European Studies of Population 23

Thomas Bausch
Madeleine Koch
Alexander Veser *Editors*

Coping with Demographic Change in the Alpine Regions

Actions and Strategies for Spatial and Regional Development

Springer

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ISSN 1381-3579
ISBN 978-3-642-54680-8 ISBN 978-3-642-54681-5 (eBook)
DOI 10.1007/978-3-642-54681-5
Springer Heidelberg New York Dordrecht London

Library of Congress Control Number: 2014940553

Preface

The Alpine Space covers an area of about 1,200 km in length and 250 km in width. It is situated between and linking the Northern and Western European countries with the European South and is a living area for nearly 70 million people, including the major cities e.g. Vienna, Munich, Milano, Ljubljana, Zurich at the edge of the predominantly mountainous area. The cultural and economic appearance of the Alpine Space has always been shaped by the natural characteristics of the Alps—their topography, ecology and beauty—which gave a distinct influence to the development of regional societies.

In today's increasingly globalizing world, slowly but steadily a challenge rises which gives fundamental changes to the Alpine societies in the near future: demographic change. The changing age structures of the Alpine populations and a shifting social and ethnic composition of traditional societies are main challenges for the future development within the Alpine societies. Moreover, regional disparities within the Alpine Space, resulting from an unbalanced economic and supply infrastructure, the remoteness of some areas and several migration patterns, have a massive but uneven impact on the spatial and temporal dynamics of demographic change on national, regional and local scale level within all Alpine countries. The challenges and opportunities given by the demographic change need to be taken into consideration by politicians, scientific experts, planners and regional developers, when thinking about the future of the Alpine Space societies.

By previous regional development projects we got aware that demographic appraisal showed enormous development disparities within seeming homogeneous regions. Furthermore, some policy makers and spatial planners in Alpine countries developed a vague feeling that demographic change might become a major problem in the future, but that the issue was not at all on top of the Alpine agenda. We recognized a lack of suitable adaptation strategies and actions in response to demographic change and took this as starting point for the pan-Alpine project DEMOCHANGE.

The project "DEMOCHANGE—Demographic Change in the Alps: Adaptation Strategies to Spatial Planning and Regional Development" was funded by the Alpine Space Programme 2007–2013 out of the European Regional Development Fund.

Our partnership of 13 institutions and regional organizations from five Alpine countries thanks the Alpine Space Programme and its bodies for its funding and support during the project's duration.

Already today, some 3 years later, demographic change is a key issue for most Alpine policy makers and spatial planners. As direct outcome of the project DEMOCHANGE a set of analysis and policy development tools as well as a variety of tested pilot actions tackling the issue are available.

We would like to thank all our authors for their contributions, their patience in improving the articles and their constant willingness to give us a constructive feedback. The success and the results of the project are an outstanding example for transnational cooperation among partners from very different disciplines and diverse cultures. Such cooperation needs a sensitive and competent intercultural management which was guaranteed by the partners of all involved institutions.

But the best project partnership and management would be pointless without the thousands of hours local and regional stakeholders invested into their future and that of the future of the Alps as a whole.

München, Germany — Thomas Bausch
Salzburg, Austria — Madeleine Koch
München, Germany — Alexander Veser
February 2014

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Part I
Processes and Issues of Demographic Change in the Alps

Chapter 1
Demographic Change in the Alps as Part of Europe: A Brief Overview

Thomas Bausch

Abstract Demographic change in the Alpine Space is part of an overall European phenomenon. Caused by different regional development conditions of high diverse territorial types as well as national and regional policies the change processes are very heterogeneous. The Alpine Space has a unique territorial structure because of the high mountain areas in its center but also its location in the heart of Europe. Five territorial types characterize the Alpine Space: high developed metropolises, dynamic Alpine cities, stable or growing rural areas, declining rural areas and tourism areas. Among these types significant differences in the demographic profiles and change processes can be found. Nevertheless besides all disparities some major challenges are common all over the Alpine territory. These challenges cannot be solved only on local or regional level. Joint transnational strategies as a result of the DEMOCHANGE project funded by the European territorial cooperation programme Alpine Space 2007–2013 shall show options for successful adaptation of regional development policies.

1.1 Demographic Change: A European Challenge

Demographic change is an on-going and long lasting process all over Europe. The European continent reported the lowest share of young persons and the highest share of old persons across any of the continents in 2005 (Eurostat 2008, p. 79; Eurostat 2012). Taking this already now unbalanced situation as a starting point the main factors influencing the future demographic structure are:

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T. Bausch et al. (eds.), *Coping with Demographic Change in the Alpine Regions*, European Studies of Population 23, DOI 10.1007/978-3-642-54681-5_1,

- A low fertility rate in nearly all European countries, often much below two children by women and therefore below the natural needed reproduction ratio for a long term balanced population development and age structure
- An increasing life expectancy caused by a high quality medical care system and general better environmental living conditions
- A restrictive migration policy of all European countries prohibiting a compensation of low fertility rates by immigration in combination with a continuous outmigration especially of younger people to other continents.

By the ESPON DEMIFER Project (Demographic and Migratory Flows affecting European Regions and Cities ESPON 2010) it was shown on the NUTS 2 level that the most important challenge will be to keep the needed labour force potential for the European economy: "Only under favourable economic conditions, if extra-European migration will be high and if activity rates will increase, the total size of the labour force in the ESPON area will increase until 2050. Even under these favourable conditions, however, 35 to 40 per cent of all NUTS2 regions will face a decline in the size of the labour force in this period. If economic conditions are poor, activity rates will not increase and immigration will be low, 55 to 70 per cent of the regions will experience a decline of the labour force by 10 per cent or more." It is highlighted that two demographic trends multiply the negative impacts: a shrinking labour force in combination with a fast growing share of elderly people in retirement.

This general picture shows a high aggregated demographic development perspective of the European continent, which on the one side is a process in all European regions but on the other side not in a homogeneous way. Some regions are much more affected than others (see ESPON DEMIFER atlas of maps 2010) which is a result of inner European disparities especially in the fields of

- National and regional different fertility rates as a result of traditions, values and policy making
- Inner European, national or regional migration flows especially linked to regional differing job opportunities
- National and regional different strategies in the field of immigration and social inclusion of immigrants
- In increasing share of high qualified and specialized young people with good job opportunities in metropolises and cities after their education

1.2 The Alps as Part of the Alpine Space Programme Area: Demographic Change Is a Key Issue

The understanding of what the Alps are is quite divers and by this also the perception of demographic change in the Alps. Stakeholders coming from the mountains core area as well as actors which are involved into the discussion about and implementation of the Alpine convention set a very limited perimeter linked to

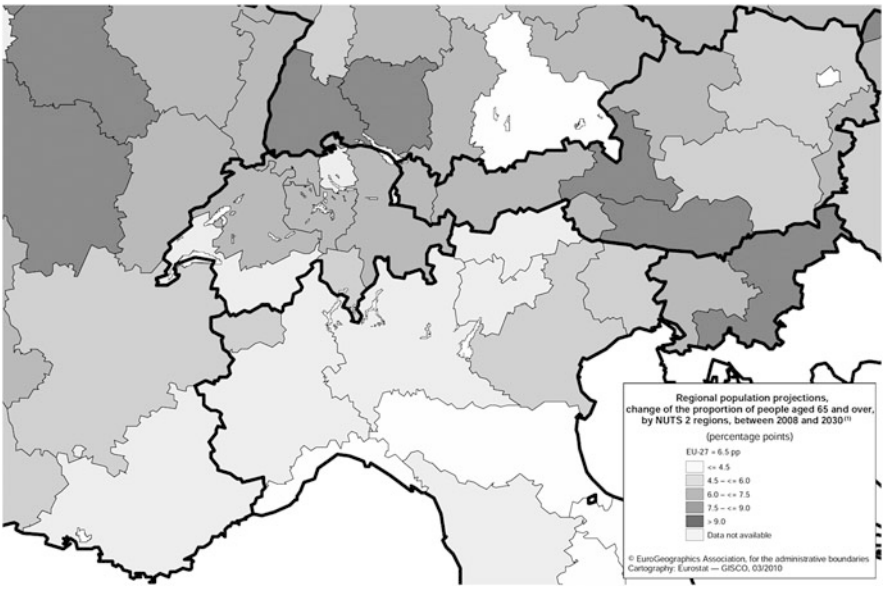

Fig. 1.1 Regional population projection, change of the proportion of people aged 65 and over 2008–2030 (Eurostat (2010)—only Alpine Space)

the mountains (Alpine Convention 2009). Their focus are the mountains, especially the rural areas in the mountains and the main concern is a strengthening of the endogenous socioeconomically growth potential. But man demographic effects we can observe in the mountain core area are the result of the spatial linkage with the surrounding foothills and the metropolises there. Migration of younger people from the mountains to the Alpine cities and the metropolises has won dynamics forces by a change of the European education and working reality. More and more young people enter the universities to aspire an academic degree as the basis for better job opportunities. Contrariwise we can observe in some regions a migration of retirees to the mountains from the cities and metropolises because of pure nature and a good quality of life. Therefore the Alpine Space programme boarders seem to set a good area definition covering most phenomenon's and drivers influencing demographic change in this European core area.

The programme area is set up by 27 NUTS-2 EU-regions from five EU member states and the entire state territory of Switzerland and Liechtenstein. Within the Alpine Space programme area all types of disparities known from the entire EU can be found. By this the Alpine Space Programme area can be used as a reference area to analyse demographic change phonemes. Figure 1.1 exemplifies the heterogeneity of this European territorial cooperation area by the range of disparities for the population projection of people aged 65 and over between 2008 and 2030.

The heterogeneity of demographic change processes in Europe does not only exist on NUTS-2 level. Within each NUTS-2 region exists a combination of sub-

regions from different territorial types. Because of the poly-central spatial structure of Europe (ESDP 1999) with many mid sized cities and only few very large metropolises nearly all NUTS-2 regions consist of a set of central cities, some larger towns, rural areas with small villages and only spare settled larger territories. Analysing the general spatial structure of the Alpine Space (Gloersen et al. 2012, p. 41–42) have identified five main territorial types which can be found in this cooperation area (Table 1.1).

Each sub-region has individual demographic development conditions, which are linked to its territorial type but also the overall spatial conditions determined by the inter-linkages between the sub-region and their neighbours. A rural area or a tourism destination with good connectivity to an Alpine city or a metropolis obviously can easy benefit from their higher prosperity compared to a very peripheral sub region. In the Alpine Space and especially in the core area of the Alps the topography determines the living and development conditions of each sub region. E.g. in high mountain valleys limited space for settlement, weak connectivity and by this weak accessibility as well as a low productivity in agriculture and forestry lead to serious constraints to participate in the common European or the global market. Limited development opportunities to locals create a long term out-migration especially by young high educated people, the so called brain-drain effect (Rieder et al. 2009).

The given example shows that the specific conditions of each Alpine area effect different types of challenges. Some important aspects to face these challenges in the Alpine Space are:

- To attract the living and working conditions for young people and young families especially outside the metropolises and cities
- To secure medicare and care for elderly people in an ageing society
- To keep a high quality level of all kind of public services in regions with declining population
- To safeguard the labour force by activating the endogenous as well as exogenous potentials
- To improve local and regional resilience by using existing material and immaterial resources and heritage
- To improve the connectivity and cooperation among metropolises and cities on the one side and rural and touristic areas on the other to attract the rural areas

A further important impact of demographic change is caused by a variation of consumer behaviour. Several demographic factors influence markets: a change of the size of a market (e.g. products for young children, services to elderly people), the available total market budget (size multiplied by the per capita expenditure which can increase [budget per child] or shrink [annuity per retired person]) or the consumer wishes and needs (e.g. technology and services for infirm elderly). As example ski destinations can be given: within the European source markets the offspring is fast shrinking and the wishes and needs of the older skiers turn towards more leisure and comfort. An adaptation of products and services to demographically changing markets are not only a challenge. It should be seen as a starting point for innovation to identify and take opportunities.

Table 1.1 Territorial types of the Alpine Space Programme cooperation area

1	Metropolises	• At least 750,000 inhabitants in the functional urban area • Among the leading European regions in terms of connections to high speed transport networks (train/motorways/international airports) and ICT endowment, • Extensive suburban area with multiple secondary nodes and major commuting flows • R&D centres of global significance	Lyon, Milano, Munich, Vienna, Zurich (fully metropols) Geneva, Bern, Ljubljana, Torino, etc. (partly metro-polises)
2	Alpine cities	• At least 50,000 inhabitants in the functional urban area • Connection to high speed transport networks (railways /motorways) • Suburban area with relevant commuting share (30–45 min) • R&D centres	Bolzano, Innsbruck, Salzburg, St. Gallen, Konstanz, Annecy, Grenoble
3	Stable growing rural areas	• Stable or growing population • Significant share of workers employed in cities and metropolis • Average ageing population • GDP/capita 80–100 % of average • Good to very good connectivity to a metropolis or city	Parts of Allgäu, Valle d'Aosta, Chablais, vallée de l'Ain, Außerfern, ...
4	Declining rural areas	• Declining population • No significant share of workers employed in cities and metropolis • Over average ageing population • GDP/capita below 80 % of average • Weak connectivity to next city or metropolis	Parts of all Bavarian Alpine discricts, Hautes-Alpes, Hautes-Provence, ...
5	Tourism areas	• Tourism is one of the main economic sector (overnight stays/(inhabitants $\times 100) > 1$) • High ground/property prices • Immigration of elder and outmigration of younger people • Partially highly seasonal activity	St. Moritz, Crans-Montana, Avoriaz, south part of Oberallgäu, Val Gardena, Ischgl...

1.3 DEMOCHANGE: Results from a European Territorial Cooperation Programme Alpine Space Project

The project idea of DEMOCHANGE (Forster and Ceccarelli 2012) was to have a first detailed view to the Alpine Space in the field of demographic change and to develop strategies for spatial planning and regional development. Therefore a tested and approved methodology to describe demographic change on the smaller scale level was needed as well as to get an understanding of the impacts of demographic change in Alpine regions of different type.

Part I (Chaps. 1–5) of this publication starts with indicators to describe demographic change as a spatial phenomenon. They were the descriptive starting point and used to find demographic regional types by a cluster analysis. In deep regional analysis of selected pilot regions from different types by a new developed specific demography SWOT technique allowed to identify type related demographic change issues. These issues were the objects of intense work with local and regional working groups in the pilot areas in participatory processes. A comparable and nevertheless flexible process approach to rise first awareness to stakeholders and then to activate them for participation was therefore a part of the DEMOCHANGE project work.

The DEMOCHANGE pilot areas had a different size, from a small village in South Tyrol to an entire Bavarian panning area built by a cluster of four districts to cover all types of territorial and spatial planning of the Alpine Space. Furthermore different economic and structural situations were covered by the set of pilot areas. In each pilot area local and regional steering groups worked on specific strategies using the analysis results as well as their regional knowledge. By this a comprehensive set of pilot actions could be developed and implemented. They are the subject of Part II. About 25 pilot actions deal with diverse impacts of demographic change in the fields of aging, migration, housing, real estate markets and spatial planning, labour markets, tourism and local or regional policy processes (Chaps. 6–11).

Implications and recommendations for policy makers in spatial planning and regional development are the focus of the third part (Chaps. 12–14). First the results from the pilot actions were used and merged to come back to an Alpine Space perspective. A methodology how to develop strategies for spatial planning and regional development is given on this basis to other Alpine regions. To support local and regional actors to come to demographic change adaptation strategies and to support their implementation as a part of regional development a guide for action is presented. General conclusions discuss finally the question how to consider demographic change in spatial planning and regional development.

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Chapter 2
Indicators of Demographic Change: A Brief Comparison of Data from Selected Alpine Regions

Naja Marot, Barbara Černič Mali

Abstract A comparative demographic analysis of ten Alpine regions was based on the results from a comprehensive quantitative and qualitative data collection. It can be generalized that in selected areas, municipalities can be found with negative and positive natural growth. A clear shift of childbearing to an older age is evident, likely caused by a longer education process, poor accessibility to housing, more demanding job conditions and other factors. The structure of age groups has dramatically changed in most of the regions since the late 1970s or early 1980s. In qualitative analysis, problems, such as job provision and housing for the youth were brought forward, so was the deterioration of services of general interest on one side, but also the introduction of innovative measures on the other. In addition the ways of tackling these issues through spatial planning have been examined. The results show that some of the regions have already started programmes or measures and in some cases incorporated them into policy documents. However, wider political promotion and recognition of the problem, especially on the local level, is still awaited for.

2.1 Methodology Description

One of the tasks in DEMOCHANGE was to analyze the demographic structure of Alpine regions as well as their socio-economic status, with the aim of thoroughly explaining the regional and spatial impacts of past, current and future demographic changes. The work was structured in multiple phases and started with data collection, i.e. 73 indicators covering 6 topics and time dimensions, albeit these indicators

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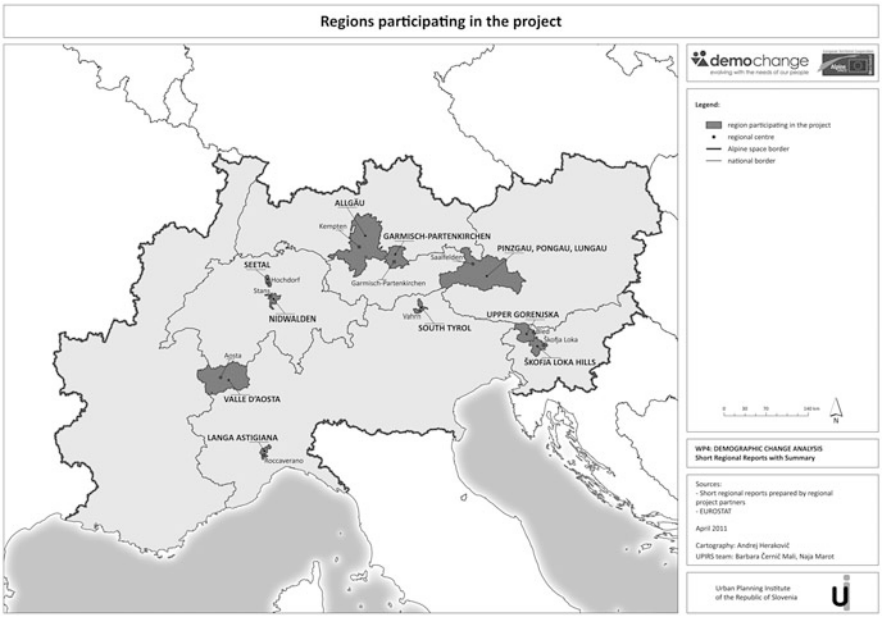

Fig. 2.1 Model regions participating in the project

were not equably covered in all selected regions. In addition, this quantitative data was checked and updated with qualitative data gathered through focus groups as well as interviews with relevant regional and local actors such as workers in tourism, service provision, youth, local and regional planners, farmers etc. While qualitative data was collected on the basis of unified questionnaires and focus group protocols prepared in advance, quantitative data comes from five different national, and in some cases also regional, statistical databases. This presented quite a challenge during the synthesis phase.[1]

Altogether, the analysis has been performed in ten regions (see Fig. 2.1): one Austrian, two German, three Italian, two Slovenian and two Swiss regions which have been selected on the basis of partners' knowledge and interest about their respective demographic change situation, e.g. decrease in population due to outmigration or tourism as major economic activity which is significantly influenced by demographic change (Černič Mali and Marot 2011).

[1]Besides discrepancies in the data availability regarding time scale, researchers also needed to tackle differences in definitions, lack of territorial data, data on health services, broadband internet or social transfer data as well as differences in administrative frameworks.

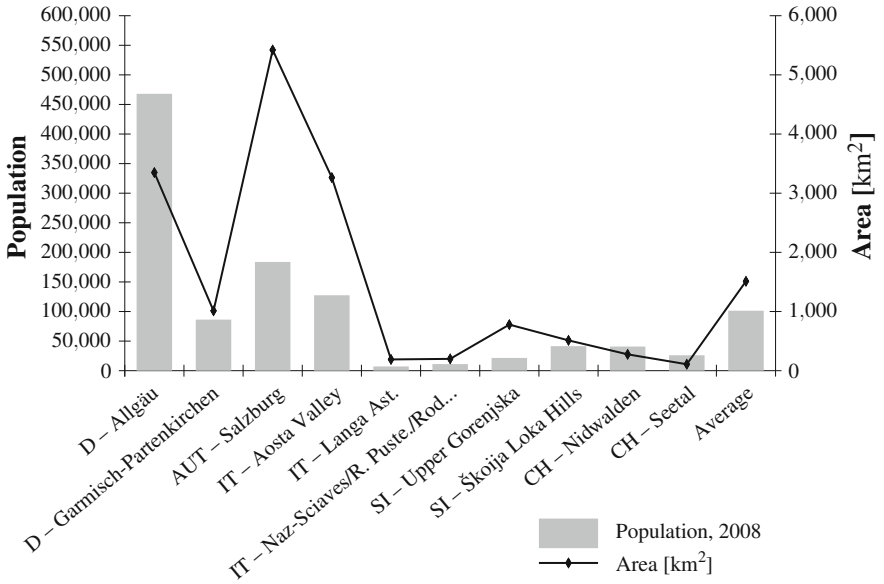

Fig. 2.2 Population and area of selected regions

2.2 Geography of Selected Regions at Glance

The selected regions nicely illustrate the overall Alpine area landscape features and settlement network of which the major characteristics are heterogeneity (Alpine Convention 1999, 2007) and duality between the highly densely populated valleys bottoms and scarcely populated remote hilly areas. The heterogeneity of the regions is also reflected by their considerable variation in size (see also Fig. 2.2): the largest is Austrian Pinzgau-Pongau-Lungau (5,420 km^2) and the smallest Swiss Seetal with 108 km^2; as well as in the number of residents: the largest is German Allgäu (467,969) and the smallest Italian Langa Astigiana (7,177). As is typical of Alpine regions, the selected regions' population density is low; in 4 out of 10 regions (Aosta Valley, Langa Astigiana, Salzburg, Upper Gorenjska) even lower than 40 inh./km^2 which almost half of the average value of 73 inh./km^2 for the whole Alpine area (2001; Alpine Convention 2007). Regions are differently administratively organized, which coincides with how Alpine space countries are governed on the national level and the levels below (regional level exists only in some countries). Consequently, this also influences the number of municipalities incorporated in the DEMOCHANGE model regions, e.g. from 4 (South Tyrol and both Slovenian regions) to 60 or more in the case of Allgäu (60), Salzburg (68) and Aosta Valley (74).

