME?

The Future Game is a simulation tool designed to explore how regional and local decisions can shape long-term economic, environmental, and community well-being. It is a great way to stimulate meaningful discussion and debate about future regional and community scenarios, and to explore decision pathways.

The highly interactive and participatory game provides an enjoyable and accessible way for citizens and community leaders to engage in robust discussions about contemporary challenges of community and economic development. Over 98% of people who play the game report it as a challenging and enjoyable experience which provides real benefit to critical thinking about the future and local decision making.



Future**Game**

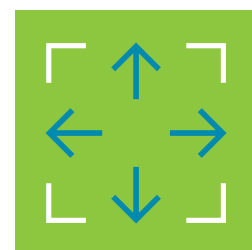
| SIMULATION  
| LEARNING |



## 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 the future with reference to the agricultural park. People from across the region attended the workshop held on February 21st and 22nd, 2014. At this workshop, participants discussed the region's future and developed plausible scenarios for the region in 2030.

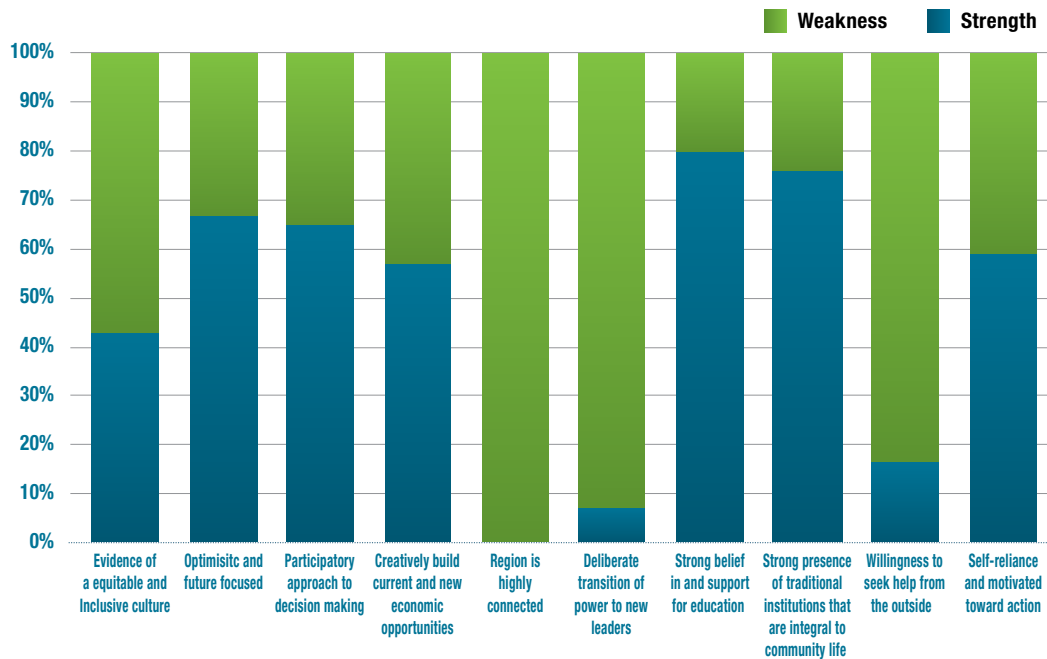
At the start of the workshop, participants individually evaluated the current status of the community based on the Ten Attributes of Successful Communities. This exercise was adapted from 'The Heartland Centre for Leadership Development'; '20 Clues to Rural Survival' and informed by The Arkleton Centre for Rural Development Research – through the Dynamics of Rural Areas (DORA)



DecisionPath

SCENARIO  
PLANNING





It was interesting to note that the participants felt that Montespertoli as a community was strong in the following areas:

- Optimistic and future focused
- Creatively building current and new economic opportunities
- Participatory approach to decision making
- Strong belief in, and support for, education
- Strong presence of traditional institutions that are integral to community life.
- Self reliance and motivated towards action

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

- The region is highly connected
- There is a deliberate transition of power to new leaders
- There is a willingness to accept help from the outside







The participants concluded that the results indicate they have a willingness to shape the future, but lack some essential capacity.

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 processes 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 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 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 twenty unique, key drivers were identified.





