



Capacity Building Seminar

Trento, 3rd - 7th December 2011

SKILLED TERRITORIES

A new paradigm for Tourism and Local Development in the Mediterranean Region

Agenda

Training Centre for International Cooperation
OECD LEED Trento Centre for Local Development
Vicolo San Marco 1, Trento, Italia

Background

While its economic importance varies widely in many of the OECD member and non member countries, it is clear that tourism plays a crucial role in supporting economic growth and social development, in sustaining employment and in generating foreign currency receipts.

In the OECD area, for example, the employment growth rate in the hotel and restaurant industry exceeded 2% per year between 2000 and 2007, more than a percentage point ahead of the total employment growth rate.

International tourism has been growing at a slightly faster pace than the world economy and this seems likely to continue in the long-term, despite the current recession.

But it is important to closely monitor these trends and to seek to continuously enhance both the level, and the quality, of performance in the sector. The sector must be supported through specific and integrated policies, alongside effective governance, and the direct involvement of the local communities. This involvement will, in turn, contribute to an improvement in their socio-economic conditions. Indeed, given the importance of the tourism sector, it needs to be sustained and its competitiveness supported in the face of an even more articulated tourist "demand".

This includes considering areas that have not traditionally been considered to be part of the tourist supply chain.

Integrated regional systems are still evolving and tourism confronts many challenges in its need to adapt: international dialogue could thus be important for upgrading and innovation.

The OECD LEED Trento Centre for Local Development and the Training Centre for International Co-operation (TCIC) seek to foster such an exchange amongst policy-makers and practitioners with a dedicated capacity building seminar on **"Skilled Territories. A new paradigm for Tourism and Local Development in the Mediterranean Region"**. The seminar is held in partnership with the OECD Tourism Committee, a unique global forum for co-ordinating tourism policies and actions and with the Trentino School of Management (tsm).

The Theme: NEW TRAJECTORIES FOR TOURISM

Tourists have changed: their decision-making process is no more based on the assumption "places to go and things to see". Nowadays, both short-breaks and longer holidays have to be able to meet new customers' specific needs.

These new heterogeneous expectations are in general satisfied by tourism macro-trends such as relax, wellness and sport vacations, cultural or food-&-wine tours, but they might require more specific experiences involving local uniqueness (histories, events, important personalities, institutions, etc...), to be satisfied.

This means that local tourism systems' ability in attracting visitors might also depend on a clear and effective external communication of local development strategies and policies, which become an important added value implying, at the same time, local communities are aware of them. On the other hand, this produces an enhanced competitiveness through communicative channels improved by local culture and governance.

To accomplish this mission and improve perception of a territory strategically investing in its future, tourists have to be directly involved in the territorial economic and social innovation systems: alternative mobility projects, info-telematic highways, edutainment (education and entertainment) within museums and research centres, local family policies example of national best practices. Improving a territorial brand starts from the quality of life offered to local communities, passes through relevant and surrounded experiences provided to tourists and aims to attract intelligences, energies and investments thanks to the uniqueness the system is able to show.

What is called "the new tourism" should improve and promote even what is not recognised to be part of its chain.

Tourism policy developments pass through the following themes:

- a. Liveability and landscape;
- b. Global events and local environment;
- c. Skills and entrepreneurship.

Governance is the background of this environment: decision-making and strategy-development processes are crucial to improve a common vision and set shared objectives to be achieved by territorial stakeholders and, on the other hand, to position and support the local tourism offer through effective communication strategies, identifying its potential market.

The Seminar

The **5-day programme** will take place from **3rd to 7th December 2011**. The seminar will be structured around a mix of presentations by invited experts and OECD staff, followed by discussion and group work using case studies and concrete experiences developed by participants prior to the seminar.

The workshop is conceived, as a system aimed at establishing a common knowledge and experience exchange platform among the participants. New and fresh knowledge is expected to be generated through such exchanges and due to the combination of the experience and knowledge all the participants (speakers, case study presentations, attendees, etc.) will bring.