In terms of land use, there is a major division between the regions with a greater share of agricultural land (40 % and more: Allgäu, Langa Astigiana, Nidwalden, Seetal) and those with only up to 15 % devoted to agriculture like Upper Gorenjska

Table 2.1 Statistics on the land use in selected regions, Černič Mali and Marot (2011)

Region	Agricultural land (%)	Forest (%)	Built up area (%)	Other (water, rock) (%)
Seetal	70	20	10	0
Langa Astigiana	65	35	0	0
Allgäu	53	32	8	7
Nidwalden	43	31	4	22
Aosta Valley	37	5	55	3
Model region in South Tyrol	33	43	3	21
District of Garmisch-Partenkirchen	25	49	5	21
Škofja Loka Hills	22	75	3	0
Pinzgau—Pongau—Lungau	11	38	2	49
Upper Gorenjska region	11	71	2	16

region or Pinzgau-Pongau-Lungau. In these two regions, a factor decreasing the extent of agricultural production is the altitude because, for example, in Pinzgau-Pongau-Lungau the majority of the population lives 1,000 m above sea level. Forest covers more than half of the region in Upper Gorenjska region (71 %), Škofja Loka Hills (75 %) or nearly half in the District of Garmisch-Partenkirchen (49 %). Decline of agricultural area is explicitly evident in three regions (Allgäu, District of Garmisch-Partenkirchen and Seetal) and corresponds to the general trend of the whole Alpine area. In the disadvantaged areas extensification and abandonment of the agricultural land is a prevailing land use change while in the lower, flat areas we can report agricultural intensification (Alpine Convention 2007) (Table 2.1).

2.3 What Numbers Reveal About Demography

Due to the heterogeneous size of the regions it was difficult to generalise their population development. Nevertheless, many parallels have been discovered between the regions both in past population development as well as in the future projections. One example of heterogeneity is the case of Salzburg where in some municipalities population grew by as much as 79 % (Piesendorf 1971–2009), while in some municipalities the number of people declined (30 % in Lend). Such population polarity has been discovered across the whole Alpine area (Alpine Convention 2011, 2012). Overall, the population in the period from the mid 1990s to present has been stable in Allgäu, District of Garmisch-Partenkirchen, growing in Aosta Valley, South Tyrol, Nidwalden and Seetal, and decreasing in Upper Gorenjska, Langa Astigiana and Škofja Loka Hills. Growing or stable population has been more often a result of immigration rather than of changes due to the natural growth rate which is also a trend projection of the EU until 2030 (Giannakouris 2010). It can be generalized for the whole Alpine region that in selected areas municipalities can be found with negative and positive natural growth, the latter being indicated as a

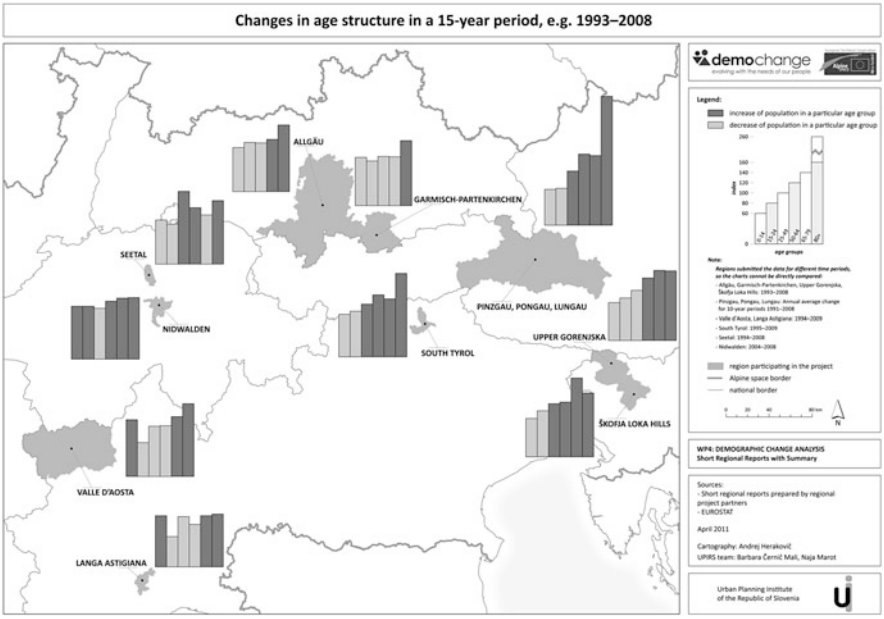

Fig. 2.3 Change in age structure in a 15-year period, e.g. 1993–2008

rarer one. Moreover, negative demographic trends can be expected, since in more than two thirds of the Alpine municipalities the death rate exceeds the birth rate (Tappeiner et al. 2008). Similarly, the fertility rate which relates the average number of children that are born to a woman over her lifetime, has dropped significantly to 1.4 on average, on the other hand the life expectancy has been extended.

A clear shift of child bearing to an older age is evident, possibly caused by a longer educational process, poor accessibility to housing, more demanding job conditions and such factors. In contrast, in South Tyrol it has been reported that the tendency of low fertility rates is at least partly absorbed by migrant females who are giving birth at a younger age (under age of 30 vs. Italian women 30–39) which is a so-called "juvenescent effect".

The structure of age groups has dramatically changed in most of the regions since the late 1970s or early 1980s (see Fig. 2.3). The decrease of the youth population in the age group 0–14 in the period from mid 1990s until present stands at 30 % or less (Salzburg, Upper Gorenjska, Škofja Loka hills, see Fig. 2.4), only in Aosta Valley the youth population grew by 11 %. Just in Italian regions the youth population remained more or less stable, although in absolute terms the population has fallen as in the case of Langa Astigiana (Fig. 2.5). Reports from the Alpine Convention indicated a trend of strong immigration of younger people from other German states to the German Alpine region (Statistisches Bundesamt 2009). Additionally, in geographical terms, the youth resides in the attractive valley floors while remote valleys and regions at higher altitudes are mostly areas from which the youth emigrates, although, for example, in Slovenian Škofja Loka Hills they prefer to stay

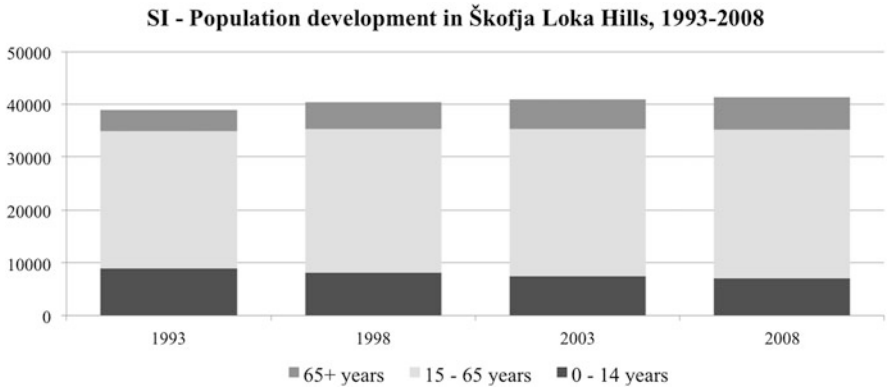

Fig. 2.4 Population development in past decades in the region SI-Skofja Loka Hills, 1993–2008

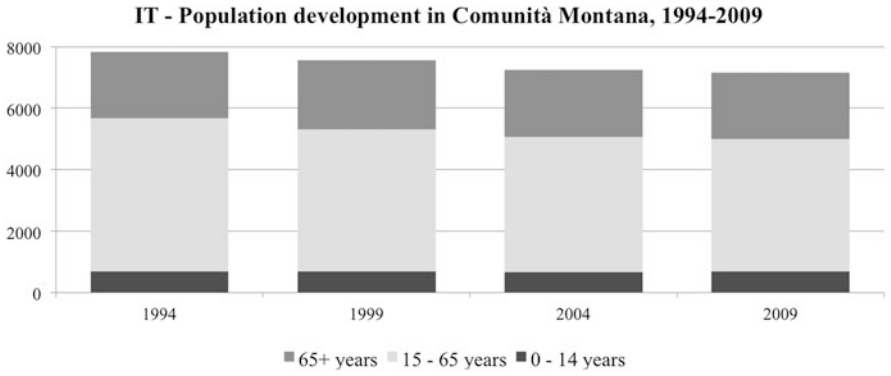

Fig. 2.5 Population development in past decades in the region IT-Langa Astigiana, 1994–2009

at home due to the lower prices of real estate, and to commute daily. Regardless of the trends in the share of youth, most of the regions face an increase in population age 65+, the so-called phenomena of an aging population.

The charts representing natural population and migration change per 1,000 inhabitants again resemble irregularities across the Alpine territory. While in the regions of Salzburg (Fig. 2.6) and Naz-Sciaves/Rio Pusteria/Rodengo/Varna population changes mainly occur because of a natural increase of inhabitants, in Allgäu, Upper Gorenjska Region (Fig. 2.7) and Aosta Valley migration movements prevail. Such trends have been noticed in both Alpine areas, where comparisons between the periods 1970–1980 to 1980–1990 shows increased importance of the net migration in the total population change from 57 to 80 % (Alpine Convention 1999). Similarly, in Europe migration accounts for around 90 % of change both in EU-15 and EU-25.

In the future, the negative population trend is expected in the German regions, Aosta Valley, Upper Gorenjska, Škofja Loka Hills, especially once women born during the Baby Boom will come out of fertile age. Projections are positive in the

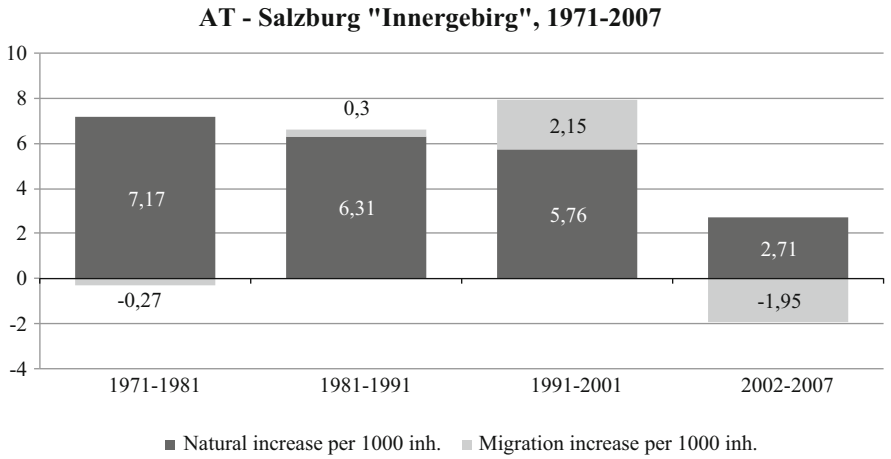

Fig. 2.6 Natural population change and migration per 1,000 inhabitants in past decades in the region AT-Salzburg, 1971–2007

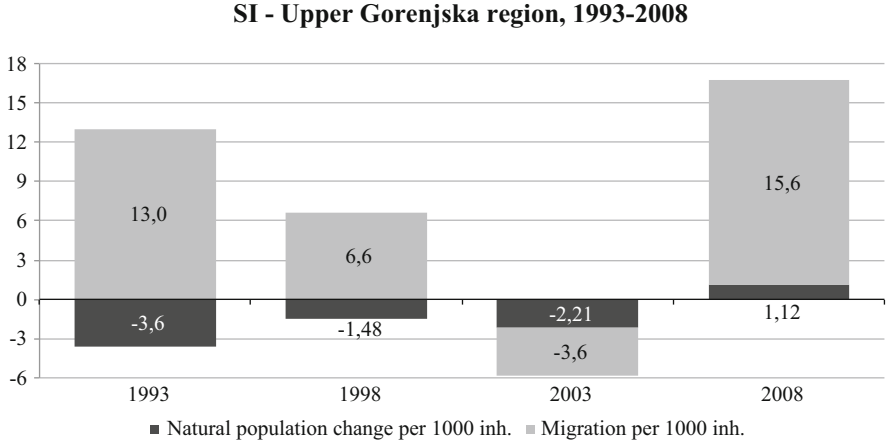

Fig. 2.7 Natural population change and migration per 1,000 inhabitants in past decades in the region SI-Upper Gorenjska region, 1993–2008

case of Langa Astigiana, South Tyrol, Canton Lucerne and Nidwalden. Similarly to the current demographic picture, a strong decrease in young population is expected, a shift within the working age population to an older age and a strong increase in the population at retirement age. Projections of net migration were only available for a few regions, but it is forecasted that immigration will usually not outset the natural loss of population where this was the case in past decades, e.g. Allgäu or District of Garmisch-Partenkirchen. Migration flows include internal migration within the Alps, which has its roots in the search for the attractive location in terms of quality of life, and adds to peri-urbanisation processes as well as international immigration, which is especially evident in Italy.

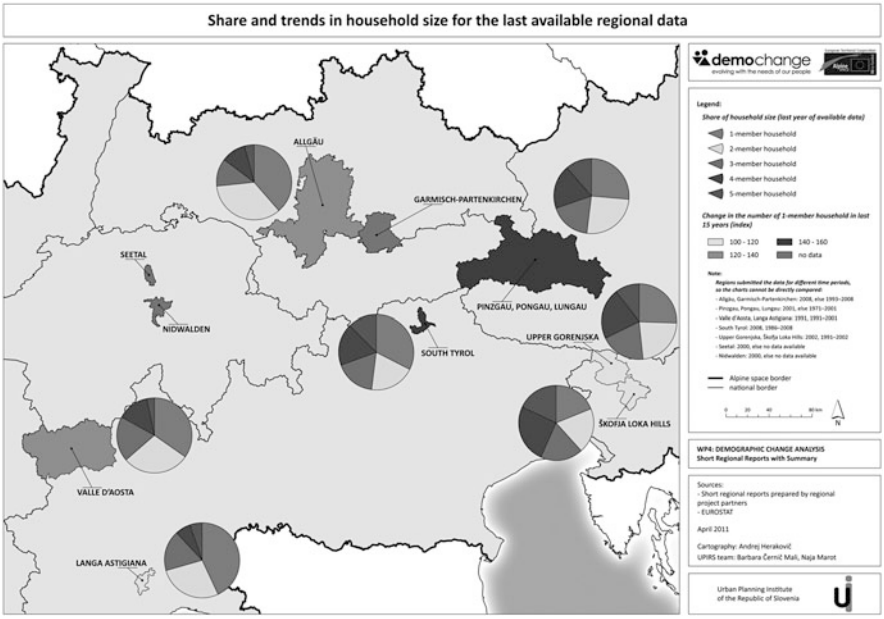

Fig. 2.8 Share and trends in household size in selected regions

Household size (see Fig. 2.8) also indicates changes in the individualistic style of life with an increasing number of smaller households, e.g. in the period 1971–2001 the number of single households increased by 40 % (Allgäu), accounting for the higher number of total households and smaller average household size. Influencing factors are societal changes such as more singles, marriages at a later age and a longer life expectancy. Such changes especially affect rural areas, as for example, in Slovenia where older people live alone in their own houses, struggle to maintain them, and thus cannot afford the previous standard of living anymore. In some of the regions a bigger household size than the national average was detected (South Tyrol 2.7 vs. 2.4 for Italy), which could be explained with traditionally larger families in rural areas.

2.4 Demography Influencing Economy and Utilities Provision

Demographic data was also accompanied with a brief economic analysis of the regions.[2] On average the selected regions do not represent the major economic players in the Alpine area which can be illustrated by the gross domestic product

[2]Under the socio-economic topic we first aimed at provide basic monetary indicators such as a gross value added per person on the level of selected regions, however, the difference in

per person of the regions lagging behind national or regional averages, e.g. 84 % in Allgäu or 70 % in the District of Garmisch-Partenkirchen, Langa Astigiana is 24 % behind the region of Piemonte, and 13 % behind the national average in disposable income per capita. A notable exception is Aosta Valley, one of the richest regions in Italy, where GDP per capita considerably exceeds the national average. Among regions which perform above national average are also Swiss Nidwalden and Seetal. Seetal, however, is slightly below Canton Lucerne financial performance, and is thus net receiver of financial equalisation compensation.

Typical for the Alpine territory, regions engage in similar activities, such as tourism, manufacturing of ski equipment, small businesses etc., thus two clusters of regions can be identified. The first cluster consists of regions where tourism is joined by the industry and services, and in the second cluster agriculture prevails. Tourism has been reported among important economic activities in 8 out of 10 regions, however its importance varies. In three regions it was reported as the most important one, in two of those regions both winter and summer season create significant revenue (South Tyrol, Upper Gorenjska, Pongau-Pinzgau-Lungau). Although creating wealth in the economy, in the rural regions with a strong tourism sector, problems have been reported, such as seasonality, low paid jobs, lack of adequately skilled labour, immigration of foreign workers and traffic congestion in peak season. In small communities the number of tourists or overnight stays is sometimes not proportional with the size of the local population (e.g. Salzburg region accounts for 200 overnight stays per resident). In regards to demographic changes, the German selected regions reported they are already very popular with elderly tourists and even residents who choose these locations for their retirement (Tappeiner et al. 2008). Demographic changes have called for two alterations of the touristic offers already: firstly, an average stay of a guest has shortened to 3 or 4 days, and secondly, new or adapted tourist products should be available for the elderly tourist considering that this new group of tourists, at an age of 55+, possesses financial sources, want adventure, and will in the future require adapted physical accessibility of the touristic sights.

Besides tourism other services and small businesses have been recognized as important, especially in Switzerland (Nidwalden, Seetal) and Germany where it was depicted as the first most important economic activity. Manufacturing is more commonly ranked in second or third place, as prevailing types of industry we may find the food industry in Allgäu and Langa Astigiana, ski equipment manufacturing in Salzburg and Škofja Loka Hills. As described in the land use section, agriculture is the major contributor to the economy in Škofja Loka Hills and Langa Astigiana. Such categorization is a consequence of the fact that the selected regions mostly do not include a larger core city of the Alps, in which the tertiary sector accounts for more than 60 % of local jobs (Alpine Convention 2012).

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administrative and statistical coverage of the regions did not allow that. The lack of transnational comparison was compensated with the comparison of national with regional data.

Development of the majority of economic activities is strongly dependent on the infrastructure. Although most of the regions are connected to the motorways and the driving distance to the nearest centres of higher importance does not exceed two hours by car, or half an hour more by train, the regions are not necessarily satisfied with the existing infrastructure, public transport is missing and has especially been shut down in the last years as an effect of the decrease in population. In some of the regions such as Škofja Loka Hills, dependence on a car is high, which limits especially the mobility of older people. In addition, the selected regions can be denoted as commuting regions, since imbalances of the labour market and the lack of a qualified workforce result in a high ratio of commuting with all associated problems (congestion, pollution, inefficiency). Most problematic regarding connectivity are regions with low density of population where connections between remote places and municipal centres are inadequate, roads are in need of repair or the train network is deficient.

2.5 Deteriorating Number of Services on One Hand, Increasing Offer of Innovative Services on the Other Hand

Demographic changes are also apparent in the housing market. The predominant type of housing in the Alpine area is single family houses, and the construction of these is also increasing. Similar to Slovenia and also in other regions, a high percentage of housing is owner-occupied, rental dwellings have a higher share only in regional centres. An imbalance on the housing market was detected, in the sense that the rental housing demand often exceeds supply, e.g. in South Tyrol and in Upper Gorenjska, and is especially problematic in touristic areas where demand for secondary homes forces up prices for land and for built structures above the regional average, and dwellings are not accessible for local residents. The most deprived group is the youth who struggle to attain independence from their parents, and thus move out of the tourist regions such as District of Garmisch-Partenkirchen and Kranjska Gora in Slovenia. This phenomenon was called in a report from Salzburg region “competition between wealthy and elderly amenity migrants and young local families”.