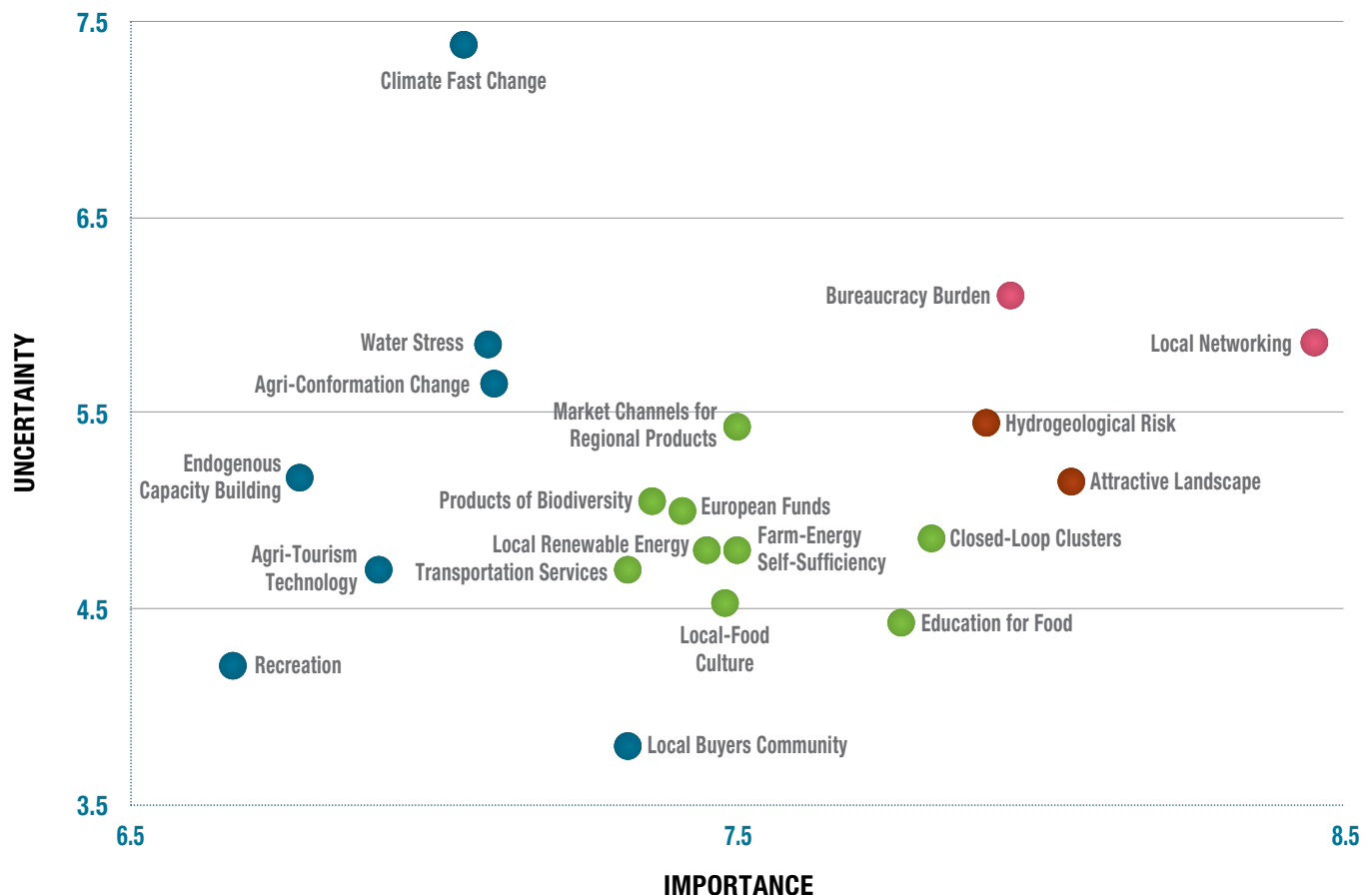
Key drivers shaping the future of the Region, as identified by participants

- |                                      |                                  |
|--------------------------------------|----------------------------------|
| 1. Local networking                  | 11. Bureaucracy                  |
| 2. Closed-loop clusters              | 12. Farm energy self sufficiency |
| 3. Distribution of regional products | 13. Water stress                 |
| 4. Education for food                | 14. Transportation services      |
| 5. Attractive landscape              | 15. Local food culture           |
| 6. European funds                    | 16. Local buyers community       |
| 7. Local renewable energy            | 17. Agri-recreation              |
| 8. Agri & tourism technology         | 18. Products of bio-diversity    |
| 9. Hydrogeological risk              | 19. Endogenous capacity building |
| 10. Climate change                   | 20. Agri-confirmation change     |

## 5.5 IDENTIFYING SCENARIO SHAPING CLUSTERS OF DRIVERS

The participants rated each of the twenty 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.”





## 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 for each driver cluster. These quadrants were used to formulate four plausible scenarios.





## CLUSTER THEMES

### Ability to affect local change      Preservation of the attractive landscape

- Local networking
- Bureaucracy burden
- Attractive landscape
- Hydrogeological risk

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.

In addition to the two scenario-shaping cluster of drivers, there is an additional important cluster that can be identified. This cluster lays in the lower centre of the scatter diagram. The following drivers within this cluster were rated as relatively high in importance, but with a lower level of uncertainty. This implies that they are important for the future, but have a higher degree of predictability.