The seminar aims to build and share the knowledge and know-how of participants on:

- How local territorial assets and communities are a driver for sustainable tourism.

- What integrated policies and effective governance structures are needed for pursuing long term local development based on tourism.
- How to consider well preserved local culture, quality of life and landscapes as key factor for tourism development.
- How to build skills and to foster entrepreneurial climate for tourism development.

Working Language

The working language of the seminar will be English.

Participants' Profile

The OECD/TCIC capacity building seminar is addressed to participants committed to the topic and willing to share their experiences and to learn from each other in order to build a highly interactive environment. Participants are likely to be national, regional and local policy-makers and practitioners, tourism agents, representatives of the private sector, representatives from social economy organisations actively involved in tourism-related activities, business associations, and higher education institutions in the Mediterranean region.

Logistical Information

For more logistical information, please see page 10.

ABOUT THE ORGANISERS

The Training Centre for International Cooperation

The Training Centre for International Co-operation is a recently established organisation for education, research, and the training of highly qualified people engaged in social, institutional, and economic co-operation, as well as the promotion of local development worldwide. A partnership driven and bottom-up oriented approach, conceived in its different social, political, and economical dimensions, is the main focus of the Centre. The Centre provides capacity development to organisations and institutions both in the public and private sector, aimed at reinforcing projects, programmes and development policies, managing skills, providing courses and training, as well as conducting research and providing opportunities to debate key issues amongst different stakeholders and in different theme-based areas.

The OECD LEED Trento Centre

The mission of the OECD LEED Trento Centre is to build capacity for local development among national and local stakeholders in OECD member and non-member countries. The Centre provides assistance in the design, implementation and assessment of local development strategies in the field of entrepreneurship, innovation and small business development, tourism, employment and skills, local governance, social inclusion and evaluation. The OECD LEED Trento Centre

supports exchanges between member and non-member countries, between national and local organisations, and between the OECD and sub-national bodies. It provides capacity-building seminars, issues pedagogical materials, delivers country reviews and organises seminars and conferences.

The OECD Tourism Committee

The Tourism Committee acts as the OECD forum for exchange, for monitoring policies and structural changes affecting the development of domestic and international tourism, and promotes the sustainable economic growth of tourism. In many ways, its horizontal approach linking tourism to related policies – including those aimed at the economy, trade, employment, innovation, transport, green growth and sustainable development, local development, and SMEs and entrepreneurship – is unique. The OECD Tourism Committee provides policy-makers with concrete analysis of key challenges and their economic impacts and policy responses that will shape tourism in the future.

For more information, visit www.oecd.org/cfe/tourism

The Trentino School of Management - tsm

tsm-Trentino School of Management is a school created by the Autonomous Province of Trento, the Trento Chamber of Commerce and the University of Trento. tsm is committed to training and applied research for both the public and the private sector and provides high level training courses aimed at the development of management and entrepreneurship skills, based on research, inter-discipline integration, the quality of teaching methods and constant reference to business organisations and the systems of the economy.

The School of Tourism Management (SMT) was created with a specific focus on sustainable tourism development applicable to tourism in all types of destinations. Sustainability principles refer to the environmental, economic and socio-cultural aspects of tourism development, as a suitable balance must be established between these three dimensions to guarantee its long-term sustainability.

Contact

For more information on the seminar, please contact

- silvia.destro@tcic.eu at the Training Centre for International Cooperation, Italy
- alessandra.proto@oecd.org at the OECD LEED Trento Centre, Italy or follow the link www.trento.oecd.org

Saturday, 3 December 2011

17.00 – 19.30 ACCREDITATION AND WELCOME MEETING

The event will start with a welcome meeting which will present the programme of the capacity building seminar, share the common objectives and expectations and provide an opportunity to meet with other participants.

At the end of the meeting, participants are invited to a welcome dinner.