Smaller settlements prevail in the selected regions which is reflected in a moderate provision of health services including pharmacies, doctors, hospitals. While the provision is estimated as good in Nidwalden and Seetal, and even above average in Garmisch-Partenkirchen, some of the regions reported a lack of it, e.g. in Škofja Loka Hills. In touristic regions accessibility to the general doctor improves seasonally during summer or winter, yet the specialist’s treatment is usually available in distant regional centres of higher importance, which now in these times of an aging society and an increased demand for health care provision, present an important obstacle to an adequate quality of life.

The inclusion of children in professional child care is higher in urban areas than in remote and rural ones. The present organisation of day care and opening times do not meet the standards of nowadays parents who work longer hours. Lacking provision of these necessary services can render such areas as unattractive for young families. Although it is costly, some regions still succeed in keeping primary schools in smaller settlements (Upper Gorenjska and Škofja Loka Hills, Salzburg region), while others provide school buses to the nearest regional centres where secondary schools are located too.

The provision with basic consumer goods complies with "the vicious cycle" where declining quality of life encourages residents to move to less peripheral areas which then triggers additional closures of services and lowering of the quality (Alpine Convention 2011). The smaller settlements and remote villages are problematic, especially for the non-mobile population. Even in urbanized areas retail centres are found only in the outskirts of larger centres because many stores in the centres of smaller towns have closed down. This makes provision of goods hardly accessible (Upper Gorenjska, Salzburg, Škofja Loka Hills).

2.6 Conclusion

Data analysis has shown that the selected regions mostly resemble the demographic situation in the whole area of the Alps, in which one of the most common characteristics is heterogeneity. Heterogeneity has been not only noticed in demographic trends, but also in settlement patterns, utilities provision and in the way individual types of regions develop. The aging of population is not only a result of the higher average age and life expectancy, but also of the lively migration movement of the wealthy retirees from other parts of the country, who want to live in a healthy, intact nature. On the other hand half of the regions have exposed the problem of a shrinking population with a natural decrease, but an increased migration flow was also reported. Firstly, because of the labour/seasonal immigrants in agriculture and tourism from South East Europe and other non-European countries, and secondly because of the permanent residents seeking a better quality of live in the Alpine region. Such immigration is needed due to a mismatch between workplace conditions on offer, qualifications and desired workplaces, although it may provoke conflicts with the local people if they are not willing to integrate newcomers into their community.

Besides social aspects demographic change has also resulted in closing down services, e.g. railway connections, post office, schools, health centres, and limited accessibility, especially when taking into account housing and mobility issues of elderly. Demand for new products in the sector of elderly care has been as well addressed by German and the other regions which tried to develop new training courses, and new products to provide the elderly the care required, and prolong their stay at home, while at the same time also enable their children to retain their job.

Regarding this project topic, integration of demographic change into the spatial planning has been examined. Some of the regions are already aware of the demographic trends and have established special programs, such as Vitality in Langa Astigiana, with the goal of realizing actions focusing on alternative energy, renewal of historical villages, valorization of agricultural and food production, improvement of the infrastructure, tourist promotion etc. Some policy documents, such as regional development programs, recognize demographic change and have listed some measures, yet wider political promotion and recognition of the problem, especially on the local level, is still awaited.

In conclusion, the analysis has shown that demographic change is present in all selected regions, but its extent and traits are different. The chapters in the second part of this publication show how the partners within the DEMOCHANGE project have developed several strategies and measures to tackle these issues. This is useful not only to the DEMOCHANGE model regions, but can be likewise implemented in other Alpine areas. This is possible due to the similarity of the demographic traits and simultaneously heterogeneity which was discovered with the data analysis, and was also confirmed in the regions right across the Alpine area (Alpine Convention 2012).

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Chapter 3
Demographic Regional Types in the Alps: Results of a Cluster Analysis

Gerhard Ainz, Nadja Kripgans

Abstract To get a better understanding of regional different demographic change processes in the Alpine Space a typology using cluster analysis was built. The basis for the identification of the demographic regional clusters was formed by 11 indicators on NUTS 3-level, which focus on the most important drivers of population development as population structure, population development, natural population change, net-migration, distribution of age groups and population density. Five main demographic types could be identified: urban areas, dynamic developing areas, rural out-migration areas, rural in-migration areas. In addition the Alpine metropolises around the core mountain territory were fond each as singular type with specific characteristics.

3.1 Typology of NUTS 3-Level Regions Based on Demographic Indicators

A typology of demographic regional types in the Alpine Space can be an important basis for the development of adaptation strategies to demographic change. Depending on the demographic challenges in a region, adaptation processes will differ and different strategic options and measures will be adequate. Therefore in areas with a growing population based on positive natural development and/or in-migration the challenge will be to maintain and develop an adequate infrastructure (for dwelling, child care, traffic etc.) as well as to integrate immigrants and new residents. In areas

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T. Bausch et al. (eds.), *Coping with Demographic Change in the Alpine Regions*, European Studies of Population 23, DOI 10.1007/978-3-642-54681-5_3,

with out-migration the challenge is to maintain basic infrastructure and quality of life.

To get a closer look at the challenges and adaptation strategies of the Alpine regions one important task of the DEMOCHANGE project was to identify different regional types of demographic development within the Alpine Space[1] by conducting a cluster analysis. The typing was based on demographical data from Eurostat, which were available for the whole Alpine Space on NUTS 3-level. The NUTS 3 level was chosen as a real unit, because its size best fits the size of the DEMOCHANGE model regions and because smaller units than NUTS 3 data in Eurostat hardly exist. Furthermore, statements on specific regional strategies based on an analysis on NUTS 2-level are too diffuse. Additionally some studies already exist on NUTS 2-level, which differentiate regions on demographic indicators. In addition the ESPON-project DEMIFER is concerned with this topic (cf. Bauer 2010; DEMIFER 2012) as well as the results from the Diamont project (Briquel 2006).

The basis for the identification of the demographic regional types is formed by 11 indicators, which focus on the most important drivers of population development and describe in our opinion the demographic situation in a region sufficiently and reasonably. The data that were used covered population structure, population development, natural population change, net-migration, distribution of age groups and population density.[2]

With these indicators a factor analysis was done as a first step, the four factors that turn out to be particularly relevant in our case formed in a following step the basis for a cluster analysis.[3] As a result eight regional types were identified.

The following Fig. 3.1 shows the average values of the demographic indicators in regard to the different clusters or regional types. The figure highlights on the one hand the five most important demographic regional types we have identified (types 1,3,5,6 and 7) and on which we focus in the following (yellow rows), and on the other hand the factors which are the driving forces of the demographic development in the regional type (numbers in bold).

The following regional types were identified:

Urban areas (cluster 1, 37 regions, 20 %): Urban influenced, relatively small regions dominated by medium-sized cities or suburban areas and densely populated

[1] Alpine Space is hereby defined as the area that is covered by the Interreg IVB Alpine Space Program. It therefore contains not only the Alpine core space, but also the fringe zones.

[2] The following data were used: population density 2009; total population 2010; age groups <15 years, 15–64 years, >64 years in total as well as in relative share; natural population change (average of 2005–2010 relating to 1,000 inhabitants); net-migration (average of 2005–2010 relating to 1,000 inhabitants); population development (population 2010 – population 2005) relating to population 2005 * 100 (%).

[3] The factor and the cluster analyses were performed by the University of Applied Sciences Munich. The factor analysis includes a main component analysis with varimax rotation. The cluster analysis was carried out in different versions with 6–10 clusters, whereas the version with 8 clusters turned out to be the most reasonable. Because the factors were independent metric characteristics, the clusters were formed by a substitution method based on inner class variance (SPSS Quickcluster).

demo-graphic region type	num-ber	share (%)	population denstity 2009	population size 2010	age groups						natural population development per 1000 (2005-2010)	net migration per 1000 (2005-2010)	population development (pop 2010 – pop 2005) / pop 2005*100 (%)
					absolute			shares					
					less 15 years	15 to 64 years	65 years and more	less 15 years	15 to 64 years	65 years and more			
1	37	19,8%	394,2	197.080	29.188	134.670	33.222	0,15	**0,68**	0,17	1,08	4,69	2,58
2	3	1,6%	418,9	1.999.254	325.411	1.302.366	371.477	0,17	0,65	0,18	3,79	2,57	3,23
3	37	19,8%	257,1	478.188	70.972	318.757	88.459	0,15	0,66	0,19	1,13	**9,79**	**5,63**
4	1	,5%	2.033,6	3.963.916	548.098	2.597.828	817.990	0,14	0,66	0,21	1,20	5,22	3,25
5	22	11,8%	255,0	277.240	34.006	175.994	67.240	0,12	0,63	**0,24**	**-4,03**	**6,71**	1,36
6	69	36,9%	156,5	165.910	24.855	109.309	31.746	0,15	0,66	0,19	**-0,55**	0,58	**-0,02**
7	15	8,0%	133,4	668.125	121.712	428.673	117.740	**0,18**	0,64	0,18	3,61	3,28	**3,52**
8	3	1,6%	4.538,8	1.072.387	143.801	740.332	188.254	0,13	0,69	0,19	0,18	7,07	3,73
total	187	100,0%	317,7	8.822.100	1.298.043	231.802	66.498	0,15	0,66	0,19	0,12	4,31	2,19

1 alpine, urbanized
3 dynamic city / rural areas
5 aging rural
6 rural areas with negative migration
7 rural but growing areas
2, 4, 8 other

Fig. 3.1 Average values of the demographic regional types on NUTS 3-level in the Alpine Space; own calculation

large valleys as well. Rather high population density. The higher share of people at working age (15–64 years) is distinctive for quite a dynamic economic development. The share of older residents (above 64 years) is clearly below average. There is an average in-migration and population. The natural population growth is positive.

Dynamic urban and rural areas (Cluster 3, 37 regions, 20 %): Larger regions with a rather high total population, usually one large center surrounded by sparsely populated rural areas. Average age group distribution. The significant population growth is driven by very high in-migration and positive natural population growth.

Aging areas (Cluster 5, 22 regions, 12 %): Average densely populated regions usually away from the major metropolitan areas or in the transition areas to the mountain region. Very strong aging of the population due to significantly negative natural population development, characterized by a low proportion of under 15 and 15–64 years-old persons, and high in-migration of older persons. Overall there is a slight increase in population.

Rural areas with a tendency of out-migration (Cluster 6, 69 regions, 37 %): Sparsely populated NUTS 3 regions of a smaller size. Slightly negative population development and low or negative in-migration coupled with out-migration results in population stagnation or decline.

Rural growing areas (Cluster 7, 15 regions, 8 %): Overall large population in large but less densely populated regions with a high share of under 15 year olds and significantly positive natural population growth. Altogether there is a significant increase of total population, i.e. driven by a positive in-migration.

Others (clusters 2, 4, 8, 7 regions, 4 %): These regions include the metropolitan areas of Vienna, Munich, Basel, Milan, Turino. These areas are in an outstanding situation in regard to their demographic challenges caused by their population density and size, and were not taken into consideration within the DEMOCHANGE project (Fig. 3.2).

The *urban, densely populated areas* and valleys are clearly recognizable (Salzburg and surroundings, Linz-Wels, St. Pölten, Klagenfurt, Villach, Tyrol in A., several districts in the North of Munich, large parts of Western Switzerland and Slovenia). The DEMOCHANGE model regions in Slovenia and Nidwalden in Switzerland belong to this regional type. A high share of working population is characteristic for this type of region and enables a high economic prosperity.

The *dynamic urban and rural areas* develop rather demographically dynamically. The locations are in and around the centers of Graz and Vienna in Austria, Munich in Germany, central- and South East-Switzerland and the central North-Italy. The population increase in these regions is clearly positive due to a high in-migration. Two of the Italian DEMOCHANGE model regions (South Tyrol and Aosta Valley) as well as Seetal in Switzerland belong to this regional type.

Aging rural areas are rather weakly represented and can be sometimes found in Austria (Mittelburgenland) and Germany (districts Berchtesgaden, Miesbach, Garmisch-Partenkirchen) and concentrated on the Eastern and Western fringe areas of North-Italy. Within the DEMOCHANGE-project this type of region is represented by the model region Langa Astigiana in Western North-Italy and the District of Garmisch-Partenkirchen in Germany. The regional type is characterized

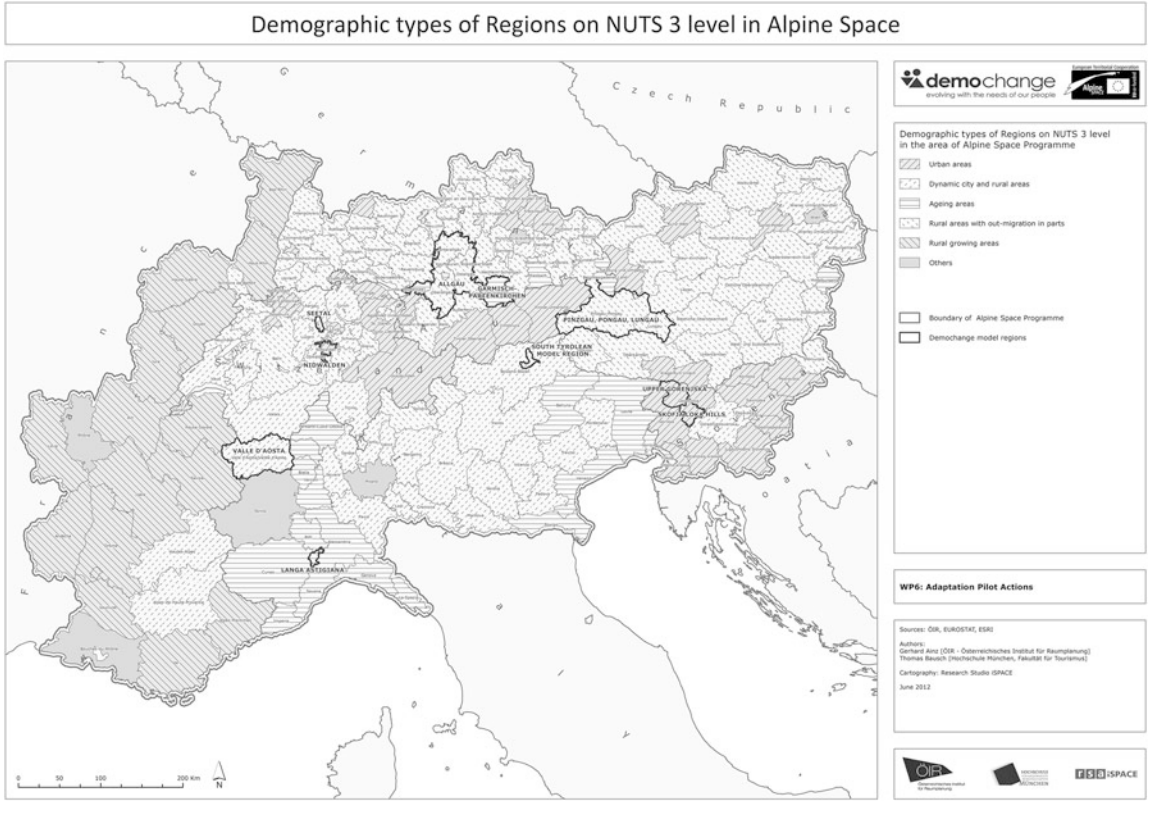

Fig. 3.2 Demographic types of regions on NUTS 3-level in Alpine Space based on cluster analyses results

by an over proportional share of elderly population as a result of a negative natural population development and an in-migration of elderly people.

Rural areas with a tendency of out-migration are mainly to be found in the rural areas and districts in Austria and Germany as well as in parts of Switzerland. A low population dynamic is typical, stagnation and partly even population decrease dominate the scene. The DEMOCHANGE model regions Allgäu in Germany and Pinzgau-Pongau-Lungau in Salzburg/Austria are representing this regional type.

Rural growing areas concentrate on the Western fringe areas of the Alpine space (French Alps). This regional type of regions exhibits a high share of younger people and a positive population development which is a result of a positive natural population growth as well as a clearly positive in-migration. This regional type is not represented by a model region within the DEMOCHANGE Project.

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Chapter 4
Regional SWOT Analyses for Demographic Change Issues: Tools and Experiences

Alexander Veser

Abstract SWOT analysis can be used as a method to appraise the development factors particular to a region, and to evaluate how these factors relate to demographic change. The results of such a SWOT analysis can be used as a basis for the conception of regional measures. A SWOT analysis framework specifically adjusted to demographic change issues was applied in 22 working groups in various Alpine regions. In these groups, regional strengths and weaknesses were gathered and their relationship with regionally relevant demographic trends was assessed. Typical strengths of Alpine regions identified include a beautiful landscape, strong regional products or the inhabitants identification with their home. Typical weaknesses include a lack of career opportunities, inadequate child care or an insufficient cooperation of regional actors. Properties which were often identified as either a strength or a weakness, and thus seem to be distinguishing features of Alpine regions, include the existence respectively the lack of a regional umbrella marketing strategy, the quality of public transport as well as nursing care facilities and services for the elderly. An online SWOT analysis tool and a checklist for the identification of regional strengths and weaknesses were prepared based on these results.

4.1 Challenges of Demographic Change

Demographic change poses important challenges for regional development in many aspects. For example, the increasing number of aged people in Europe implies an opportunity for the health tourism sector which is strong in many Alpine regions. At the same time, the decrease of resident young people in most Alpine regions

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T. Bausch et al. (eds.), *Coping with Demographic Change in the Alpine Regions*, European Studies of Population 23, DOI 10.1007/978-3-642-54681-5_4,

results in an intensification of the competition for workforce. This poses a threat for local touristic businesses where pay is often low pay and working shifts late. Demographic change equally affects such diverse issues as regional products, real estate markets, public transport, schools systems, kindergartens, nursing homes, hospitals, and virtually every other facet of regional welfare.

Regional actors who want to proactively approach the challenges of demographic change should start with an inventory: Which strengths can we build on and which weaknesses do we need to compensate when facing the opportunities and threats of demographic change? One easy-to-use method to answer this question is the SWOT analysis.

4.2 SWOT Analysis as Starting Point for Regional Strategies

The SWOT analysis is an established instrument in strategic business management and marketing. It is also frequently used in regional development desktop-studies and stakeholder workshops in the context of regional strategy building and measure conceptualization processes. "SWOT" stands for "Strengths, Weaknesses, Opportunities, Threats" and the basic idea behind a SWOT analysis is to think about the future by looking at combinations of these four aspects.

The SWOT analysis is based on the assumption that success can be attained when one's particular competences today (internal factors) are employed in compliance with the requirements of the environment in the future (external factors) (Andler 2011; Paul and Wollny 2011). In this context, strengths and weaknesses represent the internal factors which shape a region's welfare, for example regional products or regional traffic infrastructure. Opportunities and threats are linked to external factors influencing a region's welfare, for example globalization or an aging society.

The SWOT analysis is especially helpful for depicting the given situation in a simplified and aggregated way as well as for taking stock in situations of re-orientation, e.g. when beginning a strategy development process or when important internal or external changes are expected. The method is also helpful to facilitate a communication process, e.g. in regional stakeholder working groups. Although it is frequently used, there is no standardized methodology for conducting a SWOT analysis. Most authors suggest to first list and analyze strengths and weaknesses as well as opportunities and threats, and then to combine all four in a result matrix for strategy development (cf. Table 4.1) (Andler 2011; Paul and Wollny 2011).

However, this procedure has an important shortfall: it does not account for the fact that many external factors represent neither an opportunity nor a threat per se, but that they become either only once they are combined with internal factors. The SWOT analysis can be easily adjusted to account for this potential ambiguity of external factors. The adjusted procedure comprises these steps:

1. Analysis of internal factors: One's current strengths and weaknesses are identified. This should be done within an appropriate reference system, for example in relation to supra-regional averages.

Table 4.1 Standard SWOT analysis result matrix, Andler (2011)

		Internal factors	
		Strengths	Weaknesses
External factors	Opportunities	**SO strategies** use strengths to take advantage of opportunities	**WO strategies** take advantage of opportunities by overcoming weaknesses
	Threats	**ST strategies** use strengths to avoid threats	**WT strategies** minimize weaknesses and avoid threats

2. Analysis of external factors: Potential future developments are discussed which are beyond the sphere of influence of the involved regional actors.
3. Combination of internal with external factors and evaluation of resulting combinations: All identified strengths and weaknesses are "automatically" combined with all identified external factors, and the resulting combinations are evaluated as potential opportunities or threats.
4. Discussion of strategic options on the basis of the evaluated combinations.

Figure 4.1 shows the adapted procedure for the ambiguous external factor "aging society" with a practical example from the DEMOCHANGE model region District of Garmisch-Partenkirchen. Table 4.2 shows the adjusted result matrix.

The Faculty of Tourism at the University of Applied Sciences Munich has prepared an online SWOT Tool which follows the adjusted systematic described above. It has a special feature to facilitate SWOT analyses dealing with demographic change in regional development, but it can be used for any topic. The SWOT Tool can be accessed free-of-charge at www.swottool.de.