### Development of the agri-food system cluster

- Market channels for local products
- Products of biodiversity
- European funds
- Local renewable energy
- Farm energy self-sufficiency
- Closed loop clusters
- Local food culture
- Transportation services
- Education for food

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.

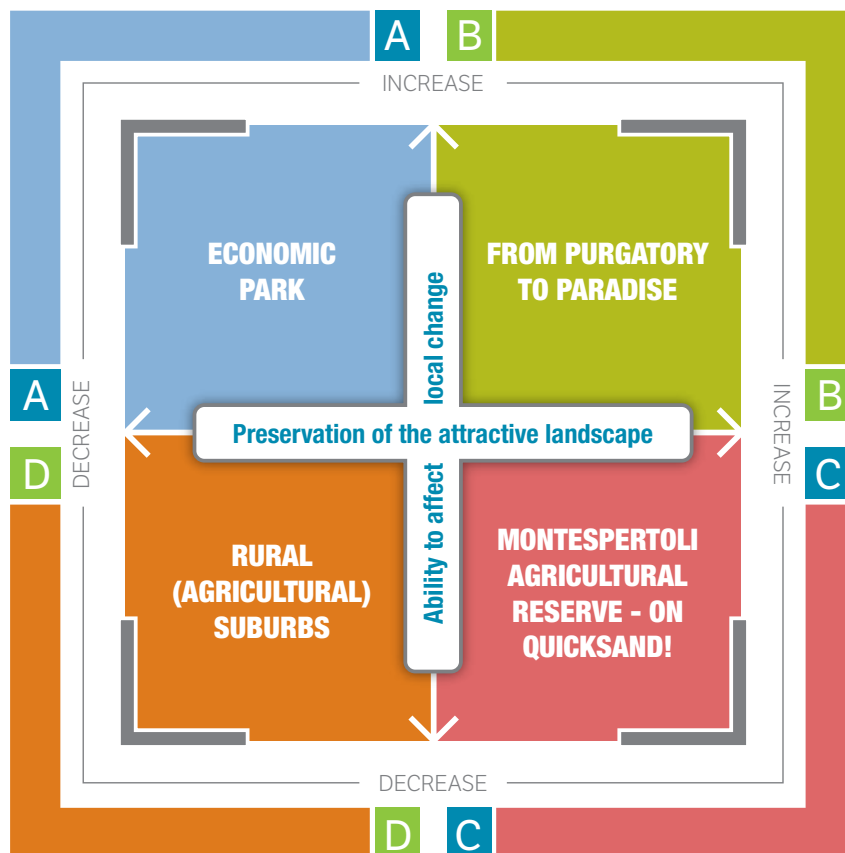
This allowed for clarification, questions, and an assessment of the plausibility of each scenario. Each group's notes for their scenario and the description of it when it was presented to the other participants were used to produce the detailed narrative for each scenario that is presented in the next 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 – ECONOMIC PARK – 2030

This scenario is shaped by a future where the region is characterised by a drive towards greater industrialisation, which exploits the resources of the territory for purposes other than those of agricultural development. There are creations of industrial clusters – also linked to advanced technologies such as photovoltaics – with an increase in environmental pollution (air, water and soil) and an increase in the fragility of the soil (hydro-geological instability). The attractiveness of the landscape has been drastically reduced, with a decrease of arable land. The local rural identity has rapidly been lost, as a result. Although some crops are still cultivated, the agricultural sector aims to enhance more profitable production without favouring the development of quality products. There is a demographic decline, increased immigration and an aging population.

#### 6.1.1 ECONOMIC PARK - SCENARIO CHARACTERISTICS

##### **Societal Characteristics:**

- The population declines rapidly.
- There is an increase in the average age of people – with a greater number of older people, thus an ageing population
- There is a decrease of the local resident population, with an increase of a transient, floating population.
- Immigration increases, and impacts the labour force
- There is a progressive loss of local identity and rural culture.





### **Economic Characteristics:**

- An increase in taxation per capita
- A general increase in costs for services
- A diffusion of age related services (e.g. retirement homes)
- The growth of industrial clusters (also linked to 'energy industries' such as photovoltaics)
- The development of shopping centres and wellness centres
- A sharp decrease of arable land and of differentiation of crops
- A diversification of the income deriving from revenue other than agriculture
- A 'residual' agricultural activity (oil, wine, wheat) without any enhancement of the quality of the products that seek to increase short-term profits.

