Sustainable development planning

Case studies, examples and field reports
Field-survey
Ethnographic approach to economic and environmental issues

+ Collaborative Foresight Exercise
Elaboration of alternative images of future with the local communities

= Strategic Planning for Sustainable Economy

Cases and Contexts
(Italy, Armenia, Venezuela and Mongolia)
Ghemme   Como   Wellness   Marzio   Armenia   Venezuela   Mongolia

GHEMME   Piedmont, north-western Italy
Mission: Re-vitalize the local economy and civic life
Collaborative Foresight

Key internal variable
Improvement in the quality of habitat (socio-environmental standards)

Key external variable
Investments from ex-residents and outsiders in trades and services (small business development)
Strategy

Physical (land-use/infrastructure)
- Multiform mobility (intermodal)
- Mitigation of the territorial disarticulation caused by the invasive infrastructures

Cultural
- Community culture club and calendar (temporal inventory and events marketing)
- Re-enactment of lost festivities through the help of local cultural associations
COMO Lombardy, northern Italy
Mission: Sustainable (eco-socio-compatible) urban tourism development
Collaborative Foresight

**Key internal variable**

Multi-period and multi-target tourism policy: quantity, variety, frequency and quality of cultural events, fairs, amateur sports and public programs (cultural supply)

**Key external variable**

Coordinated efforts in collaboration with the regional and provincial administrations to improve the transportation and environmental quality (urban eco-system quality)
Scenario Matrix

Urban Eco-system Quality

Cultural Supply

Actual position

Scenario 2

Scenario 3

Scenario 4

Trend

Optimal path

Urban Eco-system Quality

Scenario Matrix
Strategy

Physical (land-use/infrastructure)
• Spatial inventory of landmarks and material cultural resources, involving the citizens in identifying and preserving them
• Linking landmarks and cultural hotspots with multiform mobility system
• Improvement in access-points and info-points

Institutional
• Province-municipality-local associations tourism task-force (tourism commission)
• Territorial marketing and communication

Cultural
• Multi-cultural calendar (temporal inventory, events marketing), involving local as well as foreign immigrants’ representatives and cultural associations
• Utilizing famous villas (municipal and provincial properties) for artistic and cultural events (expo, demo, conferences, festivals...)
The aesthetic and cosmetic care business in Italy
(CONFARTIGIANATO, Confederation of Italian Craft Businesses)

Mission: Market re-positioning and relaunch of the small-scale aesthetic-cosmetic business in Italy
Collaborative Foresight

Key internal variable

Cultural re-qualification of the business operators (new cultural awareness and skills)

Key external variable

Coordinated efforts in collaboration with the business guilds, public institutions and consumers associations (institutional synergy)
Scenario Matrix

New cultural awareness and skills

Optimal path

Trend: stagnant

Actual position

Institutional Synergy

(+)

(−)

Scenario 3

Scenario 4

Scenario 2

Scenario 1

(−)

(−)

New cultural awareness and skills
Strategy

Business

• Social design of business (taking into consideration the ‘wellness’ imperative of aging consumer-citizenship and of the emerging “sustainability” paradigm)
• Product information and commercialization (expansion of consultative functions)

Institutional

• Strong networking and lobbying within the business association (Confederation of Craft Businesses, Chamber of Commerce...)
• Establishment of sector-specific quality certification system

Training

• Critical review of the existing training format and contents
• Inclusion of cultural, ecological, clinical and communication (inter-personal & inter-cultural)-related contents in the training package.
MARZIO  Val Ganna, Lombardy Alps, northern Italy
Mission: Revival of a medieval Alpine village that has witnessed demographic and economic decline in the last four decades.

