(INstruments and NEtworks for developing logistics towards Sustainable Territorial Objectives)

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Local Scenario Workshop of

"The Casentino case study"

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1. Executive summary

The objectives of the Local Scenario Workshop (LSW) carried out in the Casentino area were the following:

- to verify the existence of interests in the central working hypothesis of the Local Context Analysis (LCA); the elaboration of a "Sustainable accessibility plan"
- to reinforce the working hypothesis with new points of view, suggestions and options in addition to those already formulated by local authorities, business, transport and logistics operators during the performance of LCA and District Logistics Analysis (DLA).

The objectives are clearly inter-related. To meet the above objectives, the LSW participants were selected to enlarge the range of stakeholders already involved in the Local Advisory and Project Groups (LAG and LPG). The LSW results confirmed and enriched the central working hypothesis with new suggestions of innovative actions that support the elaboration of an integrated Valley-wide plan towards sustainable development (e.g. though the Local Agenda 21 under elaboration). The final elaboration of the LSW results gave a coherent picture of the future Casentino (vision): *an area where economic activity and services respect the natural resources through an integrated territorial governance, sustainable transport and logistics*.

The scenario workshop methodology was adapted to the specific characteristics of the Casentino case study and to those of the selected participants. The basic decisions concerning the adapted methodology are described in the following <u>Regional Profile for frame scenarios</u>, where the integration of a small number of SDL Orientation aspects was utilised to formulate alternative perspectives taking into account the results emerged from the LCA and DLA.

The suggestions for innovative actions elaborated by the LSW participants were compared and integrated to those emerged from the LCA and DLA, as summarised in the below <u>Regional Perspective</u>.

The correlation between the LCA hypotheses, the DLA findings and the LSW results is further explained in **Section 2**.

Section 3 gives the details on the two phases (criticism and utopia) that characterised the first LSW session

Section 4 presents the results of the phase (realisation) that constituted the second LSW session, where the participants carried out their own SDL/SWOT analysis of the Casentino Valley taking into account the selected small number of SDL Orientation aspects. In this section the new hypotheses of innovative actions, elaborated by the LSW participants, are reported in detail.

Regional profile for frame scenarios

The Casentino LSW was based on the regional profile that emerged from the Local Context Analysis (LCA) and the District Logistics Analysis (DLA). The regional profile led to the identification of a central working hypothesis:

- *the elaboration of a "**Sustainable accessibility plan**", an integrated plan to increase accessibility of the Valley inhabitants to goods, services, people and places, without compromising the territorial integrity (social, environmental, economic).*

A decision was taken to debate the working hypothesis in the LSW, enlarging the representation of interests to stakeholders that are not present in the Local Advisory and Project Groups (LAG and LPG).

The decision to enlarge the stakeholders was based on the necessity to verify the existence of interests in the working hypothesis and to enrich the latter with new points of view, suggestions and options other than those already formulated by local authorities, business, transport and logistics operators during the performance of LCA and DLA.
Even though the composition of LAG and LPG had a wide range of interests (for instance trade unions, development agencies, environmental associations, universities and research institutes), a question still remained without an answer: *"who is excluded and why?"* in such a wide debate (e.g. women were poorly represented, with 2 members out of 13 in the LAG and 2 out of 10 in LPG).

A new Stakeholder Analysis was made to include missing interests. The following representation of stakeholders of the LSW contains 9 women out of 18 participants:
- Committee for Equal Opportunities between men and women
- Councillor for the Equal Opportunities between men and women
- Consumers' Association
- Students' Council
- Parents' Council
- WWF (local branch)
- Commuter workers
- Vocational training department (Arezzo Province)
- President of the Casentino Mountain Community
- Time & Rights Committee (urban planning to make services accessible to citizens)
- Social and health services planning (Arezzo Province)
- Consortium for tourism promotion in the Casentino
- Third Sector Forum
- Artisans' Confederation
- Shopkeepers' Association
- Responsible for the Casentino Local Agenda 21

A frame scenario was chosen by the research team to debate the central working hypothesis, according to the definition of *Sustainable District Logistics (SDL)* as "the integrated management of materials, energy and information flows in a cohesive territorial system to improve access to goods, services, people and places, maintaining and renewing the available resources (human-made, human and natural)".