### **Environmental Characteristics:**

- An increase in environmental pollution (air, water, soil) due to the growth of industrial clusters
- A substantial loss of landscape attractiveness and of arable land
- An increase of territory degradation and fragility (hydro-geological instability)





### 6.1.2 ECONOMIC PARK - HEADLINE NEWS FROM THE FUTURE

SOCIETAL
<p><b>2015</b></p> <p>"UNEMPLOYMENT CLOSE TO 25% IN MONTESPERTOLI REGION!"</p>
<p><b>2020</b></p> <p>"GENETIC RESEARCH DISCOVERS THE ELIXIR OF LIFE – THE ELIXIR OF IMMORTALITY! "</p>
<p><b>2030</b></p> <p>WHERE ARE THE YOUTH?</p>
ECONOMIC
<p><b>2015</b></p> <p>"MONTESPERTOLI WELCOMES NEW WELLNESS CENTRE IN SHOPPING COMPLEX"</p>
<p><b>2020</b></p> <p>"THE INCREASE IN THE PRICE OF OIL AFFECTING THE COST OF LIVING"</p>
<p><b>2030</b></p> <p>"THE DOLLAR GETS STRONGER THAN THE EURO: DECREASE IN EXPORTS"</p>
ENVIRONMENTAL
<p><b>2015</b></p> <p>'HYDRO-GEOLOGICAL INSTABILITY IN THE REGION'</p>
<p><b>2020</b></p> <p>'WHAT HAS HAPPENED TO OUR LANDSCAPE?'</p>
<p><b>2030</b></p> <p>"UNPRECEDENTED POLLUTION"</p>



## 6.2 SCENARIO B – FROM PURGATORY TO PARADISE - 2030

This scenario is shaped by a future of widespread prosperity both in the territory and in the welfare of the population who live there. Agriculture, sustainable tourism and an economy based on the production of renewable energy are the key elements of the local development. The social dimension is dominated by a climate of widespread collaboration, both in terms of sharing information and on the use of land resources. Choices and decisions about the future are taken in a collaborative, participatory and inclusive way. There is a high level of education and the region attracts both a sustainable tourism and the presence of new residents that live in the countryside surrounding Montespertoli. The existing rural buildings are renovated with energy efficiency criteria and cohousing is encouraged. The territory is protected from an environmental point of view and attracts new investments. The economic benefits achieved are reinvested into the region. The agriculture nature of the area, and in particular the production of wine and olive oil, are fundamental in the economic dimension of the scenario.

### 6.2.1 FROM PURGATORY TO PARADISE - SCENARIO CHARACTERISTICS

#### **Societal Characteristics:**

- Widespread prosperity
- Collaboration amongst the population
- Consensus decision-making processes
- Presence of a multi-ethnic population
- High level of education and culture
- Balanced increase of the population throughout the country





## Economic Characteristics:

- Strengthening of small and medium sized farms
- A good presence and further development of entrepreneurial and crafts activities for the processing of local agricultural products, tourism and renewable energy initiatives.
- Adoption of systems of local currencies and definition of constraints which ties the income produced in Montespertoli to its territory
- Greater protection of 'Made in Tuscany' products
- Increased investment in the area (agriculture, sustainable tourism and renewable energies)
- Restructuring of existing buildings with energy efficiency criteria and limits to new constructions
- Continuation of viticulture and olive oil production, but parallel strengthening of the differentiation of agricultural products

## Environmental Characteristics:

- A neat landscape with varied agricultural crops
- Mobility systems with limited ecological crops
- Continuous protection of the territory
- A substantially reduced level of pollution
- Constant care in the proper disposal of waste







## 6.2.2 FROM PURGATORY TO PARADISE - HEADLINE NEWS FROM THE FUTURE

SOCIETAL	
2015	"OPENING OF THE NEW LANGUAGES SCHOOL AND THE AGRICULTURAL INSTITUTE IN MONTEPERTOLI: JOBS FOR THE FUTURE"
2020	"FIVE YEARS AFTER THE OPENING, HERE ARE THE FIRST GRADUATES FROM LOCAL LANGUAGE AND AGRICULTURAL SCHOOLS"
2030	"ISTAT – THE ITALIAN NATIONAL STATISTICS INSTITUTE – DEFINES MONTEPERTOLI AN EXCELLENT EXAMPLE OF A GOOD QUALITY OF LIFE"
ECONOMIC	
2015	"THE MONTEPERTOLI AGRICULTURAL PARK GETS A GRANT OF 20 MILLION EUROS"
2020	"A NEW CENTRE FOR RENEWABLE ENERGY IS OPENED IN THE TERRITORY. BOOM IN PRIVATE INVESTMENTS IN AGRICULTURE, TOURISM AND ENERGY"
2030	"A DELEGATION OF EXPERTS FROM ABROAD COME TO MONTEPERTOLI TO STUDY ITS MODEL OF LOCAL DEVELOPMENT"
ENVIRONMENTAL	
2015	"NEW FUNDING TO SUPPORT THE RESTORATION OF THE ARCHITECTURAL HERITAGE OF THE REGION IN TERMS OF SUSTAINABLE ENERGY"
2020	"THE RESTORATION OF THE ARCHITECTURAL HERITAGE OF THE AREA IS UNDERWAY. HERE THE AIR IS CLEAN! EVEN THE INDUSTRIAL AREAS ARE RECLAIMED"
2030	"MONTEPERTOLI: A BEAUTIFUL LANDSCAPE AND AN EXCELLENT MOBILITY AND ROAD NETWORK"