Progetto Bussola - Comunità Eco-Tech
Un programma di collaborazione tra l’Unità di Studi Interdisciplinari per l’Economia Sostenibile (LIUC) e la Provincia (amministrazione provinciale) di Varese.
Collaborative Foresight

Key internal variable

Coordinated efforts by *Comune* (municipality), *Comunità Montana* and Provincial administration (local policy alignment)

Key external variable

Return of the ex-residents, and new residents (external investment)
Scenario Matrix

Local Policy Alignment

Trend

Scenario 1

Optimal path

Scenario 4

Actual position

Scenario 2

Scenario 3

External Investment

(-)

Local Policy Alignment

(+)

External Investment

(+)
Strategy

Communitas

- Cultural resources management
- Re-enactment of lost festivities
- New cultural, literary, artistic and scientific events
- Typical local products expo

Habitat

- New PGT (land-use plan) as destination development tool
- Multi-form mobility and new ‘park-approach’ facilities
- Maximization of belvedere (scenic panorama watching spots)
- Incentives and persuasion for upkeeping private properties

Technology

- Info-telematic connectivity (boradband, wi-max)
- Free small training courses, Information, incentives and persuasion for the use of renewable energy, bio-organic horticulture and other sustainable techniques
- Free small training courses in computer literacy and info-telecom technology to general public
SHIRAK  Southern Caucasus, north-western Armenia
Mission: Re-habilitation of the damaged landscape, restoration of the cultural resources and agricultural development
Collaborative Foresight

Key internal variable

Agricultural persistence and re-launch efforts (local entrepreneurship)

Key external variable

Public investment in environmental re-qualification (destination development policy)
Scenario Matrix

Local Entrepreneurship

(+)  (−)

Scenario 1  Scenario 2  Scenario 3  Scenario 4

Actual position  Optimal path  Trend

Destination Development Policy

Ghemme  Como  Wellness  Marzio  Armenia  Venezuela  Mongolia
Destination development, environmental re-qualification, landscape management and appropriate infrastructures

Training activities, business incubation, micro-credit and support services

Community involvement

Increased quality of context

Human capital formation

Visits and investments (business development)

Community awareness

Income and employment

Sustainable Economy

PLACE-BRAND
Misión Tierras Extremas del los Andes Tropicales
(Rangel, Tabay y Santo Domingo - Estado Merida - Venezuela)
Mission: Sustainable rural development in the highest altitude municipalities of Venezuelan Andes
Collaborative Foresight

**Key internal variable**

Landscape and environmental management
(quality of habitat)

**Key external variable**

Education, training and work-force re-qualification
(quality of human capital)
Scenario Matrix

Environment and Landscape Quality

Human Capital Quality

Scenario 1

Scenario 3

Scenario 2

Scenario 4

Optimal path

Actual position

Trend

Ghemme  Como  Wellness  Marzio  Caucaso  Venezuela  Mongolia
Strategy

Environmental re-qualification, and landscape management

Professional training activities and on-the-job training services

Community involvement

Increased quality of context

Human capital formation

Family enterprises, local cooperatives (business development)

Community awareness

Income and employment

Sustainable Economy

PLACE-BRAND
MONGOLIA

![Map of Mongolia](image)

**MONGOLIA**
**Mission:** Scientific co-ordination of EU-TransMongolia Partnership Project  
(field-survey, strategic planning and capacity-building)

**General Objectives of the EU-TransMongolia Partnership Project:**

- To strengthen commercial links between EU and the great Mongolian cultural area (Mongolia and Inner Mongolia Autonomous Region of China) and trade links between Mongolia and Inner Mongolia Autonomous Region of China
- To introduce “sustainability” in tourism and related businesses in Mongolia and Inner Mongolia Autonomous Region of China
- To reinforce primary sectors (livestock-breeding, farming, forest products...) and traditional crafts through new business development and diversification opportunities made possible by sustainable tourism
- To increase the international market knowledge and access of Mongolian and Inner Mongolia herders, traders and business-operators in order to reduce their vulnerability to exploitation and unfair trading.
Collaborative Foresight

Key internal variable
Preservation of Mongolian traditional life-style, arts and crafts (identity assets)

Key external variable
Integration into the global mining-industrial trade networks (raw material export dependency)
Scenario Matrix

Identity Assets

Identity Assets

Ideal path

Scenario 1

Scenario 2

Scenario 3

Scenario 4

Actual position

Current trend

Raw Material Export Dependency

Raw Material Export Dependency

(-)

(+)

(-)

(+)

Ghemme Como Wellness Marzio Armenia Venezuela Mongolia
Strategic Imperatives

Eco-socio-compatible tourism-driven sustainable diversified economy in Mongolia is needed to:

• preserve of the traditional habitat (environmental resources and landscape, non-invasive and minimal infrastructures)

• enhance of the human capital (skills, capabilities, cultural self-awareness and resilience)

• manage profitably and sustainably the cultural resources (both material and non-material) and preserve the distinct Mongolian identity and life-style.