The frame scenario was determined by addressing the main contents of the SDL definition to the new range of interests involved in the LSW.
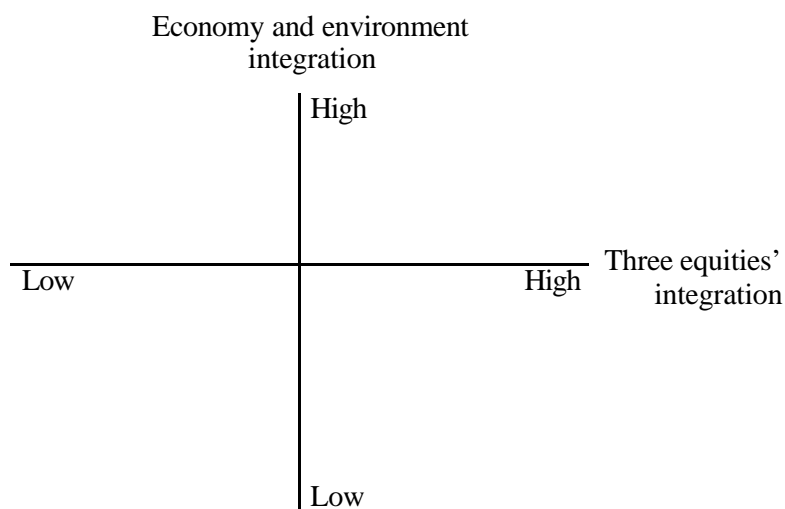As a result, it was decided to focus the attention of the new stakeholders to the following main SDL Orientation aspects:

SDL definition	Focus on the SDL Orientation aspects
integrated management of materials, energy and information flows in a cohesive territorial system	O1 - Economy
maintaining and renewing the available natural resources	O2 - Environment
to improve access to goods, services, people and places	O4 – Social equity O5 – Inter-local equity O6 – Inter-temporal equity

The further step was to choose two main dimensions of the frame scenario:
- integration of economy and the environment (high – low); the integration indicates that in the future society, logistics may either increase or damage the value of the natural resources through the management of materials, energy and information flows
- integration of the three equity aspects (high – low); the integration indicates that the future might consist of a logistics that improves or worsens the equal opportunity of access to goods, services, people and places

The two dimensions form four possible scenarios with differences in consequences for innovative actions (paths) towards sustainable district logistics.

Economy and environment
integration

High

Low   High   Three equities'
                                                                  integration

Low

Not all scenarios have equal relevance for the purposes of the Casentino case study.

Having arrived at a frame of references coherently defined by the LCA and DLA results in terms of main hypotheses of innovative options, the challenge assigned to the LSW was to verify:

- if the above-mentioned main hypotheses would have been consistent and complementary to the points of views expressed by the new stakeholders
- if a shared vision would emerge to connect the above-mentioned main hypotheses, verifying both their workability and the possibility to enrich them with new other hypotheses of innovative actions

In this perspective, the LSW represented also a further test of the ongoing development of the Casentino case study. Three possible situations could emerge: a confirmation and enrichment of the main hypotheses of innovative actions; their rejection on the whole; the partial confirmation with validation of some hypotheses and the repudiation of others.

The research team decided to briefly introduce the INNESTO project's purposes, focusing the attention to the meaning of the integration of the selected SDL aspects (Economy with Environment; the three Equities together) in order to allow the LSW participants to look immediately at the future (*high-high integration scenario*) and then return back to the current local situation (backcasting method).