17.00 – 17.30 Registration of participants

17.30 – 18.00 Welcome addresses

Jenny Capuano, Director, Training Centre for International Co-operation (TCIC), Trento, Italy

Stefano Barbieri, Director, LEED Trento Centre for Local Development, OECD

18.00 – 18.30 Presentation of participants

18.30 – 19.00 Introduction of the seminar structure, organisation and contents

19.30 Welcome dinner at Osteria S.Rocco, Sardagna, Trento (www.osteriasanrocco.it)

Sunday, 4 December 2011

8.00-9.30

Pick up at the cable car station in Ponte San Lorenzo, Lungadige Monte Grappa, Trento

Bus transfer to Val di Fiemme. Excursion by cable car at 2 000 m. (it depends on weather conditions).

The weather can be very cold and there is strong possibility of snowfall. Please dress in warm, non-cotton layers and bring waterproof gear (preferably pants and jacket). Warm socks, hat, gloves, and rain-proof shoes are also necessary.

Lunch at Ristorante Pizzeria La Trattoria - Lago di Tesero

Study visit to Val di Fiemme, a famous valley located in the Dolomites mountain area.



Val di Fiemme, a famous valley located in the Dolomites mountain area, is the only destination in the alpine regions which has had the chance to organise for the third time in 20 years the Nordic Ski World Championship in 2013 (it previously held the event in 1991 and 2003). The study visit will offer the opportunity to see how the organising committee of the World Championship, in strong partnership with the local government and the civil society, has carefully considered not only the event, but also its impact on the valley and the

community itself. Such an experience is still in its development stage and may result an interesting case study for all the similar initiatives – e.g. mayor sport, cultural, historical heritage based events – that take place regularly in various locations of the Mediterranean area and for analysing how to take advantage of their local development potential

Sunday, 4 December 2011 (afternoon)

14.30 - 17.00

LIVEABILITY AND LANDSCAPE

The improvement of a territorial brand starts with enhancing the quality of life of the territory's inhabitants. In turn, this has the potential to significantly enrich and deepen the tourist experience. Future tourism strategies will be increasingly focused not only on promoting individual elements of tourism policy, but also on those less tangible aspects, such as the importance of landscape and liveability which are central to a meaningful tourism experience.

Accordingly, it is important to recognise that it is the sense of belonging to a territory that contributes to the interdependence between landscape and mindscape and, thus, the need to work for the preservation of places as the spaces in which people live. These factors are particularly sensitive and relevant in the different Mediterranean contexts all characterised by a strong historical and cultural identity.

Issues around quality of life and the "liveability" of a territory are therefore central themes on which communities must become protagonists for their own future.

The backdrop to this topic is the issue of governance which refers to the process by which decisions are made that guide the territory towards goals that are commonly shared by various territorial actors.

Session moderated by **Danielle Gattegno Mazzonis**, Former Undersecretary of State, Ministry of Culture and Professor at IULM University, Italy

15.00 – 15.20

Welcome remarks:

Rappresentative of the Magnifica comunità della val di Fiemme, Italy

Carlo Dellasega, General Director, Trentino Federation of Cooperatives, Italy

15.20 – 16.00

Liveability and landscape: at the core of tourism experiences (strategies?), **Ugo Morelli**, President, Scientific committee of STEP (School for territorial and landscape governance), tsm, Italy

16.00 – 17.00

Val di Fiemme: a special valley in a special province

Mauro Gilmozzi, Local Minister for city planning and local authority, Autonomous province of Trento, Italy

17.00 – 17.30

Debate

17.30 – 18.45

Transfer to the cable car station at Ponte San Lorenzo, Lungadige Monte Grappa, Trento

Monday, 5 December 2011

9.00 - 17.30

GOVERNANCE AND POLICY INTEGRATION

Tourism is too often considered only as an economic sector and its development is approached through sectoral policies, such as territorial marketing, tourism promotion and infrastructure for tourism. All of these are clearly relevant for tourism development; however they may not be sufficient. Rather, tourism requires a context which is conducive to the development of a range of policies that play a significant role in promoting and sustaining the sector, including infrastructure, environment, culture, human resource development, entrepreneurship, to name but some of the areas to be considered. Therefore an integrated policy approach and framework are crucial.