• empower the local communities in trades and services, supply-chain and waste management, electronic and digital literacy (ICT) and connectivity (telecommunications, Internet)

• promote of a place-brand through the institutionalization of the ‘quality of context’ indicators (reduced human vulnerability, hygiene, safety and high socio-environmental standards)
<table>
<thead>
<tr>
<th>Sector</th>
<th>Content</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Destination development</strong></td>
<td>Improvement in access-points (airports, border crossings); tourism info-points and sign-boards&lt;br&gt;      Multi-form mobility (development of non-motorized traffic lanes for walkers, bikers, horse-riders, trekkers, skiers...)&lt;br&gt; Cultural resources management&lt;br&gt; Local products certification system</td>
<td>Policy-makers, Government officials and technicians, NGO staff</td>
</tr>
<tr>
<td><strong>Business management</strong></td>
<td>Business plan writing&lt;br&gt; Book-keeping and accountancy&lt;br&gt; Store-keeping, inventory control and management&lt;br&gt; Up-keeping and maintenance protocol&lt;br&gt; ICT skills</td>
<td>Business operators (farmers, herders, craftsmen, traders), NGO staff</td>
</tr>
<tr>
<td><strong>Sustainability (eco-socio-compatibility)</strong></td>
<td>Health and safety&lt;br&gt; Goods and products life-cycle analysis&lt;br&gt; Eco/socio-compatibility analysis of total material flow in the economic system: total quality environmental management (TQEM) of the supply chain and logistics of all products and services&lt;br&gt; Organic agro-pastoral products and eco/bio certification system in food and drink products&lt;br&gt; Waste management (minimize, differentiate, recover, re-cycle, re-use, dissipate...)&lt;br&gt; Energy and water-saving systems&lt;br&gt; Renewable energy harnessing, supply and storage&lt;br&gt; Business ethics and social responsibility</td>
<td>Policy-makers, Government officials and technicians, Business operators, NGO staff</td>
</tr>
<tr>
<td><strong>Communication and marketing</strong></td>
<td>Language and inter-cultural dialogue skills&lt;br&gt; ICT skills&lt;br&gt; Graphic design, packaging and labelling skills&lt;br&gt; International tourism market and clientele understanding&lt;br&gt; Destination marketing (regional and international levels)&lt;br&gt; <strong>PLACE-BRAND strategy</strong> (specifically for policy-makers and business associations)</td>
<td>Government officials and technicians, Business operators, NGO staff</td>
</tr>
</tbody>
</table>
What Comes Next:
The Strive for Sustainability

“Old Economy” is usually identified with the hardware, while the “New Economy” with the software.

From a more critical post-industrial perspective, the “Old Economy” may be identified with the “rubbles” (pollution, man-made debris and industrial wastelands) and the “New Economy” with the “bubbles” (volatile finance, sudden boom and quick bust...).

Is there anything safer and saner in sight, beyond the rubbles and bubbles?
The Strive for Sustainability: the key patterns

• Globalization in fact is multi-localization, requiring more attention to local contexts and networking, or overcoming problems of inter-local linkages

• The role of Government will need to change, placing greater emphasis on moderating inter-locality competition, creating a brand image of places to attract, develop and retain businesses, resources, skills, residents and visitors. Business locales will need to become known for their quality of Context, and not just for the quality of products and services

• Aging populations will lead a push-away for “demanding technologies” to give way to “compensating technologies”

• A growing disenchantment with modernity can threaten the democratic process; the transcendent experience is a critical asset for civic participation and peaceful co-existence among divergent groups.

• Loss of faith in science, as technology does not live up to is “ultimate fix” billing, accidents are normal (frequent), and risk is everywhere. Anthropocentrism (mastery of Nature through ever more powerful technologies) gives way to more holistic thinking. The cognitive and moral legitimacy of science and technology can not be taken for granted; it needs to be routinely articulated through their civic and human purposefulness.