4.3 Internal and External Factors for DEMOCHANGE Model Regions

In all ten DEMOCHANGE model regions specific demographic change issues were addressed by Pilot Actions. Which issues to address, and which Pilot Actions to implement, was decided in regional participatory processes. The standard procedure was to form topical working groups. In the 10 model regions, there were 22 topical working groups in total.

The topical groups focused on a variety of issues such as economy, tourism, agriculture, job market, housing, health care, migration, youth or elderly people. Which topical groups were formed depended on factors such as regional issues perceived as most problematic for the region or the commitment of specific groups of stakeholders. The variety of topical working groups is reflected in the people acquired as members of these working groups: staff from regional and municipal

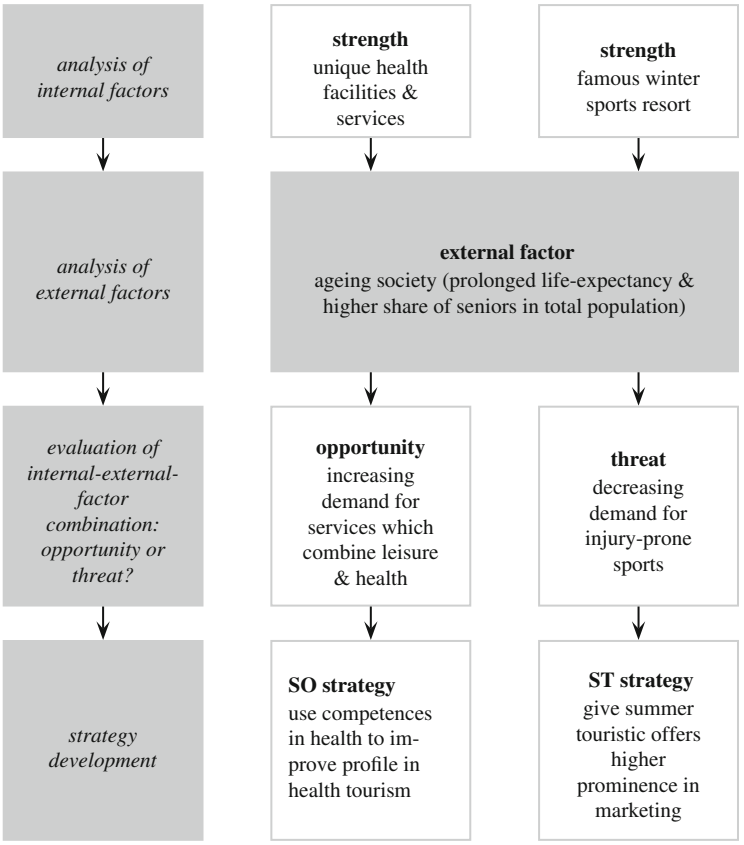

Fig. 4.1 Adjusted SWOT analysis procedure

Table 4.2 Adjusted SWOT analysis result matrix

	Internal factors	
	Strengths	Weaknesses
External factors	**Evaluation of combination** opportunity or threat?	**Evaluation of combination** opportunity of threat?
	SO strategies use strengths to take advantage of opportunities	**ST strategies** use strengths to avoid threats
	WO strategies take advantage of opportunities by overcoming weaknesses	**WT strategies** minimize weaknesses and avoid threats

Table 4.3 External factors: demographic change dimensions ($n = 66$ in altogether 22 topical working groups)

	Demographic dimensions	Of high importance in % of all working groups
Age groups	Number of children & youth	45
	Number of adults	23
	Number of elderly people	45
	Number of very old people	41
	Number of inhabitants with migration background	23
Migration	Total migration	14
	Migration of young people	27
	Migration of adults & families	0
	Migration of elderly people	9
	Migration of people with migration background	5
Population	Number of inhabitants	32
Households	Number of households	9
	Average size of households	14
Outside the region	Number of inhabitants outside the region	0
	Average age in markets outside the region	14

administration, agencies and schools as well as mayors; employees and owners of private and public enterprises; representatives of associations for business and social interest groups as well as "normal" residents of the regions.

Discussions in these working groups were usually initiated with a presentation of demographic change in the region. This was followed by a group effort to identify the most important regional strengths and weaknesses in relation to the topic of the working group. Based on these evaluations of internal factors (strengths and weaknesses) and external factors (dimensions of demographic change), related objectives and potential measures for the region were discussed.

The results of the discussions in all ten model regions were transferred to a SWOT analysis database. In this database, the project partners chose for each working group the most relevant demographic change dimensions from a list and entered the most relevant strengths and weaknesses. Table 4.3 shows the complete list of selectable demographic change dimensions and how often the individual items were chosen. Most often, changes in the number of residents within certain age groups were identified as especially relevant. Migration issues and changes in the number of inhabitants were also frequently chosen.

The entry of regional strengths and weaknesses was not standardized in the database. Altogether, about 200 individual items were entered. The analysis of the items entered suggests a negativity bias. Of all items entered, about 60 % were weaknesses. About 55 % of the entered weaknesses were linked to potential measures whereas this was the case for only about 40 % of the identified strengths.

Table 4.4 Internal factors: typical strengths and weaknesses of Alpine regions ($n = 194$, thereof 79 strengths and 115 weaknesses)

Categorized aspect	Bias direction	Bias strength
Beauty and diversity of landscape (e.g. sights, altitudes, topography, water bodies, manners of cultivation)	Strength	10:0
Quality, prices, profile and range of regional products (e.g. in tourism or food)	Strength	9:3
Identification with region and sense of belonging	Strength	5:0
Dispersion and size of settlements, distances between residents and facilities	Weakness	0:7
Job and career prospects in regional job market for various qualification levels	Weakness	2:9
Child care facilities, their capacity, diversity and opening hours (e.g. nurseries, kindergartens, day-care parents, childcare over lunch, workplace childcare, all-day schools)	Weakness	0:6
Cooperation and common strategies in sectors especially affected by demographic change (e.g. tourism, education, health, care, social services)	Weakness	1:6
Suitability of services, facilities and public space for persons with reduced mobility	Weakness	1:5
Availability and prices for real estate for various demands (e.g. for enterprises, families, low incomes, farming)	Weakness	2:6
Wages and working conditions in regional job market by qualification levels	Weakness	1:4
Marketing activity level (e.g. financial volume, usage of diverse media) and support structures (e.g. welcoming service)	Weakness	1:4
Basic supply facilities (e.g. groceries, post offices)	Weakness	1:4

A qualitative categorization revealed that many items referred to the same aspects across regions and topical working groups. However, some aspects were identified prominently and (almost) exclusively as strengths, others as weaknesses. Other aspects were also prominently identified, but without a clear tendency towards strength or weakness.

Table 4.4 gives those categorized items from the 22 working groups which were frequently identified (at least five times) and with a bias towards strength or weakness (ratio of times identified as strength:weakness of at least 1:3). Table 4.5 gives those categorized items which were frequently identified (at least five times), but without a clear tendency (ratio of at most 1:2). Both tables together thus give hints on typical strengths and weaknesses of Alpine regions in the context of demographic change issues, as well as typical distinguishing features between them. It has to be taken into account, however, that the data is not statistically representative and only reflects the personal opinions of people active in the DEMOCHANGE working groups.

Table 4.5 Internal factors: typical distinguishing features between Alpine regions ($n = 194$, thereof 79 strengths and 115 weaknesses)

Categorized aspect	Frequency	Bias strength
Umbrella marketing strategies for local products and cooperation of providers (e.g. in tourism, health, wellness, food, handicraft)	9	3:6
Public transport offers and schedule within and connectivity beyond the region	7	4:3
Nursing care facilities and services such as nursing homes, (dementia) day care centers or ambulant care	6	3:3
Health care facilities (general and specialized) such as hospitals or resident doctors as well as house-visit health services	6	4:2
Diversification of economic structure and job market (sectors, size of enterprises, qualification, seasonality)	5	2:3
Image of the region as a place to live, work and visit (e.g. quality of life, career opportunities, innovativeness, security, landscape)	5	2:3

4.4 Internal Factor Checklists: Identify Strengths and Weaknesses for Regional SWOT Analyses

A comprehensive evaluation of the most important strengths and weaknesses is essential for a proper SWOT analysis. However, this can be difficult to achieve in stakeholder working groups: it might be hard to get a vivid discussion started, people might focus too much on issues already present in their mind, there might be sensitive issues no one wants to raise, group dynamics might steer strongly into one direction, and so on. In such cases, it is helpful to have a guidance which structures discussion and ensures that certain issues are addressed. For SWOT analyses in a business environment, literature exists which gives such guidance (Paul and Wollny 2011, pp. 84–85; Andler 2011, p. 232; Simon and von der Gathen 2002, p. 218; Mintzberg et al. 2009, p. 31).

The experiences gained in the DEMOCHANGE project can now provide guidance for a structured analysis of regional internal factors in the context of demographic change. The project rendered a collection of about 200 strengths and weaknesses, gathered in ten model regions across the Alpine space. It is important to point out that this collection is based on (moderated) group discussions with a limited timeframe and not on a methodology aiming at completeness. Consequently, some "blind spots" remain. For example, the appearance of a region's settlements can be relevant in the competition of regions for residents and tourists, but this aspect was not related to in any model region. Nonetheless, most important demographic change issues were addressed in the discussions.

All model regions' strengths and weaknesses were categorized into some 70 general aspects and sorted by regional welfare dimensions (Table 4.6). As a result, checklists of internal factors for altogether 9 dimensions were prepared: *Infrastructure*, *Housing & Settlement*, *Economy*, *Health & Care*, *Education*, *Nature*,

Table 4.6 DEMOCHANGE checklist for a regional SWOT analysis

Demographic strategy DEMOCHANGE checklist for a regional SWOT analysis	Aspect was addressed as a	
	Strength	Weakness
Is there a significant regional strength or weakness in relation to. . .?	in . . . percent of all working groups (%)	
Cooperation and common strategies in sectors especially affected by demographic change (e.g. tourism, education, health, care, social services)	5	27
Experience with demographic change projects (e.g. elderly citizen concepts, alliances for families, alternative housing initiatives for elderly people)	14	0
Prominence of demographic change in local policies and public discussion	14	0
Experience with demographic change projects (e.g. elderly citizen concepts, alliances for families, alternative housing initiatives for elderly people)	14	0
Awareness about demographic change among locals and in regional administration	5	5

Social Cohesion, *Image* as well as *Demographic strategy*. These checklists can be used in regional development processes in the context of demographic change for the identification of the most important strengths and weaknesses. As an example, the checklist *Demographic strategy* is given below. All complete checklists are included in the Annex of this publication and can also be accessed via the Wiki of www.swottool.de.

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Chapter 5
Awareness Rising for Demographic Change: The Need for a Participatory Approach

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Abstract To raise awareness of demographic change and to develop and implement measures on regional level demands for public participation in initiatives. DEMOCHANGE is faced with the question as to how an extrinsic topic can be presented to a diverse number of target groups and how governments and population can be motivated to deal with demographic change. As support instrument a Public Participation Manual to give guidance and support for the implementation of participatory approaches in model regions was developed. This Public Participation Manual provides some theoretical background and practical tools for individual, adapted implementation of participatory processes in communities and regions. Although the theory gives suggestions for the implementation of a participatory approach in regional development and spatial planning, it is essential to consider individual aspects of regions and communities in order to initiate a participatory process that is successful in the long run. Therefore, all participatory approaches conducted within the DEMOCHANGE project were adapted to the specific local context.

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T. Bausch et al. (eds.), *Coping with Demographic Change in the Alpine Regions*, European Studies of Population 23, DOI 10.1007/978-3-642-54681-5_5,

5.1 Reasons for a Participatory Approach

By addressing the demand for participation, the DEMOCHANGE project has incorporated a concern which has been increasingly articulated over the past decades. The pragmatic-instrumental reasoning as to why participation is advisable, meaningful or even necessary settles for viewing participation as a means to an end as well as a method. A method which enables, for example, a broader spectrum of persons concerned to be included in planning processes, thereby leading to better outcomes, a decrease in expected opposition or effectively dealing with opposition. Normative participation concepts extend the definition of participation as "taking part in the process of formulation, passage and implementation of public policies" (Parry et al. 1992, 16). And a normative viewpoint always understands participation as an improvement and expansion of democratic decision-making processes. It departs from this context of justification and serves as an "active process for society as a whole, involving citizens in (a) the political decision-making process…, (b) the contribution to development efforts, and (c) the fair distribution of produced goods" (UN 1976, translated and quoted from Nohlen and Schultze (2005, 556)).

And finally, the matter of participation is also interrelated with the overall developments of society: with the increased demand for self-fulfilment due to individualization; and the necessity to continually renegotiate values because a consensus on values has become rare due to increasing diversity and distinctive lifestyles (cf. also Peter 2008).

5.2 The Directions of Participation: Top-Down Versus Bottom-Up

Participation can be initiated, approached, offered or demanded from various *directions*; from top to bottom or from bottom to top (see Table 5.1). Top-down participation is *granted*, or rather *prescribed* as it were, by political and administrative departments from the top, or also as a reaction to demands from the bottom.

Success of participation initiated in this manner is ultimately measured by which target groups and which results can be obtained for cooperation and co-determination, for example, within the scope of a project. The maxim of transforming the *concerned to concerted* also applies here. Top-down participation is indeed faced with the question as to how an extrinsic topic can be transported to a diverse number of target groups, how the necessary awareness of and activation for the problem can be generated.

Bottom-up participation is in many cases carved out from the bottom and does not necessarily have a direct link to policy-makers' agenda setting. The topic is determined by individual and collective concern and is often expressed

Table 5.1 Differences of top down and bottom up approaches

	Top down	Bottom up
Initiative	Begins with administration/policy; often involves issues which should be solved efficiently and broadly supported	Begins with civil society organisations or committed individuals
Target group	Defined by the topic Potential interest is a prerequisite	Forms and organises itself
Topic	Set through policy planning or programmes	Evolves from everyday life
Concern	Must be developed based on the topic	Exists and is the main motive
Awareness	Must be developed with relevant information and awareness campaigns	Developed by experience and by working on the topic or issue
Motivation	More efficiency, less opposition, better legitimacy	Social contacts and elimination of the source of concern
Direction of impact	Seeks activity and engagement from the top	Seeks to achieve from the bottom changes in policy and administration (top)
Forms of activity	Planned by administration; often with external moderation	Originates from the process; often by applying well-known methods

as *opposition*. Bottom-up participation is also often associated with grassroots movements or citizens' groups. In principle, both top down and bottom up denote the direction of the impact.

5.3 Involving Local Stakeholder within the Project Implementation in Model Regions

The DEMOCHANGE project has officially implemented the very recent demand of participation into the project realisation to support the awareness rising of the demographic change within the model regions and to implement the Pilot Actions. Therefore, the Lucerne University of Applied Sciences and Arts, School of Social Work and Interface – Institute for Policy Studies Research were responsible to give guidance and support to the project partners for the implementation of participatory approaches in the different model regions.

To involve knowledge of local stakeholders, steering groups including citizens, experts and politicians, were set up in all model regions. The procedure was provided by the Swiss project partners with the Public Participation Manual and has been presented in an international, interactive project workshop with representatives of all project partners of the DEMOCHANGE project. It provides guidance for different forms of participation as well as for different steps in a participatory

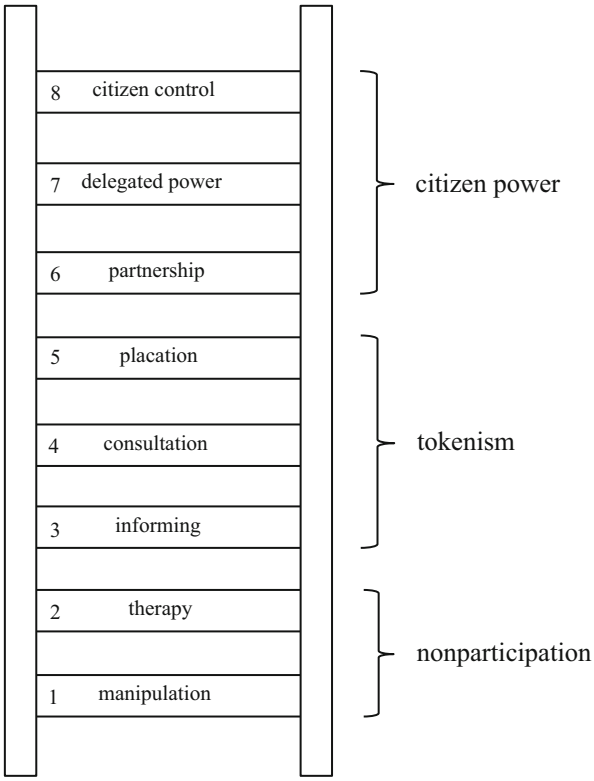

Fig. 5.1 Ladder of participation

approach, like for example stakeholder analysis and the planning and performance of meetings, workshops and conferences. The public participation manual can be accessed online at http://www.DEMOCHANGE.org/en/results/transnational-results.html.

5.4 The Ladder of Participation

A participatory process always starts with target group oriented information as an essential basis and gains, in the sense of the ladder of participation (Arnstein 1969), more and more power. Different rungs on a ladder illustrate a grouping of what is 'good' and what is 'bad' participation (see Fig. 5.1).

While[1] Arnstein's ladder of participation classifies above all from the perspective of the *recipient*, more recent models attempt to differentiate utilising the viewpoint of interests. More focus is thus given to why groups or individuals make use of –

[1]Tokenism: the practice of making only a token effort or doing no more than the minimum, especially in order to comply with a law (http://www.thefreedictionary.com/tokenism; 20120726).

or do not make use of – the respective offers concerning participation. However, the fact that using offers on the part of the *recipient* is voluntary must always be taken into account. The following questions are key, according to Cornwall (2008):

- What does participation mean to the implementing agency?
- What does participation mean for those on the receiving end?
- What is participation for?

5.5 Best Practice Within the DEMOCHANGE Project

Though the theory gives hints how to implement a participatory approach, within reality, and especially within projects related to space such as in regional development and spatial planning, individual aspects of places have to be considered. Therefore, what is called *Eigenlogik des Ortes* (intrinsic logic of a place) is seen as one crucial point for the question of *how* to implement a participatory approach. This demands a huge amount of intuition as well as adaptiveness and flexibility. Due to that fact, all participatory approaches conducted within the DEMOCHANGE project had to be adapted to the specific local context and were therefore implemented individually. The processes in the various countries were situated between top down and bottom up. Some model regions had official DEMOCHANGE project partners located within the region (as for example Upper Gorenjska, SLO; Piemond, IT; Allgäu and Garmisch Partenkirchen, GER). Others project partners came from outside into the model regions (as for example in Seetal and Nidwalden, CH; South Tyrol, IT; Salzburger Land, AT). For all model regions the point of departure was a topic developed and set in national or international program committees outside the realm of regional or local authorities. Supporters and organisers responsible for the project are – as is frequently the case – private companies or universities. As a consequence, implementation poses the first challenge of having to win over the important and proper local or regional persons in charge: they must be won over to cooperate on a topic which they themselves have neither chosen nor planned and to back a project which is predetermined. In the DEMOCHANGE model regions, the basic idea of the DEMOCHANGE project was anchored on different levels: as mentioned above some project partners are located within the region, while in other model regions the idea was supported by mayors or other regional government authorities. As the topic of the DEMOCHANGE project was not chosen by the regions, the first step is to inform local people, and to convince them of the importance of the topic. Many regions do not yet feel the impact of the demographic change, neither on the political level nor among the inhabitants. Therefore, rising awareness for the topic is the first challenge within a participatory approach. Regarding the theory, this step is also anchored in the Ladder of Participation (see Fig. 5.1).

Furthermore, a number of other factors must be considered: who should participate in the project, from the political and administrative system and, from civil society; whether interest in the topic already exists; and how the different conditions relating to potential participation should be best taken into account. This process is best fulfilled with a stakeholder analysis. In the DEMOCHANGE model regions, the number of participants within the model regions differs between 10 and 150. The smaller steering groups have been supportive and attended the whole process of the development of Pilot Actions. The choice of the specific method applied has to be chosen individually, adapted to the specific context of the region and the number of participants.

In addition, because different people are engaged in a participatory process, this kind of approach takes some time and might be more time consuming than other approaches. Though in the end, they are more sustainable due to the local anchorage.

The fact that professionals and volunteers will have different roles in these projects must also be considered. Moreover, factors such as differing qualifications and the unequal distribution of resources must be taken into account too.

As an initiator of a participatory approach, one should be aware of the fact in contrast to more clearly target-oriented approaches the outcome will hardly correspond exactly with preconceived directions.

5.6 Conclusion

Within the DEMOCHANGE project the approach of participation is very important, particularly the first step to inform local people was important. There with attention for the topic can be achieved. Only after that, the choice of the single method for participation considering the local circumstances can be made. To this end, the Public Participation Manual provides some theoretical background and practical tools for the individual, adapted implementation of participatory processes in regions.