Moreover, recognising the need for policy integration leads to an acknowledgement of the requirement for an effective governance structure to be put into place to support that integration. Such a structure demands the involvement of a multiplicity of actors and institutions, who in turn aid the co-ordination of the numerous activities put in place.

The variety of the experiences in the Mediterranean basin – i.e. the variety of public administration cultures and organisations, the radical changes that are going on in various countries – leads to the challenge of seeking new balance between “centralism” and “localism”. All that induces to consider interesting undertaking a reflexion on such a matter, based on the sharing of concrete case studies.

The final result is such that tourism is acknowledged to be a cross-cutting theme, with various interacting policy domains and thus the need for a sound governance framework in order to achieve sustainability and pursue lasting local development.

9.00 – 9.30

Trends in tourism policies and governance in OECD countries, **Alain Dupeyras**, Head of Tourism Unit, OECD

9.30 – 9.45

Debate

9.45 – 10.30

Tourism and governance: the cases of eco- and cultural tourism, **Danielle Gattegno Mazzonis**, Former Undersecretary of State, Ministry of Culture and Professor at IULM University, Italy

10.30 - 11.00

Debate

11.00 - 11.30

Coffee break

11.30 – 12.00

Definition of the common objectives of the 2011 capacity building seminar, Session moderated by **Paolo Grigolli and Paolo Rosso**

12.00 – 12.30

Debate

12.30 – 14.00

Lunch

14.00 – 15.30

Participants' case study presentations

15.30 – 16.00

Debate

16.00 – 17.00

Thematic workshops (coffee available)

17.00 – 17.30

Conclusions of the working day

Tuesday, 6 December 2011

9.00 - 17.30

GLOBAL EVENTS AND LOCAL TOURISM

The OECD LEED Programme has been concerned with the issue of how major international events can help to promote local development for many years. The day is dedicated at looking at how hosting and performing international events could work as a trigger for local development, and what hosting cities and nations can do to ensure that a positive local legacy and wider benefits are realised.

The focus will be on the precise and dedicated steps that hosting cities, destinations and nations have to take in order to ensure that a positive local legacy is realised. Whilst the hosting of major international events can be seen as an end in itself, it is also an unrivalled opportunity to get other things done by a nation or a city. Events usually bring immovable deadlines and the disciplines that come from them, a global audience and professional evaluators, additional investment from external sources, increased visitors who will pass judgement - including intense media exposure, intensified local engagement with citizens, firms and institutions and a chance to celebrate human skills and endeavour. But a locality can develop benefits before the event is actually hosted, just through bidding, as well as wider multipliers effects that occur as consequence of hosting the event. Such benefits can be in infrastructure as well as in the provision of amenities, such as economic, social and environmental improvements and enhancements in territorial image and reputation, alongside local identity.

The topic of global events and the impact on local tourism and local development will be examined through the case of Fiemme2013, the upcoming Nordic World Ski Championships which will take place in Trentino, in Val di Fiemme, and building on the knowledge developed during the study visit to Val di Fiemme (Sunday 4 December).

Participants' cases will provide further elements of discussion in order to understand the way events may contribute to the positioning strategy of a destination and to its local development in the different Mediterranean countries.