Few examples were given to foster individual consideration:

Economy + Environment
Integrated management of materials, energy and information flows in a cohesive territorial system maintaining and renewing the available natural resources
- Diffusion of new clean technologies and utilisation of renewable sources of energy   - Investments to incorporate the environmental and social costs in logistics (e.g. financial support to the Corporate Social Responsibility and to ISO 14001, EMAS II, Eco-label and biological quality certifications)   - Reduction and rationalisation of flows   - Reduction of transport growth through Information and Communication Technology (e.g. telecommuting, home-shopping and delivering, teleconferences, teleworking)   - A more balanced modal split in favour of rail and public transports   - Pollution prevention and reduction   - Reductions of congestion, energy and environment consumption   - Packaging reduction and increase in re-utilisation and recycling of products, semi-products and wastes

Social equity + Inter-local equity + Inter-temporal equity
to improve access to goods, services, people and places
- Development of services that meet the needs of local population, in particular of those at risk of social exclusion (women, the poor, the rural, the disabled, elderly people, immigrants, ethnic minorities, etc.)   - Reduction of unnecessary and undesirable travels, movement and material flows   - Logistics development to favour fair and solidarity relationships between different local contexts

Moreover the research team decided:

- not to introduce the results of the LCA and DLA to the LSW participants, but to allow them to identify problems, without influences, of the current situation and to determine their own shared vision of the future (see Section 3 - criticism and utopia phases)
- to allow them to carry out their own SDL / SWOT analysis on the selected SDL aspects in order to elaborate hypotheses of innovative actions by themselves (see Section 4 - realisation phase)
- to comment on the results in a final open debate in order to verify the existence of probable correlation between them and the LCA and DLA main hypotheses, presenting the latter to the participants only at the end of the LSW.

Regional Perspective

The connection between LSW, LCA and DLA constitutes a positive contribution of the INNESTO project, in order to foster the elaboration of the Local Agenda 21 of the Casentino Valley. In fact, the results of the LSW strengthen two main hypotheses of alternative options (emerged from the LCA and already integrated by those resulted from the DLA) towards the following direction (see Section 2):

Table: cluster of hypothesis of innovative options

Combination between the SQM / SDL aspects: Dynamics (D), Social Potential (P), Orientation (O)	Combination between the hypotheses of innovative actions				
	LCA results		**DLA results**		**LSW results**
D1 - Enhancing problem understanding P1 - Perception of a variety of development approaches O1 - Environment O2 - Economy	A permanent structure to create a Plan for Sustainable Accessibility	is a necessary instrument	to promote corporate commitment and strategy	within	a Valley integrated development plan aimed at increasing the value of the natural resources and diversifying the local economic fabric
D5 - Client orientation P4 - Enrichment of the local knowledge to create a cohesive multicultural environment P6 - Ability to reach optimal levels of attainment and fulfilment of life P11 - Social cohesion P12 - Opportunity and room for fair interactions O4 – Social equity (between individuals) O5 – Inter-local equity (between territories) O6 – Inter-temporal equity (between generations)	Training and e-learning methods	are necessary tools	to improve entrepreneurial knowledge and strategy in disseminating the principles of social and environmental quality	and	to offer equal opportunities to each local community, different territorial areas and diverse generations

2. Correlation between the LSW results, the DLA findings and the LCA hypotheses of innovative options

The Local Scenario Workshop (LSW) gave inputs for an overarching connection between the hypotheses resulted from the Local Context Analysis (LCA) and those identified by the District Logistics Analysis. The overarching connection regards the LCA hypotheses number 1 and 6, embedding once more logistics and development issues, according to the suggestions elaborated by the stakeholders involved in the LSW (see section 4. SDL / SWOT analysis), as shown by the following tables.