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Part II
Addressing Specific Impacts of Demographic Change: Experiences from DEMOCHANGE Pilot Actions

Chapter 6
Aging

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Abstract Aging poses important challenges for regional housing, mobility and social infrastructure as well as nursing care. In this chapter, the planning and implementation process of Pilot Actions in three model regions is described. In South

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T. Bausch et al. (eds.), *Coping with Demographic Change in the Alpine Regions*, European Studies of Population 23, DOI 10.1007/978-3-642-54681-5_6,

Tyrol, the potential demand for a shuttle service and a home delivery service for the elderly was surveyed. In a sample of residents older than 55 years, 19 % of respondents were interested in using a delivery service and 27 % in using a transport service regularly. Together with regional stakeholders, options for the realization of such services were assessed, specifically involving volunteers. In Bavaria, structures for the care of dementia patients were strengthened. In cooperation with a qualified association, trainings for relatives of demented people, volunteers and nurses were realized at varying locations within the region. A regional network of actors was built and inputs about dementia care were given at relevant regional conferences and meetings. In the canton of Nidwalden in Switzerland, a union with the objective to realize multigenerational housing projects in the regional municipalities was established. The formation of this union and a concept for the realization of its objective was elaborated in a regional focus group. Additional members were recruited at a public conference and local politicians were sensitized at municipal council meetings.

6.1 Aging as Primary Demographic Challenge

The aging of the society represents an important factor to which spatial planning and regional development need to respond, if they want to ensure the fulfillment of the basic needs of the population. A special focus must to be set on the needs of the older generations for several reasons:

Firstly, population projections are suggesting such a specific focus on “silver agers” as the population older than 65 years in the Alpine countries (Austria, Germany, France, Italy and Slovenia) is expected to increase from 41.7 million in 2010 to 57.9 million in 2030 and to reach 65.8 million in 2050 (European Commission 2011: 52). The share of people older than 65 years of the total population in these countries was 18.7 % in 2010, is estimated to reach 25.5 % by 2030, and 30.6 % in 2050 (Eurostat 2012).

Secondly, during the participatory development of Pilot Actions in different Alpine regions, both community representatives and local political leaders identified aging as one of the primary demographic challenges of the future. Amongst the challenges related to an increasing number of elderly citizens, the following fields of action turned out to be (inter)nationally significant “hot spots”:

- Implementation of mobility solutions for elderly people to counteract isolation and loneliness
- Provision of elderly-specific social infrastructure like specialized elderly care facilities
- Organization and improvement of care for the elderly
- Construction of flexible houses and new residential forms as well as adaptation of living environments according to the needs of different generations.

Solutions for these issues will be discussed in following chapters.

6.2 Public Transportation: Decentralization of Mobility Concepts and New Mobility Services

Matthias Jud, Gerlinde Haller, Emanuel Valentin, Oswin Maurer, Hans Karl Wytrzens

6.2.1 Description of the Pilot Action

In view of general aging, Alpine societies face the challenge of ensuring mobility, home assistance and social integration for elderly people. A group of South Tyrolean communities (Mühlbach/Rio Pusteria (Fig. 6.1), Vahrn/Varna, Natz-Schabs/Natz-Sciaves, Rodeneck/Rodengo) has tried to develop joint mobility and delivery services for elder citizens.

6.2.1.1 The Model Region

The South Tyrolean model region comprises a relatively small geographic area of 200 km^2 with about 12,000 inhabitants, which is embedded in the Eisack/Val Isarco Valley, one of the main valleys of the Italian province of South Tyrol. The region extends from the bottom of the valley at 600 m above sea level up to mountain villages at 1,400 m above sea level. Settlement is scattered and dispersed into 18 villages and numerous isolated farms, many of which are located on mountain slopes.

In the model region, overall 2,618 inhabitants were aged 55 years and older by the reporting day of 1 January, 2012. Hence, the average share of elderly of the total population is 24 %, with a maximum in Mühlbach/Rio Pusteria of 28 % and a minimum in Vahrn/Varna of 21 % (Fig. 6.2).

The pilot action aims at improving the lives of the elderly by ensuring greater independence and flexibility. Furthermore, it tries to better integrate the elderly into social life by providing transport facilities to prevent them from social isolation and simultaneously enabling them to live a more independent and self-reliant life.

The main objective of the pilot action is to establish an inter-municipal shuttle service, as well as to institute a special home delivery service for elderly citizens.

6.2.1.2 Method

Based on statistical data, collected for demographic analysis and future perspectives, several local “hot spots” of demographic change and the according challenges were identified (Valentin et al. 2011). One of them was “mobility, home assistance and social integration of elderly people” and a specific focus group was formed to develop and implement this pilot action.

Fig. 6.1 The municipality Mühlbach in the model region

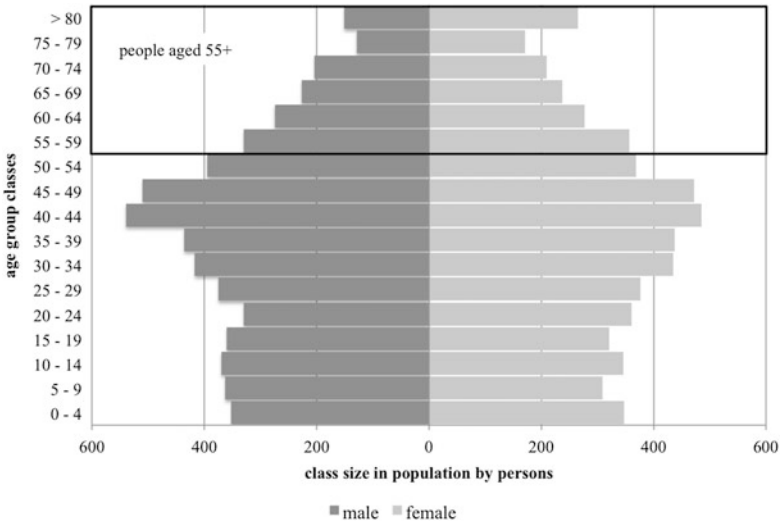

Fig. 6.2 Age structure of the population in the South Tyrolean model region

For the development of an effective delivery and mobility concept, the actual needs of the target group were assessed by means of a two-stage survey. In the first stage, an explorative telephone survey on mobility and purchasing behaviour was conducted, including 40 respondents being 55 years and older. Based on this initial survey, a series of standardized face-to-face interviews with 502 persons older than 55 years were carried out in a second stage.

The communities involved provided address lists of citizens older than 55 years who reside in the municipalities permanently. From these lists, a sample was selected randomly to be interviewed on their need and perception of services.

Interviews were carried out using a standardized questionnaire at the home of respondents during a period of 2 months. The questionnaire included a series of detailed questions. Each interview lasted between 20 and 60 min. Approximately 30 % of the persons in the sample selected did not participate in the survey, mainly due to lack of interest or time.

6.2.1.3 Results

Of the sample, 98 (19 %) of the respondents stated that they are interested in using a service delivering groceries and consumer goods directly to their homes. The majority of these people, 80 %, would use the service at least once a week or even more often. Since the results are taken from a representative sample, it can be concluded that of the total population of persons older than 55 years in the pilot region about 500 persons would be interested in using such a service.

A further 122 people (27 %) would envisage to use the offer of a transport service on a regular basis. This pick-up service is to bring older people to events, public offices, medical practices during consultation times, or to other places, and back to their homes afterwards. Hence, about 600 people older than 55 years of age and living in the pilot action region would be a target group interested in such a service, with 75 % of these potential users willing to pay an amount of € 5 per trip for the transport service and/or the delivery service, respectively.

The pilot action also includes the planning and implementation activities for establishing such transport and delivery services. People from the region involved in the pilot action such as steering group members and/or stakeholders have started to introduce the idea during meetings of relevant organisations and associations, as well as other local meetings. In a fact-finding mission, international best practice examples were studied together with four members of the steering group of that pilot action.

6.2.1.4 Major Players Involved

In order to develop DEMOCHANGE pilot actions in South Tyrol, a steering group was installed, organized by those responsible and researchers of that work package from the Free University of Bolzano The steering groups included the mayors of the four participating municipalities, as well as other representatives and stakeholders in the region.

The focus group on “mobility, home assistance and social integration of elderly people” included representatives of municipal administrations, elderly citizens’ associations, family associations, churches and labour unions who, together with the scientific work package leaders, jointly developed the pilot action. During three meetings, a representative of the church was consulted as well. All members of the focus group had a dual role, being municipal council members and representatives

of various associations as well, since this ensured for a certain commitment and also helped to facilitate the implementation of pilot actions.

Public transport is certainly available in the model region, but as the province and not the local communities are in charge of public transport, transport providers were not involved in the pilot action. In 2012, for the first time in recent years, services on two bus routes in the pilot action region were extended to weekends, as well as two new and additional services were established to connect remote villages.

6.2.2 Reasons for the Implementation of the Pilot Action

All municipalities in the model region are characterised by dispersed settlements some of them poorly connected to public transport, and partly with difficult access to shopping facilities, medical care services, post offices, etc.

Individual farms and small villages can be reached by public transport only at considerable cost. Utilisation rates of public transport means are modest, due to the low population density. Therefore, some people rather take advantage of neighbourhood and family assistance.

Due to demographic changes, i.e. the increasing number of elderly people, besides current activities, a new approach for securing mobility and a vital infrastructure needs to be found. The idea of delivery services has been developed with the aim of preserving the independence of elderly people and facilitating and maintaining social contacts (Fig. 6.3).

In the model region, elderly people do not yet represent the majority of the population. In 1995, 10.8 % of the total population were over 65 years old, in 2009, their share was already 13.2 %. During the same time period, the proportion of persons older than 80 years increased from 2.1 to 3.5 % of the total population.

Simultaneously, a decrease of the average household size has been observed. The number of large families has been declining while there are increasingly single person households and part family (single parent with children) households. In 1995, the average household size in the model region was 3.1 persons, decreasing to 2.6 persons per household in 2009. In the future, however, people will face more and more difficulties in getting informal support from family members or from people in their neighbourhood. To counteract this, voluntary transport and delivery services need to be established.

6.2.3 Lessons Learned During the Pilot Action Implementation

The improvement of local delivery services and mobility are urgently needed. Because of the scattered settlement pattern and the low population density in rural Alpine regions, high monetary and non-monetary costs of transportation arise.

A cost-effective and demand-based offer can be provided by involving volunteers. Healthy and agile elderly citizens who work as volunteer drivers are provided

Fig. 6.3 Excerpt of the paper "Mühlbacher Marktblatt" on "The challenge of demographic change" (Photo: Free University of Bolzano)

with a fulfilling task, albeit the risk associated with legal and insurance issues has to be clarified. Since this transport offer by volunteers may be perceived as a kind of competition by commercial taxi companies, a certain resistance to introducing a volunteer driving service in the region can be expected from this segment of local business.

The home delivery service of groceries and consumer goods could provide for a higher level of autonomy for the elderly when purchasing the necessities of daily life. It definitely could reduce the level of potential intervention from family members in the selection of products and goods. For local groceries, such a transport service is not expected to generate a highly profitable business, due to the high costs of transport and the small quantities purchased per customer. A solution to lowering costs of that service may also be achieved by involving elderly citizen volunteers.

The particular difficulty of a volunteer based solution is that it takes a person who is willing to commit her-/himself to the project and to organise the service on her/his own behalf. The members of the focus group and stakeholders will evaluate best practice examples during the pilot action time frame to gather on site information about implementation steps and the results achieved by such projects.

The pilot action project can be transferred to other Alpine regions with comparable socio-economic and settlement structures. Because of these Alpine settlement structures, there is a strong need for additional mobility services. Besides the responsibility of public authorities, proactive community support and volunteer work is required.

6.3 Supporting Nursing Care: Voluntary Dementia Help

Marion Anwander, Angelika Martin

6.3.1 Description of the Pilot Action

The pilot action Voluntary Dementia Help Allgäu is located within the model region Allgäu in the south of Germany. The goal of the pilot action was to initiate several dementia care trainings at locations which have a high demand for such training and to start networking. The target groups for the training sessions were relatives of demented people, volunteers and nurses. Besides the professional training, the sessions also served to enable families and potential helpers to get to know each other. For that reason, the sessions should not take place separately for the individual target groups.

Another goal was the consulting of regional clubs to ensure their activities in the area of dementia in the long term. During the project period, they were advised regarding possible funding through government resources and health insurers, and whether these had been used up.

As an initial step, a qualified association was found, the Family Health Association, which hired a specialist in nursing care matters. This person took over the project management part-time at 20 h/week and took care of the implementation of the project. He contacted all clubs and elderly representatives of the municipalities as well as elderly officers of the districts to discuss personally and in meetings in which places the need for training was the highest. Depending on these highest regional needs, trainings were pre-organized by local clubs together with the Family Health Association. The marketing of the training events was done predominantly by the local clubs. The dementia trainings totalled 40 h, took place on 10 evenings each 4 h, and were free of charge for participants. The financing of the instructors was not paid out of DEMOCHANGE project funds.

To build the network, the specialists participated in regional conferences and meetings as well as in discussions on the subject of age and dementia care. In addition, a network meeting of stakeholders was held successfully and press-effectively.

6.3.2 Reasons for the Implementation of the Pilot Action

In the widely rural and traditional Allgäu, reliance on care of elderly people by family members is high. However, offers which support persons who take care of their relatives are not sufficient and often situated in major towns only. The situation is especially difficult for those who take care of dementia patients. For example,

if a person who takes care of somebody needs a day off, several hours of this day are spent driving around to bring the patient to a day care institution. Therefore there is a need to improve the support of people who care for their relatives, and to bring support offers closer to the people that need it. Additionally, due to the demographic structure, in the future there will be less family members available for care, and many retiree immigrants lack appropriate social networks. So it is important to build structures which can absorb this gap.

Thus, the need for well-trained professionals and voluntarily working people is rising in the field of elderly care, especially for people with dementia, for which special nursing skills are required. This Pilot Action is therefore focused on the development of the capacities for the care of demented patients, particularly in the area of volunteering.

The topic of dementia and volunteering plays an important role, and all the more so in rural areas. In many areas, such as clubs, volunteers are active and maintain the structures. But there are also many people who are so far nowhere actively involved, but want to become involved with a flexible time commitment and high level of responsibility, who want to qualify, gain recognition and complete tasks with personal gain and pleasure. Due to demographic change it is to be expected that men and women will be in great demand in the labor market. Consequently, the question of the balance between work, child care and care of the elderly will be increasingly relevant in the coming years. Thus, not only the feasibility of the principle "outpatient before inpatient" with all its cost effects for the public sector will have to be evaluated, but also the attractiveness of the labor market of the Allgäu region in general will become crucial.

Expansion of structures in dementia help for the entire Allgäu is necessary in order to better exploit the currently still existing potential of volunteering better and to sustainably secure more offers for relatives and volunteers in dementia help. Moreover, in the field of volunteering in general, an increasing competition for dedicated citizens can be expected. By consulting initiatives involved in dementia-help towards professionalization, statutory funding can be applied for and the sustainability of aid for dementia-affected citizens can be secured. Through the strengthening of family care in the home, expensive inpatient hospital days can be avoided. This relieves the municipalities as responsible social assistance agencies. In addition, unnecessary stays in hospitals can be avoided or shortened.

Through the objective of enabling people affected by dementia staying at home as long as possible, such sponsored offers make important contributions to the politically desired inclusion of disabled people. By addressing their own aging, the health of the active voluntarily engaged citizens is also promoted. The establishment of appropriate structures thus encourages the approach to the WHO targets "Health 21—Health for all" for the European region. In particular to the objectives "healthy aging", "equity in health", "improving mental health", "an integrated health sector" and "mobilizing partners for health", the pilot action is a lasting contribution.

6.3.3 The Path from Workshops to Implementation

The idea for the pilot action was, like the other nine ideas, born in workshops which were held on the subject of health and care. The fixing of this workshop topic came from a previous initial workshop session with 80 participating stakeholders from business, government and education. The pilot action was selected from the pool of project proposals based on several criteria: urgency, chance of continuation and follow-up funding through the Allgäu region, existing staff capacity for implementation through a project leader or an institution and area of effect for the population. The project ideas were developed by experts in the workshops to more detailed project proposals. This included a definition of work packages, a project plan and a cost estimate.

The regional economic development agency Allgäu GmbH appointed on behalf of the district Oberallgäu a project manager who designed and organized the process for the selection of the pilot actions. The Allgäu GmbH operates across districts and is well established in economics and politics, which was a key requirement for the motivation of stakeholders to participate in workshops or projects.

6.3.4 Potentials Used and Barriers Experienced During the Implementation of the Pilot Action

The procedure to go through two rounds of workshops to generate project ideas was very effective. In the first round, strengths and weaknesses as well as fields for action were identified. In the second round, project ideas were elaborated. Likewise, the structured procedure to choose pilot actions through a list of criteria and prepared project proposals made sense.

In the implementation, it was important that the project leader received support from the district office Oberallgäu in the areas of project management and controlling. Moreover, it made sense to outsource the task of communication packages, graphics, press and public relations work to external service providers. This way, the project leader could concentrate on the network structure, the organization of training events and consulting of clubs during the short implementation period of 1 year.

A further advantage was that all municipalities in the Allgäu region have a elderly officer, who can assess the need for training and knows the local structures. A meeting of elderly officers in September 2011 served for the project leader to present the pilot action and himself, and to arrange subsequent meetings with the elderly officers and the clubs active in the respective municipalities.

Other important contacts were the elderly officers of the districts which were already represented in the two initial rounds of project idea generation workshops. They have an overview of the need for action and the respective district administrations are the central point of contact in the topic of dementia and were also happy

to make use of the related skills and experiences of the Family Health Association. The elderly officers also have to work on the design and implementation of district-related elderly people concepts which created additional pressure for action and interest in the topic. They were door openers for events such as debates and discussions which were initiated on the part of districts.[1]

6.4 Future Living Facilities: Inter-generational Living Concepts and Services for Disabled People

Beatrice Durrer Eggerschwiler, Rike Stotten

6.4.1 Description of the Pilot Action

The pilot action Future Living Facilities is being implemented in the DEMOCHANGE model region Canton Nidwalden in Switzerland. The main objective of the pilot action is the creation of affordable multi-generational housing in all communities of Nidwalden, but also the integration of elderly or handicapped people in such multi-generational housing is focused. Such housing shall guarantee a high level of possibilities of interaction and neighborhood assistance, so that the elderly remain integrated in society (see Figs. 6.4 and 6.5). This should be achieved by the provided infrastructure on the one hand, and on the other hand by sociocultural animation. Multi-generational housing shall also serve to encourage people to change from their often too large living space to smaller units as a

[1]List of persons and institutions which are involved and support the pilot action:
AKKU Treff, Obergünzburg; Alzheimer-Gesellschaft Allgäu e.V.; Arbeiter Samariter Bund Oberallgäu, Immenstadt; Berufsfachschule für Altenhilfe bfz – Kempten Außenstelle Immenstadt; Betreuungstellen der Landkreise Ober- und Ostallgäu; Bezirkskrankenhaus BKH Kempten; Bezirkskrankenhaus BKH Kaufbeuren; Bezirkskrankenhaus BKH Memmingen; Bezirk Schwaben; Bildungsportal Allgäu; Bildungswerk Allgäu; Allgäu GmbH/Landkreis Ostallgäu; Caritasverband Kempten-Oberallgäu, Kempten & Sonthofen; Demenzbegleitung Immenstadt-Oberallgäu - NEU dabei -; Ehrenamtlicher Besuchsdienst Oy-Mittelberg; Ehrenamtliche Demenzhilfe Memmingen; Ehrenamtliche Demenz-Hilfe Unterallgäu; Wohngemeinschaft Künersberg – Memmingerberg; Freiwilligen-Agentur Oberallgäu; Haus der Elderlyen, Kempten; Initiativkreis Helfende Hände e.V., Obergünzburg, Katholischer Frauenbund, Immenstadt; Katholischer Frauenbund, Oy; Kirchliche Sozialstation Marktoberdorf-Obergünzburg, gGmbH; Krankenpflegeverein Oy-Mittelberg, Mehrgenerationenhaus Memmingen, Netzwerk Altenhilfe und Gerontopsychiatrie Kaufbeuren/Ostallgäu Allgäu e.V., Elderlyenbeauftragten der Gemeinden und Städte, evangelisch-lutherische Kirchengemeinde Buchloe, Gemeinde Lamerdingen, Landratsamt Ostallgäu Elderlyenfachstelle, Landratsamt Ostallgäu Betreuungsstelle, Landratsamt Oberallgäu Fachstelle Soziales, Landratsamt Unterallgäu Elderlyenfachstelle, elderlyenfachstellen der städte Kaufbeuren, Kempten und Memmingen, Haus der Elderlyen Oberstdorf, bfz Kempten Außenstelle Immenstadt, Dampfsäg Sontheim and others.

Fig. 6.4 Multi-generational housing area Bürgenberg in Stans, Nidwalden (Photos: Leo Wolfisberg, Copyright: atlantis-wbg.ch)

Fig. 6.5 Pasta dinner in the common building of the multi-generational housing area Bürgenberg in Stans, Nidwalden (Photos: Leo Wolfisberg, Copyright: atlantis-wbg.ch)

decrease of financially feasible housing especially for families has been recognized by several communities in Nidwalden.