9.00 – 9.45

Global events as a boost for tourism and local development, **Ernesto Rigoni**, Professor, IULM University, Italy

9.45 – 10.15

Debate

10.15 – 10.45

The case of Barcelona, **Peter Keller**, Professor, Business and Economic Faculty, University of Lausanne, Member of the Board of Directors of Switzerland's National Tourism Office, former Responsible for Tourism at the Swiss Federal Administration and President of the Tourism Committee of the OECD

10.45 – 11.00

Debate

11.00 - 11.30

Coffee break

11.30 – 12.00

Local development benefits from staging global events: OECD cases, **Alessandra Proto**, Policy analyst, OECD LEED Trento Centre for Local Development, OECD

12.00 – 12.30

Debate

12.30 – 14.00

Lunch

14.00 – 15.30

Participants' case study presentations

15.30 – 16.00

Debate

16.00 – 17.00

Thematic workshops (coffee available)

17.00 – 17.30

Conclusions of the working day

Wednesday, 7 December 2011

9.00 - 17.30

SKILLS AND ENTREPRENEURSHIP IN TOURISM

The emergence of changes in the cultural characteristics of existing visitor patterns will also present particular demands for the development of an appropriate language, new competences and cultural skills. Tourism destinations have, if they are to maintain their competitiveness, to face continuous pressure on service quality standards by pursuing training and skills development as a mean of increasing productivity. The availability of staff with specific skills and competencies for each product and tourism experience is vital.

In tourism, the predominance of SMEs as service providers represents particular challenges in the context of ensuring that training and skills improvement programmes are available to them. Ensuring that entrepreneurs with innovative ideas have the support they need contributes to successful local economic development by creating jobs and improving living standards. Such a rationale keeps being true also in contexts – often witnessed in various local Mediterranean contexts – where the development of tourism infrastructures and related services is mainly relying on big international investors, resulting in weak linkages to local endogenous development dynamics; in such a case the challenge is to enabling local development by taking advantage of “exogenously” induced tourism development.

9.00 – 9.45

What skills for what tourism? Promoting entrepreneurship in tourism, **Peter Keller**, Professor, Business and Economic Faculty, University of Lausanne, Member of the Board of Directors of Switzerland's National Tourism Office, former Responsible for Tourism at the Swiss Federal Administration and President of the Tourism Committee of the OECD

9.45 – 10.15

Debate

10.15 – 10.45

The case of The Red Rooster: farms holidays in Tyrol, **Hannes Knollseisen**, South Tyrol Farmers Federation, Italy

10.45 – 11.00

Debate

11.00 - 11.30

Coffee break

11.30 – 12.30

Case study presentations

12.30 – 13.00

Debate

13.00 – 14.00

Lunch

14.00 – 15.00

Thematic workshops

15.00 – 16.30

Conclusions and seminar final evaluation

16.30 – 17.00

Diploma ceremony

17.00

End of the capacity building seminar

Facilitators' Bio Notes



Paolo Grigolli was born in Trento in 1965, where he lives with his family.

He graduated from the Faculty of Economics at the University La Sapienza in Rome with a dissertation on “East-West co-operation: the case of joint ventures in USSR”. In the same year (1989) started up ECON PIAN ltd for the development of co-operation between Italian and Eastern companies.

After completing a Masters in Marketing Management, he worked in Milan and London at the consultancy company, Arthur Andersen, and then, returned to Trento to take up the position of Deputy Director and then Director at the Academy of Trade and Tourism, the Business School of the Chamber of Commerce of Trento.

In 2003 he contributed to the start up of tsm-Trentino School of Management, a spin-off of the Academy formed by the Chamber of Commerce, the University of Trento and the Autonomous Province of Trentino where he is now Director of the School of Tourism Management. In particular, he undertakes the planning, marketing and management of vocational training programmes. At the same time he continues to be the project manager

of many activities related to local development and tourism in many countries (Croatia, Slovenia, Romania, Uzbekistan, Russia, Chile,). In 2011 he published “Turismi Responsabili” by Franco Angeli.



Paolo Rosso is a senior expert advisor to OECD. He holds a degree in engineering from the University of Trieste. Since 1990, he has been working on economic and territorial development projects, and policies and programmes for integrated economic development and SME support.