O1 – Environment / O2 – Economy	
LCA - 1st main hypothesis	**DLA findings**
To create a permanent structure for the study of sustainable logistics where local professionals interact with local and regional bodies to create a Plan for Sustainable Accessibility in Casentino. This structure will have the responsibilities to coordinate hypothesis 2, 3, 4, 5 and 6.	To promote the corporate environmental commitment and to favour changes in business strategy on logistics management opening a long-term path aimed at reducing road transport in favour of rail mode with immediate measures that rationalise freight transport organisation.
• combination of attempts stemming from local initiatives in favour of sustainable development • investments in e-logistics and e-commerce supported by the e-government network • a co-ordinated organisational and management system of the supply and distribution chains based on freight rail transportation (e.g. night-freight-trains) combined with light freight road transportation (e.g. share-a-ride / vanpool) • an inter-modal transport system based on linear connection by railway and transversal connections by road networks • an integrated system (local network between the municipalities) to monitor and evaluate the total costs (economic, social and environmental) of the logistics structure and the impacts of logistics fluxes on the territory utilising a series of strategic indicators (qualitative and quantitative) that orient local stakeholders towards the quality improvement of business and spatial planning	• exchange of good entrepreneurial practices towards sustainable development • integration of local resources (financial, technical and managerial) to support local businesses • flexible (e.g. dial-a-ride) but in common (e.g. share-a-ride) services (e.g. van-pool) of supply and distribution, supported by the e-government network and privately managed • consolidation of freight loads in small logistics centres located in the existing railways stations and supported by ICT • improvement of railways services (e.g. night-freight-trains) connected with the regional and national railways networks • specific logistics plans co-decided between the large companies and the public authorities • business investments in e-logistics and e-commerce integrated into the e-government network • an annual award in service-voucher especially for small and medium sized enterprises
LSW results	
To promote a Valley integrated development plan aimed at increasing the value of the natural resources and diversifying the local economic fabric	
• the recovery of the Valley "history", along with the increase in value of the environment and the National Park, supported by new approaches in services and economic activities, a Charter of environmental regulations and investments based on the strategic environmental impact assessment • the increase in quality certifications, supporting innovative small businesses, a tourism plan integrated to the National Park development, integrated territorial marketing and utilisation of the European financial resouces • railways development and roads improvement	

O4 – Social equity (between individuals) / O5 – Inter-local equity (between territories) / O6 – Inter-temporal equity (between generations)	
LCA – 6th main hypothesis	**DLA findings**
To include quality management issues and sustainable development principles in all training courses and e-learning tools for producers (enterprises and employed) and consumers (general public, job-seekers and unemployed, families, pupils) in order to increase awareness of sustainable logistics as a means for favouring social cohesion and development in depressed areas over the next 15 years.	To improve entrepreneurial knowledge and strategy through the dissemination of the principles of social and environmental quality
- new methods of services delivery (e.g. e-government network supporting e-commerce, e-logistics, home -shopping, e-banking, e-administration) - an integrated e-logistics and a safety-orientated inter-modal transport system based on the full utilisation of co-ordination potentials - programmes and projects related to integration between different knowledge and cultures taking into account future impacts on logistics dynamics - programmes and projects for fair interactions also in trade through logistics facilities with different immigrant communities and countries - programmes and projects for positive actions in favour of women insertion in labour market, education and decision-making with a close attention to logistics impacts	- a co-ordinated action plan on SA 8000 certification elaborated by the Mountain Community, the Province, trade associations, trade unions and relevant NGOs. - elaboration of logistics plans in favour of fair trade through the dissemination of good practices among the Casentino stakeholders opening a specifically dedicated web-site in the e-government network with information on strategies, programmes and actions (e.g. the European World Shops, Fair Trade Organisation, ethical banks). - a stable monitoring and evaluation system on strategic (long-term) impacts of processes, products and consumption utilising international sources of information and knowledge (e.g. the Dow Jones Sustainability Indices).

LSW results
To offer equal opportunities to each local community, different territorial areas and diverse generations
- reduction of the risks of impoverishment, also by means of vocational training and employment creation devoted especially to women and young people   - institutional co-ordination between local authorities, involving the local communities in the decision making processes, supported by integrated programming, monitoring and evaluation systems   - awareness enhancement and capacity building of long-term strategic thinking to anticipate change

3. LSW: criticism and utopia phases

On the basis of the correlation between the results of the Local Context Analysis and District Logistics Analysis, the research team decided to focus the attention of the LSW participants on a selected number of the SDL Orientation aspects: the environment, economy and the three equities (social, inter-local and inter-temporal).