### 6.3 SCENARIO C – MONTEPERTOLI AGRICULTURE PARK (ON QUICKSAND!) - 2030

This scenario is shaped by a future which is characterised by a substantial paralysis due to predominantly bureaucratic safeguards and rules that are imposed by regional and national institutional levels and do not arise from real local needs. The economy is dominated by a few large farms and agritourism, mainly specialising in viticulture and elite tourism. There are numerous relaxation resorts and spas. Small artisans, local retailers and smaller farms disappear from the entrepreneurial context. After an initial growth, the tourism sector records a progressive decline that stems from the lack of synergy between the beauty of the landscape and a way of hospitality that is no longer lively and welcoming but rigid and stereotyped. The territory has no energy self-sufficiency and there is a consequent increase in energy costs. Hydro-geological instability gets worse and grows because landscape protection is primarily focused on the buildings. From a social perspective, the local community is reduced in numbers and becomes elitist. The richness and wealth is concentrated into a few hands. The overall level of education is not very high. The inability to affect local change urges citizens to leave Montespertoli, as the number of non-EU residents increase as they are attracted by growing job opportunities of which require low level qualifications.





### 6.3.1 MONTESPERTOLI AGRICULTURE PARK (ON QUICKSAND!) - SCENARIO CHARACTERISTICS

#### **Societal Characteristics:**

- Improvement of living conditions for a limited part of the population.
- Gradual but steady decrease of the population in the main urban centres and villages
- Elitist social environment
- Increase in immigration

#### **Economic Characteristics:**

- Increase in the number of large farms specialising in viticulture
- Increase of elite tourism – spas and wellness centres
- Disappearance of small artisans and small retailers
- Increase in investments that do not leave wealth in the territory
- Difficulties in self-sufficiency energy and high level of energy costs

#### **Environmental Characteristics:**

- A high level of environmental protection but with a 'static image' of the landscape that becomes like an image from a postcard
- An agricultural landscape characterised by many specialised vineyards and small forest areas.
- An increase in hydro-geological problems







### 6.3.2 MONTESPERTOLI AGRICULTURAL PARK (ON QUICKSAND!) - HEADLINE NEWS FROM THE FUTURE

SOCIETAL	
2015	"CITIZENS PROTEST AGAINST THE NEW SPATIAL PLANNING RULES"
2020	"THE NUMBER OF MONTESPERTOLI RESIDENTS INCREASE BY 10%"
2030	"NEVER IN MONTESPERTOLI SUCH A LOW NUMBER OF RESIDENTS"
ECONOMIC	
2015	"THE NUMBER OF FARMS BETWEEN 1 AND 5 HECTARES DRASTICALLY DECREASES"
2020	THE NEW URBAN PLAN FORESEES THE CONSTRUCTION OF 300 NEW APARTMENTS FOR THE IMMIGRANTS"
2030	"IN MONTESPERTOLI, AND IN ITALY, 90% OF FOOD IS PURCHASED FROM THE BRIC COUNTRIES"
ENVIRONMENTAL	
2015	"FEAR FOR THE HYDRO-GEOLOGICAL INSTABILITY!"
2020	"A LANDSLIDE PREVENTS MONTESPERTOLI RECEIVING THE 2019 PRIZE FOR BEST EUROPEAN LANDSCAPE"
2030	"MONTESPERTOLI WINS THE EUROPEAN AWARD FOR THE MOST 'MEDIEVAL LANDSCAPE' IN EUROPE"





## 6.4 SCENARIO D – RURAL (AGRICULTURE) SUBURBS- 2030

This scenario is shaped by a future representing a transformation of the territory of Montespertoli, according to the growing needs of the neighbouring cities, especially Florence and Empoli. Montespertoli becomes a dormitory suburb with very little attraction and a substantial disfigurement of the landscape, dominated by mechanised monocultures with large chemical inputs. The EC directives impose precise addresses to agricultural development that attract large foreign investors, but reduce biodiversity with a gradual reduction of touristic attractiveness and of the variety of local products. The quality of food deteriorates drastically. A poor quality of food and life corresponds to a deterioration of the health of the population and to rising costs of local health care. There is a large increase in commuting and an increase of the non-indigenous population. The territory loses some of its salient historical and cultural identity. The placement of Montespertoli as a suburb of the neighbouring cities pushes to strengthen road infrastructure, which in turn encourages urbanisation. Tourism is affected negatively due to the constant disfigurement of the area.