In the model region's steering group, several people from the political as well as the civil level are represented to accompany the progress of the DEMOCHANGE project. Several ideas for pilot actions arose in this group, and health and social issues arose as one major topic. As a consequence, a special working group focusing on the topics of health and social issues was initiated by the steering group. The members of this working group were partly recruited from the steering group, but also additional members from government, from institutions and from a housing cooperative as well as "ordinary" citizens are represented. In the working group for health and social issues several ideas were fleshed out and a rough concept for the realization of multi-generational housing was drawn up during three meetings. This concept was presented at the DEMOCHANGE Public Conference in September 2011 in Stans, Nidwalden to the public where it was chosen by the participants of the event as one of three ideas together with "Revitalize Old Knowledge" and "On the Tracks of Nature and Culture", which should be realized within the DEMOCHANGE project as a pilot action. At the public event, also new participants were gained as active members of the working group.

In cooperation with the Lucerne University of Applied Sciences and Arts, the pilot action "Future Living Facilities" was presented during meetings of the

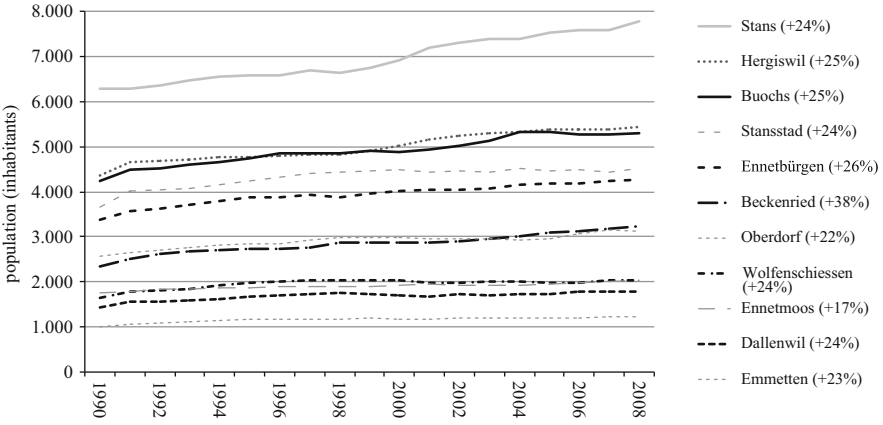

Fig. 6.6 Population development of the individual communities in Nidwalden 1994–2009, (Matti and Stotten 2011)

municipal councils to several municipalities within the canton of Nidwalden to sensitize politicians for the topic of demographic change and to promote the idea of the Pilot Action idea. In these meetings, the idea of the pilot action Future Living Facilities was received positively. In the following meetings of the working group a union "Wohnwandel Nidwalden" was designed and will be established in November 2012 as a result of the DEMOCHANGE project. This union will follow the objective of realizing multigenerational houses in the future. Another crucial task for the union will be promotion and awareness-raising of the issue on the political level as well as among civil society, and to organize public events to this end. For the further development and planning of the actual houses, contact has been made to the Lucerne University School of Engineering & Architecture, where students will draw up ideal floor plans.

6.4.2 Reasons for the Implementation of the Pilot Action

The canton of Nidwalden still has a growing number of permanent resident population (see Fig. 6.6). One of the reasons for this is the low tax policy of the canton: there is a steady flow of wealthy, older immigrants who are attracted to the canton for financial reasons. This also results in an increase of the price of real estate and land. As far as the population structure is concerned, aging is accelerated and the birth rate is lower compared to the national average. Also, the number of persons per private household is decreasing. Together with the rising number of permanent residents, this results in a growing demand for living space and smaller housing units as well as a need for other forms of living. This poses challenges for spatial planning with regard to the provision of a suitable living space for the population, also for

those who are elderly. At the same time, building land is a valuable and shrinking resource. The pilot action Future Living Facilities addresses these processes and presents the concept of an innovative and sustainable way to cope with them.

6.4.3 Potentials Used and Barriers Experienced During the Implementation of the Pilot Action

The pilot action was chosen during the DEMOCHANGE Public Conference by the participants as an issue of importance. Due to this approach, awareness of the issue already existed. In the beginning of the working group one person who is involved in a residential building cooperative was the driving force for the idea of the pilot action. He is persuaded that there is a need of new living facilities and convinced other members of the idea. This person has the professional background and expertise for the topical focus of the pilot action, which was very important for the further formulation and development of the procedure to realize the idea. After the Public Conference more people engaged themselves in the working group for the realization of the pilot action and gave crucial input for the establishment as a union. For that reason, a public conference is crucial to raise awareness for the topic and to find experts to participate in the project development and implementation.

In the review, members of the working group found it very helpful, that the Lucerne University of Applied Sciences and Arts have been acting persistently to motivate them for the realization of the pilot action.

Potentials to disseminate the basic idea of the pilot action are given as the aging of the population as well as the creation of housing space is an issue in several Alpine areas. However, the development and implementation process has to be evaluated on the regional level and cannot be easily transferred. For a sustainable realization the local or regional backing is crucial.

6.5 Further Good Practice Examples from Alpine Regions

Madeleine Koch, Heidrun Wankiewicz

6.5.1 Social Inclusion of the Elderly in a Remote Area: A Housing Project in the Province of Parma/Italy

In 2004 an innovative housing project was started in a remote area within the province of Parma in Northern Italy, dealing with population aging and shrinking. The agricultural settlement Tiedoli, a small hamlet located in the valley of the river Taro which is part of the municipality of Borgo Val di Taro, had been losing

population to the regional centers and bigger cities like Parma for more than six decades. The outward migration of mostly young individuals and families shaped the demographic structure of the municipality. Only a few elderly people stayed in the settlement—no grocery store, no social and medical services and no public transport remained. Vacant houses were left to decay. Questions such as these came up: Who will take care for the elderly? And why should they not be free to choose where to live: either in a familiar surrounding like the home village or in a nursing home far away in a regional center?

Mario Tommasini, a social affairs politician, initiated together with the mayor of Borgotaro a housing project for the elderly of Tiedoli, in order to facilitate a elderly-friendly living environment and to stimulate the local economy. Four abandoned houses located around the old village's church were refurbished and readjusted for disabled people. The renovation of these old houses was cheaper than to build a new retirement home. The now called "Le Case di Tiedoli" enables elderly people, who have to leave their homes for various reasons, to live an independent and high quality life in a familiar surrounding. In addition to daily care, a 24-h customized care service was realized, as well as new accommodations for caregivers and further employees.

The financing of the project was supported jointly by the foundation "Cariparma", the provincial government and the local parish. Since the housing project started, the region is undergoing an economic recovery. A new settlement for young families arose, people are starting new enterprises e.g. in agritourism, and public transport improved due to a privately organized and telephone based bus service connecting the village to the regional center Borgo Val di Taro. The retirement home in Borgotaro is nowadays well connected to Tiedoli. Residents visit the community of Tiedoli a few times a week and participate in social activities like gardening, playing cards and collective meals. Further information is available at: http://www.lecaseditiedoli.it/

6.5.2 INNOVAGE: Experiential Knowledge and Competences of Retired People as Resource for Civil Society Initiatives in Switzerland

"Aging" is often reduced to economic questions, like how to organize and to finance the pensions and the care costs of the "baby boomers"; by this, elderly and retired people suffer from stereotyping. However, aging could also be seen as enormous progress and potential for the society; this was the starting point for the project INNOVAGE. INNOVAGE puts the focus on the enormous competences, experiental knowledge and the networks of highly qualified people, like CEOs, consultants and managers of Swiss entreprises at the end of their (regular) working careers. The project has been conceived by the Lucerne University of Applied Sciences and Arts,

School of Social Work, together with MIGROS-Kulturproduzent in 2006 with the following goals:

- The experiential knowledge of people experienced in leadership, management and consulting careers shall be provided for civil society/non-profit activities
- Retired people have the opportunity to shape their life after the professional career with like-minded colleagues
- Support and development of the civil society

Today, INNOVAGE consists of seven independently acting regional networks of about 150 experts/members and is on the way to initiate two more networks. The independent networks meet in yearly conferences. INNOVAGE offers competences for non-profit projects and civil society organisations free of charge in the following fields: project development and implementation, human resource management (coaching, training, teambuilding, transfer), support of organization development and profiling of associations, project negotiation and support in cooperation with public authorities, event organisation, facilitation of exhibitions, meetings, development and analysis of job profiles and of training material, public relations and management (controlling, informatics, communication and conflict management).

More than 80 projects have been realized with the support of INNOVAGE members: e.g. the construction of a rope bridge for a historical bath road in Simmental, the management of a project to introduce a special form of rhythmic gymnastics in homes for the elderly, coaching of the youth organisation okaj in Zurich to implement a "house for youth", "Gastro-Ladys", an initiative for young women with migrant background to start a business or get a job in gastronomy, Drumrum—workshops and sensitization for kids and young adults to learn how to shape their built environment, Surprise Choir—support of the foundation of a choir for an existing association, Elternet.ch—to provide knowledge about new media for parents.

6.5.3 Accessibility as a Key to Dealing with Demographic Change in Regions: Cooperation of Building Designers and Local Businesses

A variety of initiatives and studies provide concepts for various areas in which municipalities or regions can address demographic change. Comprehensive studies can inform on a region's specific demographic situation today and in the future. On such a basis, recommendations on how to prepare a region best possible for its coming population structure can be developed.

Exactly at this point, however, it becomes crucial that the concepts and recommendations developed are actually implemented. Often good ideas and approaches are not pursued because it is unclear with which implementation measures to begin, which actors need to be involved and in particular how the measures can be anchored in the region in the long term.

How concrete and practical measures can be successfully implemented in a region shows an example from the district of Bad Tölz-Wolfratshausen and the city of Bad Tölz. In a common project to prepare the region for demographic change, concrete measures related to accessibility were implemented on the basis of an analysis of regional aspects and characteristics. An extensive public relations effort for the population and regional companies—especially addressing those from the trades as well as building planners and architects—made clear that accessibility is not only advantageous for physically limited, but for all people. For example, stairs or steps are just as a much as an obstacle for people with a walker as for parents with a baby carriage. Moreover, accessibility is not only the avoidance of physical barriers such as thresholds, but includes also easy access to information and readability of information. In addition, accessible environments and services can also be realized by training staff and providing innovative offers.

Against this background, a training session for interested companies on "barrier-free building" was realized in the town of Bad Tölz and in the district of Bad Tölz-Wolfratshausen, since this issue requires additional knowledge amongst the providers of construction services and products. This training session and especially the support of the business development agencies of the city as well as the district were the trigger for the formation of a cooperation of building companies and planners. The cooperation now accompanies consulting, implementation and follow-up of barrier-free conversion and new construction. This provides the customer with a product from a single source, without having to worry about taking care of the coordination of the various trades involved—which is a very elaborate task particularly in barrier-free building.

This example shows how long-term added value for the whole region can be created by concrete and practical implementation measures. Not only does the population benefit from a new offer tailored to a demand arising from demographic change. The regional economy is also strengthened by the expansion of the range of services on offer. Thus it is entirely possible to take demographic change, which is often perceived as negative, as an opportunity for a region—and to seize this opportunity.[2]

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Chapter 7
Migration

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Abstract Immigrants labour is a major economic factor in many Alpine regions. At the same time, small settlements, distinct economic profiles and strong local cultures make migration and integration processes in the Alps special. In the two regions (Aosta Valley and South Tyrol in Italy), the situation of immigrants was closely investigated and measures to improve it implemented. In Aosta Valley an online system of about 100 indicators was established and is maintained by the regional statistics office. The system brings together existing statistics from various sources in a common database. It measures the level of integration of immigrants in dimensions such as quality of their social interaction or their impact on the local community. The system of indicators was designed and realized in a collaboration of welfare services, municipal administration and researchers. In South Tyrol a survey reaching some 20 % of the immigrant population in the model region was carried out, gathering information on migration motivations, employment, language

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T. Bausch et al. (eds.), *Coping with Demographic Change in the Alpine Regions*, European Studies of Population 23, DOI 10.1007/978-3-642-54681-5_7,

proficiency, social integration and expectations towards the local community. In focus groups of local administration and professionals linked to migration issues, awareness-raising measures were prepared for implementation. These measures include the publication of the survey results, a press article series, a travelling exhibition and cultural events related to the home countries of immigrants.

7.1 Policy Strategies for Immigration and Integration

Immigration is a structural phenomenon concerning all spheres of European societies. It is shaped by both macro and micro dynamics and influenced by international, national and local events and policies. Far from being a linear and natural process, immigration may take different shapes in different places and even within the same place. Marseille or Paris banlieus are not France; integration in Manchester does not work as in London; the immigrants' settlements in the Alpine regions or in small villages are different from settlements in big cities.

Old integration models, such as the French assimilation model or Dutch multiculturalism, are under discussion, although there are no new models to replace the old ones. At the same time, there are new challenges due to the on-going economic crisis. Inclusion in the labor market is becoming more difficult. Several national and local governments in Europe face financial difficulties and choose to decrease their expenditure on integration measures. This has a direct consequence on the increasing competition for welfare resources between natives and immigrants, hence providing a basis for social tensions.

There is a general need for an improvement in research and policy strategies for successfully coping with the new challenges that face immigration processes (Penninx et al. 2004). This is even more relevant for the Alpine regions. In such areas, immigrants represent an important resource as they meet the demand for labor force. Furthermore, as immigrants' average age is generally lower than that of the local population, they contribute to reduce the aging of the population. Similarly to other Italian regions, the Aosta Valley average age is quite high due to low birth rates and to the emigration of young population in search of better education and job opportunities (Viazzo 2011). Immigrants represent therefore an important factor for the local development of these areas.

Since several Alpine regions are located at countries' borders, they can take advantage from the concurrence of many linguistic-cultural traditions and from the presence of minorities. On the other hand, the strong local identities which characterize many Alpine regions and their defence towards the risk of assimilation to national culture can become a barrier towards including different and foreign cultures. The settlement pattern of the Alpine regions, featured by small municipalities, makes the testing and implementing of innovative immigration policies easier and quicker than for large cities. At the same time, the scattering of settlements in the territory may fragment the integration policies and place obstacles in the birth of networks among stakeholders.

7.2 Services and Sensors for the Integration of Immigrants

Dario Ceccarelli

7.2.1 Description of the Pilot Action

7.2.1.1 SSII Data Base Structure and Potentials

The Aosta Valley Region pilot action aimed at establishing an on-line platform statistic system for monitoring immigrants' integration processes, called SSII. Immigrant population in the Valley has increased over the last years and become one of the most relevant features in local demography. As a consequence, the development of detailed and updated knowledge on integration processes has become a research priority in order to support regional boards in the development of knowledge-based policies in the field.

Similar monitoring systems have been carried out in Italy and the rest of Europe and their experience was taken into account for the establishment of SSII. However, SSII also aims at developing innovative features by taking into account the peculiarities of Alpine regions and of Aosta Valley in particular.

The SSII pilot action established a statistic monitoring system aimed at detecting the dynamics of integration. Specifically, the system has the following objectives:

- Offering updated information on immigration and on changes in integration processes;
- Increasing the availability of information about immigration for public decision-makers, in order to support their knowledge-based planning and decision making strategies on the phenomenon.

SSII is made up of a set of indicators on immigrants' integration, whose data are collected from regional welfare services and selected government offices. The planning and establishment of SSII involved those welfare services relevant to immigration issues (health and social services, schools, legal and judicial services and vocational training services) together with five municipalities (Aosta, Fenis La Salle, Morgex, Point Saint Martin, Verres, Villeneuve) chosen among those with highest rates of immigrant population. A steering group was established with representatives from each of the services involved and a representative from the municipalities. The set-up of the SSII data base has been constantly discussed with the steering group, thus building up a fruitful cooperation, as well as benefitting from the virtuous circle theory-research (DEMOCHANGE researchers) and practice—experience (services' professionals). Steering group members were particularly interested in developing an inter-services knowledge framework able to support their need for sharing information and strategies about the integration of immigrant population. SSII has addressed such needs by establishing a common data base

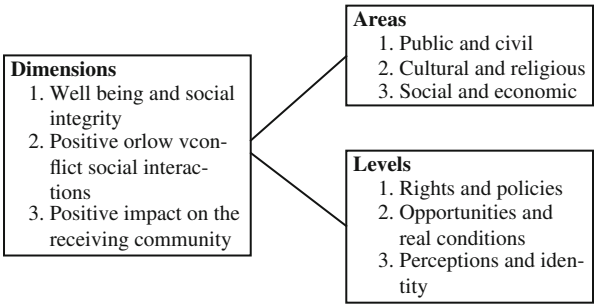

Fig. 7.1 Concept of integration

that also offers detailed statistical analysis on immigration and on the impact of integration measures.

SSII is based on the concept of integration elaborated by Giovanna Zincone (2000, 2009) which can be identified as follows (Fig. 7.1):

1. Areas—socio-economic, cultural-religious and public-civil;
2. Levels—rights and policies; opportunities and actual conditions; perceptions and identity,
3. Dimensions which describe the level of integration detectable through a number of indicators: well-being and social integrity; positive or low conflict social interactions; positive impact on the receiving community.

The SSII structure is built around the hypothesis that integration is a dynamic phenomenon whose measurement needs to take into account the relationship between local and immigrant population.

The dimension "well-being and social integrity" takes into account indicators which measure both immigrants' well-being and that of local population; the level "equal opportunities" on jobs and housing measures the condition for immigrants as well as the maintenance of such services and rights for local population (Zincone 2000, 2009).

Similarly, by "positive or low conflict social interaction" it is meant abiding by the social and legal rules together with the development of not segregated networks between local and immigrant citizens.

SSII contains about 100 indicators which have been identified as meaningful for measuring such dynamic concept of integration. SSII can be consulted in free access at www.DEMOCHANGE.it.

7.2.2 Reasons for the Implementation of the Pilot Action

Aosta Valley Region, as well as other Alpine regions, has some specific factors compared to other Italian regions. It has an area size of 3,263.25 km^2 and it

can be defined as an entirely mountainous region, since approximately 60 % of its territory is above 2,000 m. The population density is the lowest in Italy (approximately 39 inhabitants/km^2) and one of the lowest in Europe, too. It is composed of 74 municipalities grouped into eight Mountain Communities, except for the county town Aosta, with more than 10,000 inhabitants, an area of 21.38 km^2, and a population density of 1,624.22 inhabitants/km^2. Seventy-six percent of the population live in the non-mountainous central part of the valley (Ceccarelli 2011).

Over the last decade immigration has been the most relevant demographic change. Since the 1980s, Aosta Valley has become a centre of attraction for immigrants. Between 2001 and 2011, the immigrant population increased by more than 200 %. At the beginning of 2011, immigrants represented 6.8 % of the resident population and their presence is even higher in some municipalities (Istat 2012; Caritas 2010).

Immigration flows have been attracted by the high labor demand and good economic performance of the region, since Aosta Valley is among the richest regions in Italy: GDP (at current prices) per inhabitant was about 32,784 Euro in 2009, an amount well above both the national average (25,237 Euro per inhabitant) and the North Western macro-region average (30,035 Euro). Regional value added is mainly based on the service sector with a contribution of approximately 75 % to total value added, followed by the secondary sector (manufacturing) with 24 %, whereas only 1 % is generated by the primary sector (agriculture and farming) (Ceccarelli 2011). Economically, very small, individual, and often family owned firms are dominating. Their main operating sectors are construction, hotel & restaurant, public services, and social and personal services. The labor market is characterized by full-job conditions, with occupational rates above the national average, even if recent data indicate a worsening of the general situation.

The increase of immigrant population has been paired with their gradual settlement in the territory: the population under the age of 18 is for 22 % immigrants, 7.3 % is in school education (2008/2009). Immigrants now represent a structural element of the Aosta Valley society. Figure 7.2 shows the comparison between local and immigrant population by age groups in Aosta Valley.

Nevertheless, the impact of immigration on the local society is not necessarily without problems. On the one hand, the presence of immigrants represents an extremely relevant social and economic resource; on the other hand it may also generate exclusion and marginalisation as well as a challenge to social cohesion. Therefore, it is fundamental to carefully monitor the processes of immigrants' integration.

The role of regional and local actors in defining integration policies is crucial in Aosta Valley, as it is an autonomous region. In contrast to the majority of Italian regions, Aosta Valley Autonomous Region has legislative, programming and control functions, whereas municipalities have administrative functions.