The first session of LSW (held the 4th of December 2003) was opened by:

- a brief introduction on the INNESTO project's purposes and the perspective after the end of the project, the essential meanings of the SDL approach (embodied in that of Sustainable Development), of the central working hypothesis concerning the Casentino case study (an integrated "Sustainable accessibility plan" to goods, services, people and places, without compromising the social, environmental, economic integrity of the Valley) and of the selected SDL aspects

- the reasons for the LSW and the distinctive roles of the two phases in which the first session was divided, that is "what is wrong now" (phase of critics) and "everything is possible" (phase of utopia)

- the rules of game to follow the exercise both through individual and collective works, with conclusions in a plenary debate that allowed participants to arrive at a shared vision without compromising the diversity of points of view

Each participant wrote short phrases on "what is wrong now". Individual points of view were condensed in key words.

The results were reported on wall papers. Each participant was allowed to rank the importance of the phrases with points, which were subsequently analysed by the research team to discover common fields of aggregation of the problems highlighted by the participants.

Three main fields of problems were identified:

1) a scarce capacity to plan in a medium-long term perspective
2) a scarce co-ordination in the territorial governance
3) a scarce accessibility within the Valley territorial system

These problematic fields were introduced to the participants in order to arrive at a final agreement on the way in which the results had been aggregated.

Having reached a consensus on the aggregation, the same procedure adopted in the first phase of the exercise was followed in the second one: "everything is possible" looking at 15 years of distance from now.

A second series of points of view was expressed by the participants and aggregated in three fields of expected solutions:

1) a new strategy in a medium-long term perspective
2) an integrated co-ordination in the territorial governance
3) an integrated and sustainable accessibility within the Valley territorial system

The results of the two exercise phases are confronted in the following tables according to the order of priority given by the participants and then subsequently agreed upon.

Current situation	Shared vision of the future
A scarce capacity to plan in a medium-long term perspective	*A new strategy in a medium-long term perspective*
• Difficulty, fears and incapacity to plan in a long term perspective • Women employment in a disaster situation with an enormous centrality given to the production cycle with respect to the re-production life because of gender contraposition • Lack of capacity to meet the needs of people at risk of social exclusion (e.g. women, disables) • Scarce representation of the women interests in the institutions and decision making • Lack of attention to the needs of the young people • Resistance to change and lack in targeting the various initiatives • Unequal opportunities • Increasing in the number of immigrants • Increasing in the ageing population dispersed in small towns	• Casentino as the Amazon of the Arezzo Province; a park-village that supports the natural vocations (e.g. the environment, responsible tourism, organic farming, tertiary sector development) • Economic diversification based on products and processes with a low environmental impacts, eco-efficiency, high technology and professional quality, re-organisation of the industry associated with heavy logistics impacts • Sustainable energy policy with quality certification and the businesses' involvement • New employment opportunities, specifically for young people

Current situation	Shared vision of the future
A scarce co-ordination in the territorial governance	*An integrated co-ordination in the territorial governance*
• Lack of co-ordination between local authorities and public administrations • Lack of co-ordination in the services' delivery, difficulties in the third sector development, localism, and limited capacity an policy will to share common initiatives (especially between the local mayors) • Difficulties in the access to vocational training opportunitie s • Lack of access to information	• An integrated system of services accessible to all citizens all day, overcoming localisms, experimenting for the sixth year an integrated plan of services concerning inter alia housing (refurbishment and recovery of existing houses and financing support to young people), transport (to enjoy both work and leisure times), vocational training (flexible and accessible system also in terms of distant learning) • A democratic governance based on participation, balanced gender representation, co-ordination between local authorities (e.g. inter-municipalities system or confederation or conference of mayors chaired by an immigrant women involved in the third sector), services to support the reconciliation between working, family and communities' times • Human centrality in an open and multi-ethnic society (times, spaces, care, wellbeing, human relations, and so on)

Current situation	Shared vision of the future
A scarce accessibility within the Valley territorial system	*An integrated and sustainable accessibility within the Valley territorial system*
• Lack of an alternative transportation system (e.g. necessity to open a North viable access) • Lack of railways infrastructures • Lack of a night-transport system • Too many trade centres versus detail shops • Intensive building on the bottom line of the Valley with consequent aquifer pollution • Lack of services in the Valley and limited consideration of women needs • Difficulties in displacements intra and inter Valley • Lack of tourism infrastructures	• Light railways system for passengers and freight as a fundamental structure with a low environmental impact, based on multi-modal integration, a consortium between local authorities to develop and deliver personalised services • Alternative road infrastructure with two tunnels in the North interregional relationships in order to increase employment in building and trade activities, reconciling large centres and detail shops

The solutions suggested by the participants converge into a main stream underlined by the higher score given to: *Casentino as the Amazon of the Arezzo Province*; *integrated services accessible to all citizens*. Different points of views emerged on how to integrate the transport services with a slightly higher score in favour of the light railway system with respect to new massive road infrastructures. This contraposition was solved in the following session of the LSW.