Paolo Rosso has professional experience in Italy, other European countries (Bulgaria, Bosnia and Herzegovina, Czech Republic, Slovak Republic, Croatia, Slovenia, Hungary, Romania, Russia, and Turkey), and Latin America (Argentina, Uruguay, Brazil, Venezuela, and Mexico).

He currently works as a consultant for international corporations, governmental and international institutions (ministries, local administrations, the European commission, governmental and development agencies in Italy and abroad).

Since 1996, he has been working as an independent consultant. Paolo Rosso’s main expertise lies in the following areas: Regional and local economic development projects and public investment programmes in Italy, Europe and Latin America; planning, monitoring and evaluation of European Structural Funds for Cohesion and Development

Policies of the European Commission; design and implementation of services for SMEs, development of productive districts, management of projects for modernisation and innovation of development policies and public administration at regional and local level, and socio-economic analysis and urban/territorial planning.

Logistical Information

Dear Delegates, welcome to Trentino!

Here you can find some practical about the city of Trento and logistical information related to the Seminar.

The city of Trento

Trento is a small town with a population of 100 000. It occupies an approximate area of 16 000 hectares and extends longitudinally from north to south in the center of an urban area between Mezzolombardo and Rovereto. The city is crossed by two major rivers: Adige River, which runs from north to south, and Fersina running east to south-west, and then flows into the Adige.

The city is divided administratively into 12 districts. The population lives not only in the city but also in many scattered centers (suburbs), which are very different from each other and retain their own identity. Most of them are located in the Adige Valley and the hills east of the city. The extension of the territory makes the population density relatively low (736 inhabitants / km). The Buonconsiglio Castle, the Cathedral of Trent with the adjacent Piazza Duomo, Piazza Fiera, the train station and the adjacent Piazza Dante, define and represent approximately the center useful reference points for orientation in Trento. The official site of the city find other useful information: <http://www.comune.trento.it>

Venue

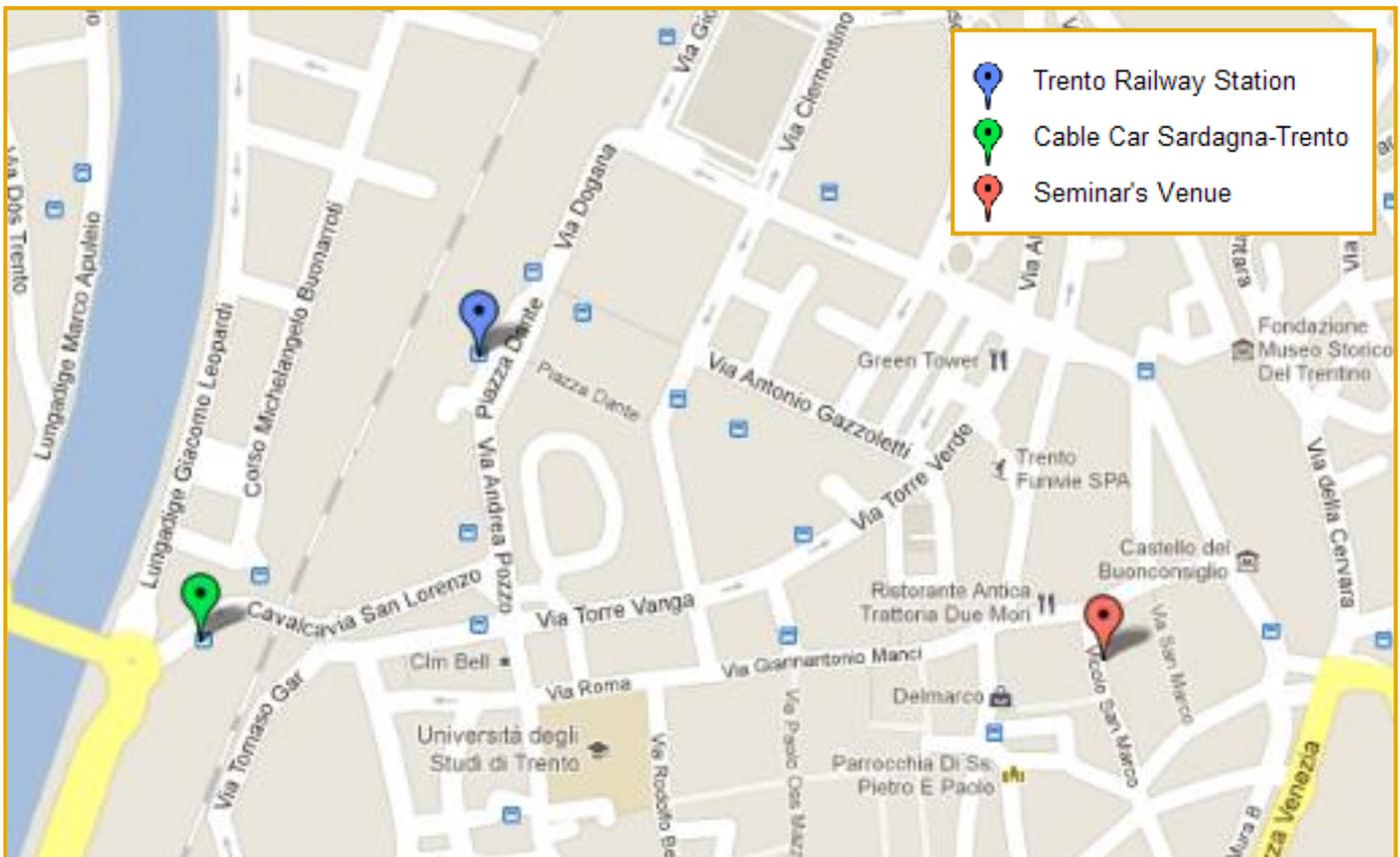
The Capacity Building Seminar takes place in the Training Centre for International Co-operation (TCIC) and the OECD LEED Trento Centre for Local Development base:

Training Centre for International Cooperation

OECD LEED Trento Centre for Local Development

Vicolo San Marco, 1

38122 Trento, Italy



Contacts

Silvia Destro (TCIC): Tel. +39 0461 263636
Alessandra Proto (OECD): Tel. +39 0461 277602
Roberto Chizzali (OECD): Tel. +39 0461 277606
Mirko Chianesi (Tutor): Tel. +39 0461 277619

Accommodation

During the seminar participants will be hosted in the Centro Congressi Panorama (breakfast is included)

Centro Congressi Panorama

Strada alla Funivia, 66
38123 Sardagna (Trento)
Tel. (+39) 0461.261671

How to reach it by Cable Car

The Cable Car leaves from Sardagna (or Ponte San Lorenzo, 3/4 minutes walk from Trento railway station) every 15 minutes, from 7.00 to 22.30, from Monday to Sunday (Tel. +39 0461.822075). Participants will receive a 5-days (4-8 Dec.) urban ticket valid to use the entire urban bus network and the Cable Car

Meals

Buffet lunches will be served in the hall of the seminar venue.

Centro Congressi Panorama does not provide restaurant service. Participants are free to arrange their dinners as they prefer.

Useful numbers

Radio Taxi Trento (24h): Tel. +39 0461 930002 – +39 0461 826840
First Aid, Emergency (accidents or health urgencies): Tel. 118
Police: Tel. 113



Centro Training
per la Formazione Centre for
alla Solidarietà International
Internazionale Cooperation



Training Centre for International Cooperation

Vicolo San Marco, 1
38122 Trento, Italy
www.tcic.eu

Contact:

E-mail: silvia.destro@tcic.eu
Phone: (+39) 0461 263 636
Fax: (+39) 0461 261 395

OECD LEED Trento Centre for Local Development

Vicolo San Marco, 1
38122 Trento, Italy
www.trento.oecd.org

Contact:

E-mail: leed.trento@oecd.org
Phone: (+39) 0461 277 600
FAX: (+39) 0461 277 650