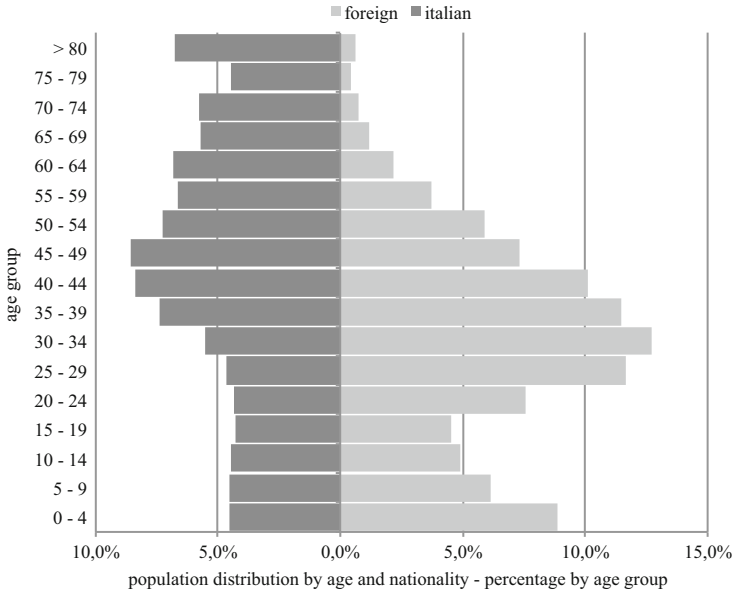

Fig. 7.2 Aosta valley—population distribution by age and nationality

7.2.3 Potentials Used and Barriers Experienced During the Implementation of the Pilot Action

The impact of SSII on the welfare services involved has been very positive. The support offered in terms of data analysis and updating, as well as the establishment of a common on-line platform with services' aggregated data have been much appreciated by the stakeholders involved. Regional authorities have acknowledged SSII's potential by supporting knowledge-based policy planning. The aim of the pilot action to enhancing the strategic position of welfare services in monitoring processes for the integration of immigrants, seem to be positively fulfilled.

Furthermore, due to the increasing interest in SSII from public actors, RAVAOES decided to launch the first regional Summer School on immigration issues. The Summer School will take place in September 2012, it will involve regional and municipality officers from other Italian regions, as well as stakeholders from welfare services, students and academics interested in immigration issues. The on-line platform SSII will be presented and used to simulate and discuss policy planning topics, with the support of data analysis offered by the monitoring system and with the participation of members from the DEMOCHANGE steering group.

SSII will be maintained and constantly updated by the Economic and Social Statistics Regional Department, which has been the DEMOCHANGE partner. This will allow to further improve the data base and its ability to support services' knowledge needs on immigration and on the impact of their policy measures in terms of integration.

A fundamental feature of this pilot action is that it has been 'fathered' by the Statistics department, which being a public institution can guarantee continuity to the project and allow an easier involvement of other public services. This feature should be taken into account when transferability to other regions is concerned. It has indeed been very important to involve welfare services: without their participation it would not have been possible to identify and gather data relevant to immigration and integration. Interestingly enough, there was little problem in involving them because they do have the need to share and understand more of the policies they implement. On the other hand, a significant effort has been placed on planning SSII for being user friendly and easily accessible.

It is not possible to envision the impact of SSII on policy planning. The availability of data does not guarantee their interpretation and use for policy planning. On the other hand, the involvement of services that are called to implement integration policies allows monitoring the effects of policies and their degree of implementation.

Finally, it is always critical to suggest a recipe for transferring elsewhere what locally seems to be a good practice. Yet there is indeed an ingredient that is fundamental: participation and involvement of stakeholders, getting their interest and cooperation. How can this be achieved? This does depend on local conditions, culture and institutions. There is a need for people to see the advantages of their participation and to feel that their contribution is valuable and not wasted or exploited. To this extent it has been very important to keep stakeholders updated about the project evolutions, as well as to elicit their ideas and suggestions for improving SSII. Last but not least, there is also a general need, for those involved, to be interested in "evolving with the needs of people"!

7.3 Improving Awareness of Migrants Issues

Matthias Jud, Gerlinde Haller, Emanuel Valentin, Oswin Maurer, Hans Karl Wytrzens

7.3.1 Description of the Pilot Action

In the South Tyrolean communities Mühlbach (12.1 % foreign population), Natz-Schabs (8.7 %), Rodeneck (2.3 %) and Vahrn (8.0 %), concrete efforts to improve the integration of immigrants were conducted. A total number of approximately 12,000 inhabitants are spread over an area of about 200 km^2. The region is located near the city of Brixen, the third largest city of South Tyrol, at the trans-European transport axis "Brenner". The central geographical position of the region within South Tyrol, as well as the good transport connections and the good economic situation of the whole region (2.7 % unemployment rate; 35,037 € GDP per capita,

see Autonomous Province of Bolzano Institute of Statistics Autonomous Province of Bolzano Institute of Statistics ASTAT (2011)) facilitate immigration from abroad. Except from Rodeneck, all municipalities mentioned above are ranked in the top 20 communities featuring the highest percentage of foreigners in South Tyrol.

With respect to the rising immigration pressure in recent years, strategies to make integration successful had to be found. This pilot action was developed to keep the current peaceful coexistence and to strengthen the relationship between locals and immigrants. As first attempts to recruit immigrants for integration projects, two dialogue workshops were carried out in the summer of 2011. In order to collect first-hand-information on the situation of integration and problems of immigration in the model region these workshops were open for everyone. Intensive efforts to welcome and to convince immigrants to participate actively on the workshops showed little success. As part of the pilot action, a survey was carried out to gain insights into the social situation of foreigners. Recently, similar surveys with focus on immigration reasons have been conducted in South Tyrol (Autonomous Province of Bolzano Institute of Statistics ASTAT 2012; Medda-Windischer et al. 2011). The results of these surveys, however, do not provide additional insight into the living conditions and social situation of immigrants in the model region. Furthermore, potential respondents could not be contacted as the surveys comprised a quite reclusive part of the population.

The DEMOCHANGE survey was carried out in 60 immigrant households and includes 217 (49 % women) respondents of the total 986 immigrants residing in the region (2012). For the survey one person per household was interviewed. This person provided information about themselves and all other persons living in the household. The age distribution of respondents was: Persons under 15 (35 %), persons at working age between 16 and 65 (62 %) and persons 65+ (3 %). The survey results show:

- Main reason for immigration to the region are the good employment opportunities
- Forty-two percent of the employed respondents found a job in the tourism sector (hotels, restaurants).
- Over 65 % of the persons interviewed do not intend to return permanently to their home country.
- Fifty-four percent of the persons indicated to have a good or very good knowledge of German, while 52 % stated to have good or very good knowledge of Italian (both are official languages in South Tyrol), which is very important regarding social integration and to have access to the job market.
- Only 7 % of the immigrants join local clubs and associations, which are very important regarding the social life in communities. Clubs joined are mainly sports and recreational clubs.
- The most popular request expressed by respondents was greater openness and cooperativeness by the municipality, especially regarding housing and job-seeking.

Fig. 7.3 Members of the focus group during a meeting (Photo: Free University of Bolzano)

In order to promote integration efforts, awareness-raising measures have also been conceived, including the concept of an inter-municipal series of articles in the local media, which is in preparation. Currently, there are a couple of activities in the implementation phase: a traveling exhibition and a publication which makes the results of the immigrants survey accessible to the general public. In autumn 2012, the exhibition will be touring in the town halls of the participating communities. Low threshold events with cultural activities for a broad audience are also ready to be implemented. The aim of these events is to stimulate the discussion about migration and the immigrants' countries of origin. Interested volunteers with experience in planning of cultural activities (asked by the representatives of the municipalities) formed an organizing team. This team of three persons supported by the municipalities and local associations is currently planning a series of open air cinema evenings. Immigrants and locals will be invited to the film presentations in order to come together and to jointly enjoy a thematically-related cultural offer. The long-term goal is to carry on regular summer events conducted by the organizing team. The municipalities are supporting these actions with premises and technical infrastructure.

For the planning of the pilot action an inter-municipal focus group was installed by the mayors. The objective was to develop measures for improving the integration of immigrants. The focus group (Fig. 7.3) comprised members of the municipal councils, local integration commissioners, a mayor and a deputy mayor, social pedagogues, teachers, and two experts from immigrant advice centers who face integration problems in their everyday work with migrants. Furthermore, the immigrants advice center of the charitable organization Caritas and the Youth Service of the Rodeneck church district joined the pilot action as partners.

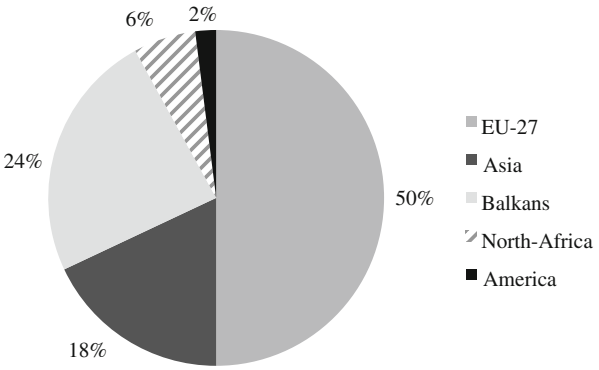

Fig. 7.4 Proportion of foreign nationals (by major regions) in the South Tyrolean model region (Data source: Registration office of the model region South Tyrol)

Despite great effort, none of the immigrants in the municipalities concerned could be convinced to participate. It is not clear to what extent lacking organizational structures, fear of contact, language barriers, lack of time or disinterest were responsible for this failure.

7.3.2 Reasons for the Implementation of the Pilot Action

Due to its history, South Tyrol has already great experience regarding integration as German, Italian and Ladin communities have lived side by side for at least a 100 years. However, the region now faces the challenge of new immigrants (Medda-Windischer et al. 2011). Data from the municipal offices show that immigrants mainly come from EU countries (Slovakia, Germany, Romania and Poland), Asia (Pakistan), the Balkans (Macedonia, Bosnia and Albania) and from North Africa (Morocco) (see Fig. 7.4).

Since the first major wave of immigration of war refugees from former Yugoslavia in 1993/1994, the local population in the host regions has had to deal with immigrants having differing foreign cultural backgrounds. Among others, especially the Islamic background of some immigrants seems to disconcert the predominantly Christian population which, for instance, makes it more complicated to integrate persons of Pakistani origin in the community.

Hence, for the first time ever, important results on the living conditions of local immigrants in the four municipalities should be gained and disseminated in the pilot action. Furthermore, a place for a constructive dialogue between immigrants and locals should be provided during low-threshold cultural activities. The pilot action wants to point out that the society is becoming more international. The low threshold events with cultural activities are planned to sensitize on the one hand the local population by presenting various cultural backgrounds and life realities of immigrants and on the other hand to encourage foreigners to participate at events were intercultural dialogues are stimulating the discussion about migration and integration.

7.3.3 *Potentials Used and Barriers Experienced During the Implementation of the Pilot Action*

The pilot action gained positive support from school teachers and kindergarten teachers who were willing to participate actively in voluntary integration work. Synergy effects from integration projects in nearby towns (Brixen and Bruneck) which were positively perceived by the local population could also be used. So, little by little, these integration projects create a certain degree of openness towards integration problems in rural areas of South Tyrol.

Like in other predominantly rural Alpine regions, immigrants do not form anything like an overall "community of immigrants". In reality, several very different groups of immigrants exist. This is also reflected in the fact that there is no overall immigrant organization which might act as contact for integration initiatives.

Besides officially registered immigrants, there is also a considerable amount of immigrants who are employed in the region as seasonal workers in tourism and agriculture. These immigrants do not belong to the pilot action's target group, even if some of them might be interested in a sustainable integration as well.

Furthermore, there is also potential regarding the integration of immigrants into the rich social life within associations (music bands, sports clubs, leisure clubs, fire brigade, etc.) in the regions. Enhanced participation in clubs may prevent the creation of social ghettos. The study shows that the second generation of immigrants is more active in local clubs than the first one.

A transfer of the pilot action to other Alpine regions seems to be realisable with a few adaptations particularly because similar initiatives have already been implemented successfully in other regions (for example, the open-air cinema "film and integration" of the Austrian municipality Pöchlarn existing since 2009, http://www.poechlarn.at).

However, we should keep in mind that the commitment for integration often creates feelings of envy among the local population. Discussions are often characterized by fears, prejudices and tensions. Here, decision makers require strong diplomatic skills to sensitize the whole population for immigrant integration by presenting positive as well as negative aspects objectively, and to thus enable constructive decisions in the end.

7.4 Further Good Practice Examples from Alpine Regions

Emanuela Dutto

7.4.1 *RETURN: Regions Benefiting from Returning Migrants*

In 2004 and 2007 the right to work in any other EU country was granted to more than 100 million people who lived in the new member states of the EU. This caused

significant economically motivated migration of people to high-income countries in Western and Northern Europe, intensifying brain drain processes in many regions. On the other hand, facts show willingness to come back to original countries, although it was observed that people coming back face significant problems in the reintegration process. This was the starting point for development of the Re-Turn project, financed by European Regional Development Fund through the Programme Central Europe.

To create framework conditions for retaining human capital and to counter brain drain Re-Turn aims at pushing the topic of return migration on the political agenda in Central Europe regions. The project provides an account of the extent of return migration, competences and needs of returning migrants as well as concrete measures to promote remigration as a source to foster knowledge development. Re-Turn will develop, test and implement joint strategies, new support policies, tools and services in participating regions to achieve this in a sustainable way. Further information available: http://www.re-migrants.eu/.

7.4.2 ADAPT2DC: Adaptation to Demographic Change

Shrinking regions and cities are becoming a more and more relevant issue in Central Europe. Especially former border regions (Iron Curtain) are particularly affected by demographic and social change. On the other hand these regions have large potentials which have to be explored and used. The consequences of demographic change and increasing scarcity of public resources thus require a fundamental review and adjustment of the management and standards of public services and infrastructure in shrinking regions and cities. Regions need a sufficient framework to be able to share experiences and information and to adapt to the relevant changes in order to be more competitive, more productive and more innovative.

The overall goal of ADAPT2DC[1] project (financed by European Regional Development Fund through the Program Central Europe as a strategic project) is to develop transferable strategies for the provision of innovative solutions to restructure the management of services and infrastructures in shrinking regions and cities and thus support the sustainable development of European regions by adapting integrated measures and strategies for regional problems at transnational level. Issues of social services are interlinked with transport, accessibility and technical infrastructure and thus, if a coherent strategy should be achieved, they cannot be considered separately. Small and medium-sized towns and cities as engines of regional development will be enabled to implement a broad range of regionally balanced services and infrastructural opportunities to hold and attract inhabitants, entrepreneurs and investors and serve as anchor points for regional development through regional and cross border networking and generating additional long term perspectives for the population.

[1]Further information available: www.adapt2dc.eu

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Chapter 8
Housing, Real Estate Markets and Spatial Planning

Heidrun Wankiewicz, Stefan Rieder, Andrea Niederhauser, Daniel Matti, Madeleine Koch

Abstract Housing, real estate markets and settlement structures within Alpine countries are highly affected by demographic change. Beside the fact that there is traditionally a great variety in regional housing cultures, most cities and surrounding communities have to deal with unresolved spatial planning problems, which are revealed by a loss of attractiveness as living and working areas. To strengthen communitys locational quality and to create liveable regional centres within the Alpine regions has been one key interest of the DEMOCHANGE project. The approaches presented in this chapter provide spatial planning strategies to face the problem of a shrinking and aging population, for example how to raise awareness for demographic change and its implications during a process of a town centre redevelopment in Switzerland. Supplementary, the Swiss case refers to hints and pitfalls of a need and market analysis, conducted to evaluate the future demand for housing with services and to enhance regional cooperation in spatial planning.

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T. Bausch et al. (eds.), *Coping with Demographic Change in the Alpine Regions*, European Studies of Population 23, DOI 10.1007/978-3-642-54681-5_8,

8.1 Interdependency of Housing and Demographic Change

Heidrun Wankiewicz

The impact of demographic change on housing, real estate markets and spatial planning is very strong: loss of population in some regions linked to out-migration, new residents for seasonal work, social change through new family models and changes in gender relations, new mobility patterns and communication technologies, individualization and changing lifestyles. All these dynamics impact the housing markets, settlement structure, community life and daily routines (ZBG Zweckverband Großraum Braunschweig/Universität Hannover 2005). Furthermore, European economic integration and globalization have opened the real estate market worldwide: Secondary homes from EU-member states as well as from Russia and from the Arab Peninsula are reality in many villages and cities in the Alps. This internationalization of the real estate markets leads to competition between new residents and young locals for affordable houses and a mismatch in size and price of housing offers. Additionally, in touristic villages a growing need for housing for the seasonal workers and their families can be observed.

Some regions with out-migration suffer from considerable vacancies or under-used houses; this can be residential buildings, farms, shops and manufacturing buildings. Underuse can also be observed due to differences in life expectancy between women and men, which lead to a considerable number of female owned single houses which are too big for one person. Many small communities are losing their service and supply infrastructures for daily life which causes difficult living conditions for the residents of all ages.

Furthermore, the following aspects have to be taken into account: 'Housing' and residence buildings are a relatively young phenomenon in the Alps: traditionally, living and housing has always been combined with working activities (Salzburg 2012). Nowadays, housing has a threefold notion: firstly, the building as a shelter and living place, secondly, the place of reproduction (care work) and of recreation, and thirdly the place of integration and growing up into a family, into a neighbourhood and into a community (Zibell 2006).

There is a great variety in regional housing cultures: while ownership in single housing are identified as the majority in Austrian Alpine core regions—e.g. Salzburg—the share of rented flats in multi-storey residence buildings in Switzerland is much bigger. In some areas of the Alps the housing demand of elderly who leave their homes in villages for flats in city centres with good service and mobility infrastructure already influences strongly the real estate market of the cities. In other cities new forms of co-housing of different generations, of young families or single mothers, of elderly who share care and nursing tasks, are emerging (Tummers and Denèfle 2012).

Last but not least, the unsolved planning problem of cities and their surrounding communities which suffer from daily traffic jams and financial imbalances due to lack of cooperation in housing policy, spatial planning, regional development and mobility planning are a challenge for planners, policy makers and people (Wankiewicz 2012).

8.2 Planning the Development of a Town Center

Stefan Rieder, Andrea Niederhauser, Daniel Matti

8.2.1 Description of the Pilot Action

The pilot action took place in the community of Hochdorf in the Canton of Lucerne, which is part of the model region "Seetal" (Fig. 8.1). The DEMOCHANGE project team at Interface Institute of Political Studies collaborated with a steering group responsible for planning the development of the town centre in Hochdorf. The goal of the pilot action was to raise awareness within the steering group about demographic change and its implications for the redevelopment of the town centre as well as to incorporate dimensions of demographic change in the final development plan. Specifically, the DEMOCHANGE project team participated in all steering group meetings during which they presented data on key demographic indicators, population projections and the estimated future demand for housing for the elderly in Hochdorf. Furthermore, the project team provided written input to the final version of the development plan. As a result, the aspect of demographic change was incorporated into the development plan, notably in the form of the target goal to (re-)develop real estate in Hochdorf under consideration of the changing age structure in the population. In addition, the project team suggested the following three specific measures to assess the future needs and demands of elderly people in the region:

1. Asses the needs of people aged 64 and older,
2. Perform a market and needs analysis with regard to demand for housing with services,
3. Enhance regional coordination in the field of spatial planning and provision of service.

These measures were accepted to be continued by the steering group and were integrated into the action plan as next pilot actions and published with the town development plan.

8.2.2 Reasons for the Implementation of the Pilot Action

With more than 8,000 inhabitants, the community of Hochdorf is the largest among the 11 communities in the planning region "Seetal" in the Canton of Lucerne. Hochdorf therefore plays an important role in the region for the local economy and consumerism. However, the design of the town center (in terms of stores and services, traffic routing and building structures) is currently not favourable

Fig. 8.1 The model region "Seetal" (*dark grey* shaded area) is located in the Canton of Lucerne (*light grey* shaded area) in central Switzerland. (Source for geometry: Bundesamt für Statistik Schweiz GEOSTAT)

to the role of the town as an attractive shopping, living and recreational area. In order to increase the quality of location and thus the value creation and economic competitiveness of Hochdorf, the municipal authorities therefore decided in 2009 to launch a project to redesign the town center. The goal of the project was to strengthen the attractiveness of the community as a regional center by providing attractive living space, infrastructure and services to the inhabitants of Hochdorf and its surrounding area. A planning agency was commissioned with the project realisation and a steering group was put into place that included representatives of the municipal administration (president, finances, and construction); representatives of the industry; experts from the fields of housing, industry, architecture and planning; representatives of the Canton of Lucerne and the regional development authority (Idee Seetal AG). At first, no aspects of demographic change were addressed in the discussions of the steering group, even though housing, infrastructure and services played an important role in the development of the town centre. For the DEMOCHANGE project team, becoming part of an already existing planning process thus proved to be an excellent opportunity to address the issues of demographic change in a far-reaching and sustainable manner. The development plan of the town centre has now been finished and the community of Hochdorf is in the process of implementing the measures as defined in the development plan. The development plan, as well as the corresponding action plan, are both available on the official website of Hochdorf (Fig. 8.2).