4. LSW: realisation phase

The second session of LSW (held the 4th of December 2003) was opened by:
• the presentation of a small report on the results of the previous session and copies of the report were given to all the participants
• the introduction of data elaborated during the analysis of the Casentino case study area

> The data referred to some indicators concerning the five selected SDL aspects: the prevalent role of road transport (nearly 98% in freight and 93% in passenger mobility); the social and environmental costs due to the transport system (nearly 11% of the local GDP); the energy consumption mostly due to the private road transport (nearly 20 percentage points higher than the unenviable national average); the CO_2 production determined by the private road transport (nearly 10 percentage points higher than the national average); the increasing rate in an ageing population (22% over 65 years old people); the lower activity rate (60%) of women with respect to men (73%); the women higher unemployment (8%) with respect to the men rate (2%); the very low presence of women in the public decision making (13% of the total men in local governments); the increasing immigration (6% of the total local residents); the absence of strategic environmental impact assessment of local projects and plans

- the basic techniques to carry out a SDL / SWOT analysis on the selected SDL aspects
- the rules of game to follow the exercise both through individual and collective works, with conclusions in a plenary debate allowing the participant to arrive at shared hypotheses of innovative actions (paths) without compromising the diversity of points of view

Following the same procedure, co-ordinated by the research team, the participants wrote on small paper sheets short phrases on Strengths, Opportunities, Weaknesses and Threats related to the environment, economy and equity dimensions, considering also the results of the previous LSW session.

The results were reported in four wall papers (S, W, O and T). The wall papers were divided in two columns: the first one with S on the top and T on the bottom side; the second one with W on the top and O on the bottom side. Thus, two groups were formed by the participants in order to define hypotheses of innovative actions (paths). The first group worked out hypotheses to prevent Strengths into becoming Weaknesses because of Threats and the second group to develop Weaknesses into Strengths through the identified Opportunities.

The results of the exercise were written in a series of wall papers and commented on by the participants in a final open debate. The debate was useful to the research team to have suggestions on how to cluster the hypotheses according to similarities and diversities. The task of aggregating the results was assigned to the research team also in order to correlate them with the LCA and DLA main hypotheses, which were presented to the participants only at the end of the LSW. As an overall conclusion, it was demonstrated how the LSW results could be integrated into those of the LCA central working hypothesis (an integrated "Sustainable accessibility plan").

In fact, from the re-elaboration of the results, a coherent picture of the future Casentino (vision) emerged: *an area where economic activity and services are devoted to respect the natural resources through an integrated territorial governance, sustainable transport and logistics*.

The following paragraphs provide more details on the elaborations made by the LSW participants.

O1 - Environment

SDL / SWOT analysis

Strengths	Weaknesses
• Geographical collocation • Richness of natural resources, historical and cultural heritages • Low level of pollution • Presence of foreigners already sensitive to sustainable development	
Threats	**Opportunities**
• Probable diffusion of mass-tourism flows without an adequate capacity to manage them in a sustainable way • Probable extension of building activities within and outside the National Park, together with an increasing in industrial sites, road infrastructures and deregulated special planning • The environment considered as a "gadget"	• Probable increasing in the value of the natural resources • Probable initiatives to make the Casentino a sustainable development area • Probable better accessibility to the National Park resources • Probable qualified tourism to respect the environment

Hypotheses of innovative actions

To promote a Valley integrated development plan based on:
- *the recovery and reclamation of the Valley "history"*
- *the protection and improvement of the environment and the National Park combined with the enhancement of the quality in transport and social services*
- *new approaches aimed at respecting and increasing the environmental "value" in services and economic activities, taking advantage of the different cultures expressed by a wide presence of EU and non-EU citizens in the valley communities*
- *a Charter of regulations on anti-pollution and technology utilisation, co-ordinated by the Mountain Community*
- *priorities of investment on infrastructures defined through the strategic environmental impact assessment*