• “Gross Domestic Product” (GDP) gives way to “Gross Collective Happiness” (GCH). The pursuit of happiness, "happiness" in the native (locally perceived) terms of the different contexts that compose the human universe, is the ultimate driving factor for a new global civilization.
‘Sustainability’ is basically a four-point agenda to reduce human vulnerability and to foster human wellness for the longest foreseeable future:

• Preserving the habitat (natural resources, eco-systems, landscapes, cultural resources, infrastructures…)

• Enhancing the human capital (skills, purchasing power, capabilities, resilience…)

• Improving human inter-subjectivity (identity, trust and solidarity; *il micro-sistema affettivo*…)

• Fostering anthropo-bio-cosmic solidarity (the awareness of ‘humans-other creatures-Nature’ interdependence mega-web).
Our field surveys in different countries revealed that human vulnerability is rooted in one or more of the following realms:

- Technosphere (complex, invasive, oppressive, inappropriate…)
- Institutions, offices, utility organizations (complicated, rigid, dis-empowering, inefficient, negligent, or simply corrupt…)
- Economic insecurity (jobs, market, basic supplies, financial reserves…)
- Sanitation, hygiene and health
- Political crisis and conflicts (including ethnic/communal strife)
- Environmental changes, and its implications for settlements and livelihoods.
The first step for a sustainability-oriented public policy: critical empirical survey of all the sources (realms) of human vulnerability in order to:

- Assess the level of threat and potential cost of every single risk factor for a specified community in their habitat (place-system).
- Verify the degree of controllability of each threat/risk factors and the power (local, inter-local or extra-local) to control and change them.
- Ensure the control of the threat/risk factors to maximum; reduction of the human vulnerability to minimum.
The second step: civic design and socio-economic plan to reduce the risk level and to enhance the prestige of place-system.

- **Civic design** = an integral habitat policy that does not separate natural and built environments, infrastructures and landscapes, natural flows and people’s movements.

- **Socio-economic development** = an integral public policy to foster capacity-building, entrepreneurial freedom and creativity around the specific local resources, vocations, traditions and talent (*genius loci*) - compatible with the habitat policy.

- **Place-branding** = institutionalization of the quality of context (low human vulnerability and high socio-environmental standards) that can confer special distinction, additional value and competitive advantage to the local habitat and economy as residential choice, transaction-investment ground as well as a tourism destination.
New tools for sustainable economic policy

A serious re-thinking is needed in the economic policy goals and institutional strategy.

A sustainability-oriented public policy needs a critical empirical survey of all the sources of human vulnerability in order to assess the level of threat and potential cost of every single risk factor for a community in its habitat (place-system). Such a survey will logically lead to ascertain the degree of controllability of each threat/risk factors, and to calibrate the tools and power of institutions to control and change them. Then, the next step is to ensure the control of the threat/risk factors to maximum, reduction of the human vulnerability to minimum, by a system of monitoring the human vulnerability.

Human Vulnerability Assessment Score (HumVAS)

The real measure of a socio-economic system’s performance comes from the system’s progress in the reduction of human vulnerability - i.e., integrity of the habitat and quality of the context. The measurement of a system’s progress in reducing human vulnerability can (and should) be institutionalized as the brand-value of a place-system. Place-brand can confer special distinction, additional value and competitive advantage to the native specialities (*genius loci*) and to the entire local economy as a high-value transaction/investment ground and as a special destination. The place-brand-value may trigger a new inter-locality competition and entrepreneurship.

Place-brand Value Index (PVI)
How to ensure citizens’ involvement in measuring and fostering well-being and progress?

Trying a policy combination of protection (human vulnerability reduction) and prestige (place-brand).

Protection (human vulnerability reduction) is the quintessential function, and the basic source of legitimacy, of any government.

Prestige (place-brand) enables local stakeholders to add value to their businesses and lives, and creates a powerful consensus ground.
Vertical convergence among the social actors: public institutions; business community; civic, community and cultural organizations in the strive towards maximum quality of products, services and, above all, of the entire context – to be measured by

“Place-brand Value Index”.

Maximum protection in the place-system: continuous elimination of risks and uncertainties for the residents, visitors and passers-by - to be measured by the

“Human Vulnerability Assessment Score”.

Place-system
Thank you for your kind attention