### 6.4.1 RURAL (AGRICULTURE) SUBURBS – SCENARIO CHARACTERISTICS

#### **Societal Characteristics:**

- An ageing population
- Reduction of the indigenous population
- Increase of immigration and commuting
- Reduction of cultural opportunities
- Loss of local identity and of traditional agricultural knowledge
- Increase in agricultural production (monocultures)
- Presence of some small family vegetable gardens
- Rising costs of local health also connected to the worsening of the quality of food (and life)





## Economic Characteristics:

- EC Regulations that support and push monoculture production
- Foreign investment in agriculture, construction and energy savings
- Reduction in the retail trade and opening of a large shopping mall and fast food outlets
- Initial increase of unskilled labour opportunities in agriculture
- Development of new technology applied to agriculture
- Start of a project for the creation of a new municipal waste incinerator in the area of Anselmo (a centre near Montespertoli)

## Environmental Characteristics:

- Increase in hydrogeological instability
- Disappearance of mixed crops and forest areas
- Increase of monocultures that transform the local landscape
- Increase in chemical inputs in agriculture with a consequential negative environmental impact
- Construction of plants for the production of renewable energy
- Deterioration in the quality of food products
- Initiation and implementation of major road works that disfigure the land (highway construction)



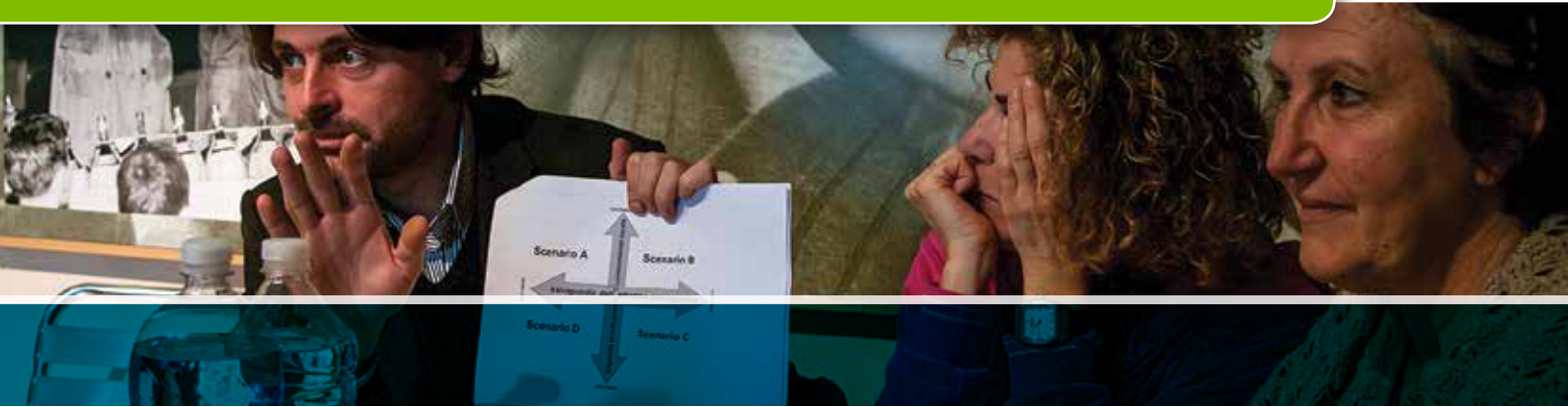


#### 6.4.2 RURAL (AGRICULTURE) SUBURBS - HEADLINE NEWS FROM THE FUTURE

SOCIETAL	
<b>2015</b>	"INCREASING PROTESTS AGAINST MONOCULTURES. THE FARMERS TAKE TO THE STREETS OF MONTESPERTOLI"
<b>2020</b>	"LAST YEAR OF THE VEGIE SULLE AIE – NOW THERE ARE ONLY A FEW FARMS LEFT"
<b>2030</b>	"A NEW RESIDENTIAL DISTRICT FOR 5000 NEW CITIZENS – FEAR OF RISE IN CRIME"
ECONOMIC	
<b>2015</b>	"MONTESPERTOLI – EU FUNDS THE PLANTING OF NEW VINEYARDS"
<b>2020</b>	"A LARGE ASIAN MULTINATIONAL COMPANY IS INTERESTED IN MONTESPERTOLI VINEYARDS – THEY WANT TO ACQUIRE 80% OF THE VINEYARD LAND"
<b>2030</b>	"THE TOURISM IN MONTESPERTOLI IS COLLAPSING –AGRITOURISM IS IN THE PAST"
ENVIRONMENTAL	
<b>2015</b>	"INCREASE OF HYDROGEOLOGICAL PROBLEMS – MORE AND MORE LOCAL ROADS ARE UNUSABLE"
<b>2020</b>	"START OF WORKS FOR THE CONSTRUCTION OF THE MOTORWAY FROM GINESTRA FIORENTINA TO MONTESPERTOLI. THE IPERCOOP INTERESTED IN OPENING A LARGE SUPERMARKET NEAR THE MEGA-PARKING OF BACCAIANO"
<b>2030</b>	"WALKERS ARRESTED IN THE VINEYARDS – ARRESTED WITH A DRONE"