O2 – Economy

SDL / SWOT analysis

Strengths	Weaknesses
- High technology firms and orientation towards international markets - A certain degree of economic diversification - Local products - The National Park, also as a catalyst of educational activities - Tourism attracted by environmental, historical and religious sites	- Abandonment of rural areas - Almost obliged use of the private road transport - Inadequate railways system - Bad road transport, lacking of tunnels and alternative paths to the current infrastructures - Scarce territorial marketing - Low quality in the labour demand (firms) - Excessive fragmentation in the territorial governmental structures and scarce collaboration between the local authorities in decision making
Threats	**Opportunities**
- Probable reduction in the economic diversification - Probable increase in the number of trade centres - Probable delays in managing the tourism demand - Probable homologation of the tourism supply - Probable relevant role assigned to road transport - Probable lack in infrastructure development due to exaggerated restraints	- A new transport system based on railways development and safety roads - Availability of local resources - Development of the Information and Communication Technologies - Utilisation of the National Park "value" - Probable integration of the tourism chain, widening and improving the related structures also in the sport sector (e.g. golf) in order to offer new employment opportunities and vocational training especially to women and young people

Hypotheses of innovative actions

To diversify the Valley economic fabric through:
- *the increase in of products, processes and firms that have quality certifications*
- *financial support to innovative small businesses*
- *a tourism plan, supported by a close collaboration of all the local authorities and integrated to the National Park development*
- *adequate investments in favour of the railways system development*
- *partnerships and synergy between private firms in favour of the road system improvement*
- *an Internet-based network for integrated territorial marketing*
- *the full utilisation of the European financial supports for infrastructures and services*

O4, O5 and O6 - Social, inter-local and inter-temporal equity

SDL / SWOT analysis

Strengths	Weaknesses
• Local networks of mutual help and solidarity within small communities (e.g. elderly people and immigrants) • Good level of social inclusion and employment concerning non-UE citizens • Open territory to diverse equitable options • Awareness of the necessity to change • Services economically accessible to all citizens • Widespread distribution of shops	• Lack of planning capacity from the part of local authorities and public administrations, due to lack of expertise in problems analysis and in grasping new opportunities • Lack of employment opportunities adequate to the needs of young people with their consequent abandonment of the valley • Scarce availability of public services in transport (low frequency and high slowness) and few customised services to support individuals • Qualitative difference between the mountain and the bottom line areas of the valley • Diffusion of social problems and low schooling level • Low employment rate for women and difficulties in the workplaces • Scarce influence of the valley in the national policy arena
Threats	**Opportunities**
• Self-commiseration • Excessive localism • Probable lack of a strategic plan with clear objectives and priorities • Probable decrease in young population • Continuity of the traffic congestion in the bottom line of the valley • Probable exclusion of social categorises (e.g. women and young people) from employment	• Probable increasing in opportunities to choose a job • Probable increase in planning capacity, shared decisions and management • Probable increase in the quality of social inclusion plans with customised services and a special care for the most vulnerable people

Hypotheses of innovative actions

To favour equal opportunities

At a community level (social equity) in terms of:
• *prevention of the impoverishment risks, new and qualified vocational training and professions (e.g. in the environment, the information technology and the services), employment creation devoted especially at meeting the expectations and competences acquired by women and young people*

<u>at an inter-municipality level (inter-local equity) through</u>

- *institutional co-ordination between the several local authorities according to the value added to the entire Valley, avoiding overlapping administrative bodies and involving the communities of the various small towns and villages into the decision making processes*
- *integrated programming, monitoring and evaluation systems in the policy fields that concern the various territorial areas (e.g. a three-year integrated plan of social and health services)*

<u>at an intergenerational level (inter-temporal equity) in terms of</u>

- *awareness enhancement and capacity building of long-term strategic thinking with the aims of anticipating change and defining expected results with priority orders that look at the future*