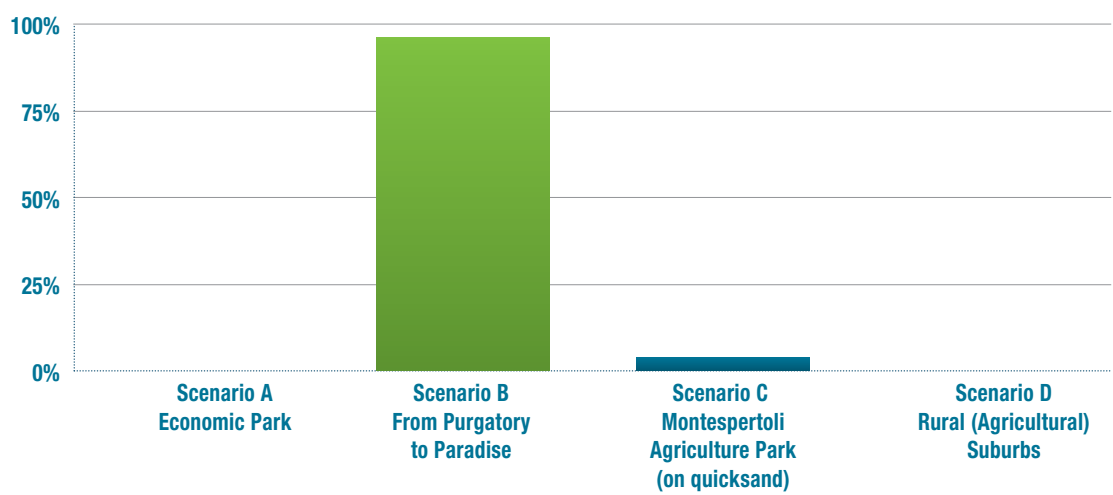




# 7. WORKSHOP PARTICIPANT FEEDBACK

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

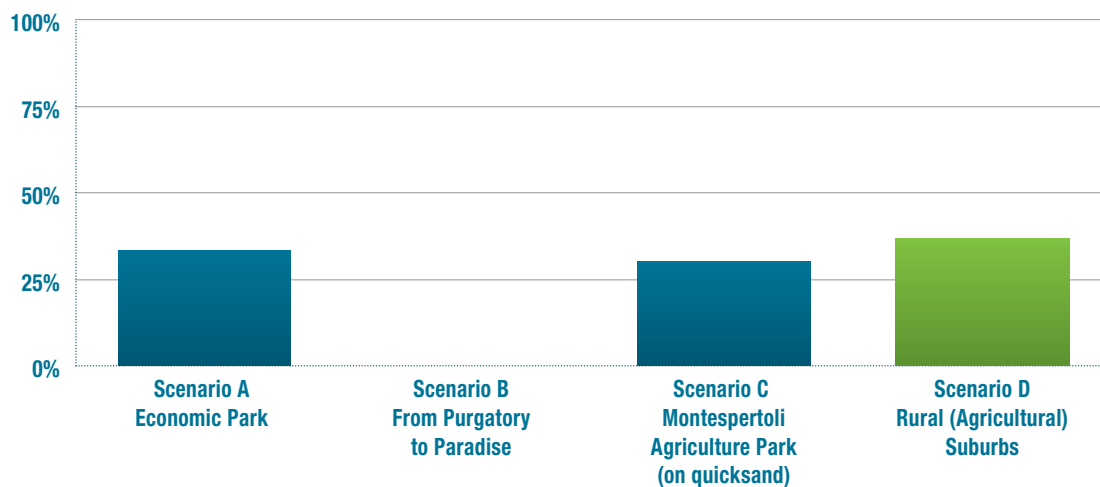


The workshop participants almost unanimously agreed that Scenario B most appropriately represented the preferred future scenario – ‘From Purgatory to Paradise’.





## 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 – ‘Rural (Agricultural) Suburbs’, very closely followed by Scenario A – ‘Economic Park’ and Scenario C – ‘Montespertoli Agriculture Park (on quicksand)’. Interestingly, none of the participants felt that their preferred future Scenario B – ‘From Purgatory to Paradise’ was a future where they were currently heading.





## 8. HOW COULD THE PREFERRED FUTURE EVENTUATE?

The preferred future 'From Purgatory to Paradise' 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 “**Ability to affect local change**” and “**Preservation of the local landscape**”. Of the workshop participants, 33% believed that the region was already working effectively to affect local change and 30% believed that the region was working effectively to preserve the local landscape.

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 also help suggest 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 including fresh water, prime agricultural land and associated industries. The challenge will be to optimize the use of these resources, while retaining the intrinsic beauty of the region, which is also 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 to 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 real interest was that 'local networking' featured very strongly within the cluster themes as being of high importance, but low in certainty. This indicates that local networking is seen as crucial, but it is not happening. 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 PRESERVATION OF THE ATTRACTIVE LANDSCAPE

- Facilitate access to land (even through the recovery of unused and uncultivated areas)
- Reduce bureaucracy for farms
- Encourage direct contacts and synergies between Montespertoli's farmers and consumers through participatory forms for non-bureaucratic (peer-to-peer /community driven) assessment and accreditation of agricultural products
- Ease health rules for farms in exchange for greater hydrogeological maintenance of lands
- Reduce farm mechanisation
- Support the development of traditional systems of small and medium-sized farms
- Develop guidelines for hydrological monitoring through agricultural techniques of tillage and planting of native species
- Promote and strengthen the local food supply chain
- Increase mixed crops, biodiversity and crop varieties







- Raise awareness on the advantages of the development of different crops through information and educational activities (for example: emphasise the benefits of ancient grains for those who suffer from food intolerances)
- Promote the use of local products (wine, bread, legumes, oil) and encourage local food self-determination
- Identify food needs for schools' cafeterias, agritourisms and restaurants
- Make the territory of Montespertoli more accessible
- Enhance and restore the historical and territorial identity (water springs, ancient and rural churches, forests, trails, landscape views)
- Support the reactivation of the access to rural roads and existing rural buildings
- Encourage not only food and wine tourism but also environmentally sustainable tourism (paths for cycling, horses, etc.).
- Link tourism to typical local products (make known to tourists local productions to attract them back and to make them ambassadors of the region)
- Avoid the fencing of lands that represent the heritage and attractiveness of the region
- Encourage self-subsistence of families (shared vegetable gardens, shared wood ovens)
- Identify communication strategies to express the specificity of the local and territorial heritage towards the rest of the world (local products etc.).
- Focus on renewable energy (biomass, wind energy)

### 8.1.2 ABILITY TO AFFECT LOCAL CHANGE (PARTICIPATORY APPROACH)

- Create permanent working groups on the main issues of the Agricultural Park
- Generate a strong connection between groups of stakeholders and local government





- Encourage joint purchasing groups (also with regards to sustainable energy)
- Support shared entrepreneurship
- Support joint management for the containment of wild animals (wild boar, roe deer, wolves)
- Create a consortium for itinerant livestock on marginal land and under olive trees
- Open a common retail outlet for farm products
- Encourage the creation of networks
  - Between farms, schools, universities and local government
  - Between farms:
    - For the purchase of shared small agricultural machinery
    - To improve energy self-sufficiency
- Actively participate in decision making, if necessary with organised and specific protests
- Reinvest in the resources that come from the territory
- Make agriculture work attractive to the younger generations through education (agricultural schools, food processing schools, etc.).
- Identify mechanisms of access to grants and subventions for the maintenance of the land, the restoration of forests, the improvement of rural roads and the countryside, the stimulation of short food supply chain, the creation of agricultural cooperatives
- Connect farms and villages to allow a proportional access to European funds with common guidelines
- Support and accompany the management of funded projects to resolve any difficulties



## 8.2 NEXT STEPS IN THE ACTION PLANNING PROCESS

This report lays the foundation of the community of Montespertoli's views of the future. The preferred future 'From Purgatory to Paradise' 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 affecting local change and preserving the landscape. The creation of the Agricultural Park would be an ideal first step to creating that future.







## 9. FOR MORE INFORMATION

For more information on this report and the Montespertoli Scenario Planning process, please contact:

**PAOLO SANTINELLO**

Research and Development

Klink srl

Via G. Verdi, 23

50053 Empoli

Tel: + 39 0571 530064

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



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

**CELINE BEURLE**

Managing Director for Europe

Future iQ Partners

Tel: +353 87 3540220

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

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



[facebook.com/Parcoagrariomontespertoli](https://facebook.com/Parcoagrariomontespertoli)







Report and Scenario Planning workshop prepared by:



#### **PAOLO SANTINELLO, KLINK SRL**

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



#### **ANNA RODEGHIERO, KLINK SRL**

During her 15 years as a Project Manager, Anna has 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 Partners - Europe.





## 10. ACKNOWLEDGEMENTS

**Giulio Mangani**, Sindaco di Montespertoli

**Patrizia Ducci**, Assessora per l'Agricoltura e il Turismo

**Antonino Gandolfo** (Assetto del Territorio) e **Letizia Mori** (Attività Produttive)

### SPECIAL THANKS

Associazione Grani Antichi, Ristorante Enoteca I Lecci and all the farms that contributed to the scenario planning workshop experience with their wonderful produce.

This work would not have been possibile without the personal engagement and intelligence of farmers who participated in the process.







future→iQ  
PARTNERS

IKlink