8.2.3 Potentials Used and Barrieres Experienced During the Implementation of Pilot Action

This pilot action can be transferred to other regions where planning activities take place, as long as a steering group or project team is in place that is willing to address the issue of demographic change. Being part of the steering group was a crucial advantage for the DEMOCHANGE project team at Interface Institute of Political Studies in order to contribute to the decision-making process and to bring the issues of demographic change to the table. Acceptance into the steering group was established through personal contacts with the mayor of Hochdorf as well as the planning agency in charge of the project realisation, which was already highly aware of the future challenges of demographic change. The multidisciplinary steering group including stakeholders with a broad range of interests (e.g. finance, construction, industry, architecture, social services etc.) provided a good opportunity to address aspects of demographic change from different viewpoints. In addition, recurring meetings with the steering group presented a good setting to raise awareness about the topic (e.g. by presenting local demographic data and scenarios) and to discuss concrete action steps in a fruitful manner.

However, the pilot action also faced the challenge that certain topics such as traffic routing and the setup of new businesses in Hochdorf were made a top priority and will require much attention from the local authorities in the future. In comparison to these topics, activities in the field of demographic take a lower priority and may take longer to be implemented. In addition, tying pilot actions to the development plan of Hochdorf also entails that if the plan is not implemented successfully, the activities associated with demographic change will also be unsuccessful. Furthermore, since the steering group was resolved once the development plan was created, follow-up on the implementation of the activities in the field of demographic change is difficult.

8.3 Assessing Future Housing Needs and Using Results in Practice

Stefan Rieder, Andrea Niederhauser, Daniel Matti

8.3.1 Description of the Pilot Action

The pilot action was located in the model region “Seetal” in the Canton of Lucerne. The goal of this pilot action was to assess the future demands of elderly people in the field of housing with services and to enhance regional collaboration. The pilot action consisted of several measures. Firstly, the DEMOCHANGE project team at Interface Institute of Political Studies organized focus groups with elderly residents

and conducted individual interviews with representatives of the commercial and building industry, nursing homes and municipal councils. This data gathered showed that demographic change has been widely recognized and, albeit to varying degrees, incorporated into the political agendas of the municipalities and that the provision of adequate housing and services to the elderly population was a central topic in the region. As a next step, a first regional workshop was organized with participants from all 11 communities in Seetal. The goal of the workshop was to inform the participants about the DEMOCHANGE project, present the findings from the focus groups and interviews and discuss the possible next steps in the area. Following this workshop, five communities agreed to continue working with the DEMOCHANGE project team and it was decided to conduct a survey to assess the needs and demand for housing with services in the region. Written surveys were sent out to approximately 7,600 inhabitants aged 45 and older in four communities; approximately 3,200 (42 %) completed surveys were returned. The surveys were designed by the DEMOCHANGE project team, but sent out by each municipal administration, which may explain the high response rate. One additional survey was conducted in a fifth community (Römerswil) that already had a construction project with units for "housing with services" underway. The focus of this survey was to assess the willingness of the inhabitants to help with the provision of services for the elderly inhabitants.

The data was analyzed for each community individually as well as for all communities together, to identify general regional trends. Results were discussed in bilateral meetings with local authorities in all participating municipalities. In two communities, the results were published in the municipal newsletter. Furthermore, in a second regional workshop, the results of the survey were used as a basis for discussing further regional cooperation in the area of housing for elderly. During this workshop, representatives from all five participating communities and the regional planning authority (Idee Seetal AG) discussed challenges and possible next steps in the fields of regional collaboration, spatial planning and housing and volunteer engagement on the basis of the survey data presented. The discussions were facilitated by the DEMOCHANGE project team and included input from external experts (DEMOCHANGE project partners from Allgäu, the cantonal administration and a housing construction cooperative from the DEMOCHANGE model region Nidwalden). Following the workshop, specific recommendations were provided to all participants and the Idee Seetal AG to continue efforts to address demographic change on a local and regional level.

8.3.2 Reasons for the Implementation of the Pilot Action

The DEMOCHANGE project team at Interface Institute of Political Studies participated in meetings with a steering group in charge of planning a regional town center (see Fig. 8.2). During these meetings, it was concluded that three more measures could be implemented to help determine future demographic developments. The

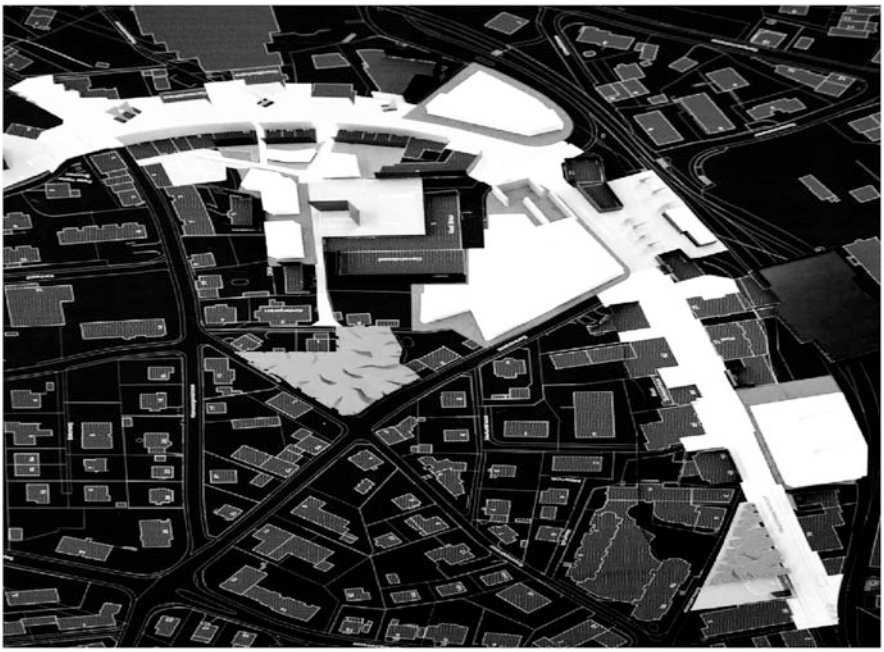

Fig. 8.2 Development plan for new town centre of Hochdorf – Depiction of the strategic "building blocks" (Source: Kontur Projektmanagement AG/GWJ Architektur AG)

three measures agreed upon were to assess the needs of the elderly population (65 years and older); perform a needs and market analysis to evaluate the demand for housing with services; and enhance regional cooperation in the field of spatial planning and housing with services. Systematically collecting qualitative and quantitative data on the needs of the population and the local industry was considered to be important in order to provide a solid basis for further decision making and planning. In addition, administering a survey and presenting the results to each of the participating communities was a good opportunity to raise awareness of the issues of demographic change both among the inhabitants of the region and the local authorities. Finally, it is expected that the growing number of elderly people, a growing population and increasing household size will lead to an increased demand for living space as well as health and housing infrastructure. However, the communities will not be able to meet all of these new demands on their own. Housing and health services are expensive and small communities may not be able to provide these services by themselves. Certain tasks such as investment in the housing market overwhelm the financial capacities of the communities. In addition, the extent of the demand for housing with services may vary and the infrastructure may not be needed in each community individually. Encouraging cooperation in the area of spatial planning and the provision of housing and services for elderly residents was therefore considered to be important for the region. Coordination

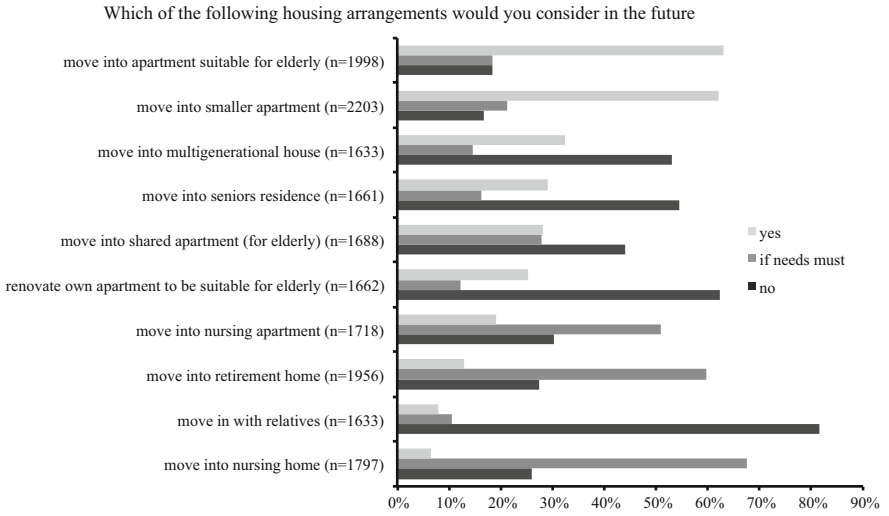

Fig. 8.3 Example of survey results. Responses from all four communities (Data: Interface/DEMOCHANGE survey 2011)

of construction activities or the planning of service provision, the exchange of experiences and solutions in regard to demographic change and the joint marketing of the region as a living area for the elderly and young families could help avoid a surplus supply and strengthen the ability of the communities to address the changing needs of the population (Fig. 8.3).

8.3.3 Potentials Used and Barrieres Experienced During the Implementation of Pilot Action

The DEMOCHANGE project team collaborated with the regional planning authority Idee Seetal AG to implement this pilot action. Due to this partnership with a key regional player, local authorities from the communities could easily be reached and brought on board of the project. During the second regional workshop it was concluded that the Idee Seetal AG is an ideal platform to strengthen regional collaboration among the communities. In the future, the Idee Seetal AG should continue to assume their role as key regional institution to facilitate knowledge exchange and support collaboration among the communities.

The methods used (survey, interviews, focus groups, workshops) can easily be adopted by other model regions. However, their implementation requires experience with participatory processes as well as knowledge of survey administration and statistical data analysis. In addition, the methods require personnel and financial resources. This pilot action was funded by the DEMOCHANGE project; however,

if a community decides to launch a similar market and needs analysis, funding needs to be secured in advance.

Certain potential barriers need to be taken into account when implementing future pilot actions in the field of housing and services for the elderly. Providing local authorities and the regional planning authority with a solid data basis can give them leverage to further pursue activities in this field. Yet, the willingness to address the issues of demographic change is not always given, especially if other issues are more pressing and take priority, or if the challenges of demographic change are not immediate enough (for example if the population of the community continues to grow). Furthermore, it was found that regional spatial planning is a highly complex topic involving many different stakeholders and diverse political and financial interests. Regional plans are usually developed for the duration of several years. While adjustments to the content can be made during the planning phase, it is difficult to make changes once the plans are approved. Lastly, the elderly population can be an interesting target population for the communities because of tax revenues and their consumption of goods and services that foster the local economy. However, in Switzerland the communities are responsible for the financing of care for the elderly (home care, nursing homes etc.). While there are plans in the working for a fiscal equalisation between communes to reduce the costs, as for now, the costs of care could substantially increase for a community if the in-migration of elderly people and people in need of care is high.

8.4 Further Good Practice Examples from Alpine Regions

Madeleine Koch

8.4.1 Annual Conference on Vacant Properties

A decreasing population size is an important aspect of demographic change within the Alps, especially in outermost and peripheral regions. In shrinking rural regions municipalities they not only face the problem of losing population, but also have to cope with an increasing number of vacant buildings, old industrial and agriculture sites as well as farmhouses. Since 2011, a team of young Austrian architects (nonconform architektur vor ort ZT KG) are organizing annual conferences on vacant properties in rural areas within the Alps. The conference is designed as an interdisciplinary model to bring together scientists, politicians, spatial planners, architects and others working in the field of local and regional development, to discuss innovative projects and planning strategies which deal with vacant properties. Additionally, issues such as the decline of town centers which are losing attractiveness and strategies for the transformation of unused buildings are taken into consideration , as well as spatial disparities and functional diversity in peripheral

rural regions. The aim of the conference is to contribute to the livability of small municipalities in rural areas, by discussing innovative approaches within an international perspective. Further information available: www.leerstandskonferenz.at.

8.4.2 Sustainability in Housing Construction in Urban Environments

In 2008, City of Salzburg urban planning and transport department, in cooperation with the Austrian Institute of Ecology and the working group on sustainable energy launched their first checklist on sustainable housing construction. From the viewpoint of spatial planning it aims to support property developments within an urban environment in a future oriented way. With input from the Salzburg Institute for Urban Planning and Living (SIR), energy experts, sustainable and spatial planning experts, housing office, technicians, and real estate developers, the checklist had been adapted in 2012. The outcome of this cooperation is a paper based checklist which can easily be used for new construction planning within the area of the city of Salzburg. By using this checklist the location quality of requested housing construction sites can be examined by 31 planning criteria and can be assessed by location and mobility, planning and quality of property, energy and supply infrastructure, as well as ecology and health environment. Additionally, a web-based mapping application has been developed by the Research Studio iSPACE; to support the property site check in a user-friendly way. The outcomes of both tools can serve as a starting point for discussion and can support new housing construction site planning.

Applying this spatial sustainability analysis will reduce future development costs for local spatial planning by avoiding the construction of new infrastructure (e.g. roads, buildings for offices, stores, education, and health) in an early stage of a building process. For future residents the usage of such an analysis tool can reduce mobility costs by ensuring minimum distances to public transport, educational, health and supply facilities. Generally, such a checklist can lead to less urban sprawl. The implementation of such an instrument within a wider spatial area, e.g. a region, could be an innovation to cope with projected population changes in a sustainable way. Further information available: www.checkliste-wohnbau.at.

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Chapter 9
Labor Markets

Alexander Veser, Stefan Rieder, Frederik Littschwager, Felix Hörmann, Marion Anwander, Angelika Martin

Abstract Peripheral and rural areas in the Alpine space are subjected to a rapid aging process, which directly affects regional economies. Particularly small and medium sized enterprises will struggle with a limited number of skilled labour in the near future. A declining working age population requires an adaptation of most regional economies. In close cooperation, enterprises and professional associations have to develop strategic approaches to sustain the regional workforce. Initially, this chapter gives an insight into a participatory process for policy making to develop measures against brain drain. A second project illustrates how to identify risks and opportunities of a medium sized enterprise, which is affected by the changing age structure of its labour force and shows how to define specific objectives and measures in a participatory way. Third, tourism as an important regional economic sector in most Alpine regions was addressed by a project, which aimed to develop a certification system for regional tourism enterprises to attract young professionals

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T. Bausch et al. (eds.), *Coping with Demographic Change in the Alpine Regions*, European Studies of Population 23, DOI 10.1007/978-3-642-54681-5_9,

and to improve the quality within the tourism sector. A fourth project provides insight into an information campaign, designed to improve nursing and social care services. The last project in this chapter illustrates how to counteract the increasing requirements, given by new technologies and technical devices in the care sector, with an innovative design of an apprenticeship as technical care assistant.

9.1 Safeguarding Labour Force Potential in Future

Alexander Veser

In most European regions, the largest generation of the population is now beginning to reach retirement age—the "Babyboomers" born in the decades following World War II. As a consequence, the population at working age is declining and overall aging at a fast pace. Even if the working age will be prolonged and female employment will increase in the medium term, there will be high pressure for adaptation of Europe's labour markets to a changed workforce structure in the long term (Commission of the European Communities 2006).

Many peripheral and rural regions—such as large areas of the Alpine Space—are especially impacted. They experience a more rapid aging process due to a long-standing structural migration pattern: Young people tend to leave or even have to leave to acquire higher education as well as high-qualification and high-paid jobs in major cities and metropolitan regions. But even in the labour sectors which require less formal education, the workforce potentials decrease in most regions and competition intensifies especially for young people. In Southern Bavaria, for example, touristic enterprises have increasing difficulty to recruit service personnel.

Many regions have become aware of the challenges of a shrinking and aging workforce and take measures. Often, appropriate action can only be taken in close cooperation with regional enterprises and professional associations such as chambers of industry and commerce. Common measures that are applied to sustain a sufficient workforce in the region can be categorised by their strategic approach: competition, generation or preservation. Table 9.1 below explains these approaches. Often, combinations of strategic approaches and measures are applied. In the following chapter, competitive (Sects. 9.2, 9.4, and 9.6), generative (Sects. 9.7 and 9.5) as well as preservative (Sect. 9.3) approaches are presented.

9.2 Human Capital in European Peripheral Regions: Brain Drain and Brain Gain

Stefan Rieder

Increasing migration from rural peripheral regions is a commonly discussed problem. Particularly the emigration of highly qualified workforce is seen as a loss

Table 9.1 Strategic approaches to sustain the regional workforce

Strategy category	**Compete** for workforce with other regions	**Generate** workforce from potential in the region	**Preserve** existing workforce in the region
Approach	Make the region a more attractive place to live and work, or at least sell it as such	Improve labour market participation of the regional population, especially groups with below-average participation such as women or immigrants	Support physical and mental health as well as motivation of the regional workforce
Exemplary measures	Welcoming service for new residents (e.g. help with housing and child care placements)	Extension of kindergarten opening hours to account for early and late shifts	Workplace health management (screening, education, prevention etc.)
	Improvement and promotion of regional education and career opportunities	Flexible working hours and part-time workplaces	Continuing education offers tailored for 50 + employees
	Image campaign for the region and its enterprises	Language instruction focused on employability for non-native speakers	Experience and skills exchange between employee generations

for economy and society. This topic, called Brain Drain, bothers regional politics (Brugger et al. 1982) as well as academic research (Galinski 1986; Glaser 1978).

The Interreg-IIIb-Project "Human capital in European peripheral regions: Brain Drain and Brain Gain" aimed at analysing the emigration of highly-qualified manpower from peripheral regions in North-West Europe and finding measures to prevent Brain Drain and to foster Brain Gain. The project was structured as an international cooperation between the three regions of *Twente* (Netherlands), *Westpfalz* (Germany) and *Zentralschweiz* (Switzerland).

Interface and the Lucerne University of Applied Sciences and Arts examined the Swiss part of the project, which focused on the two cantons of Uri and Lucerne, both located in the Zentralschweiz area. The research questions were:

- What is the extent of Brain Drain in Swiss peripheral regions? Is Brain Drain a problem for the affected regions?
- Is return migration of highly qualified manpower to peripheral regions i.e. Brain Gain happening? If so, to what extent?
- Can Brain Gain be stimulated? If so, which measures are adequate?

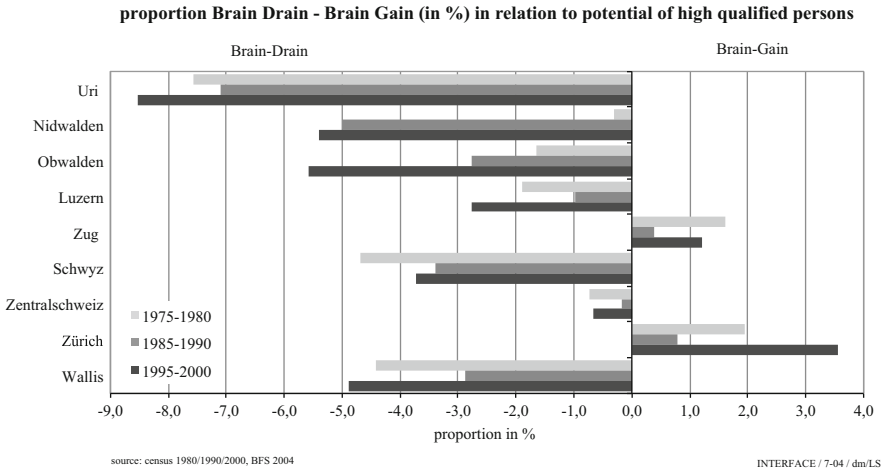

Fig. 9.1 Balance of brain drain and brain gain in selected Swiss cantons

9.2.1 Defining Brain Drain

Brain Drain is a complex phenomenon and the exact definition differs depending on the perception of the problem by different stakeholders (Rieder et al. 2005). For instance Brain Drain can be defined as the amount of highly qualified manpower emigrating from a region, or as the balance of emigration and immigration of highly qualified workforce, i.e. the balance of Brain Drain and Brain Gain (Fig. 9.1). Depending on the definition used, the extent of Brain Drain and thus the implication for policy makers differ.

In addition, Brain Drain can be perceived not just as an economical problem, but as a loss of social capital, as well-trained persons use their knowledge not only at work, but also in other regional activities, such as sports, politics or cultural projects. And depending on the point of view of different stakeholders, Brain Drain is not necessarily seen as a problem with need for action. Municipal administrations, for example, do not perceive Brain Drain as a problem if there is no need for highly qualified workforce on the regional labour market. Brain Drain can then prevent high unemployment rates.

9.2.2 Participatory Processes for Policy-Making

A consistent perception of the problem by stakeholders from politics, economy and society is crucial for finding and implementing successful measures against Brain Drain. This is why a participatory approach was chosen for the development of measures. The participatory approach was aimed at developing a consistent view of the problem and, based on that, defining adequate measures to address the problem of Brain Drain.

The process was structured as follows:

- First, definitions of Brain Drain were discussed and compared in a support team, composed of representatives from trade associations, politics, the administration and educational institutions.
- In a second step the results were debated in thematically uniform groups to develop a common perception of the problem and thus adequate measures.
- The resulting facts were then presented to all stakeholders in a bigger meeting, where discussions were now led in thematically heterogeneous groups, which helped to concretize the developed measures.
- Finally the measures were discussed and implemented with the support group in cooperation with the different stakeholders.

9.2.3 Measures to Fight Brain Drain

In the following section three selected measures developed in a participatory process to fight Brain Dain in the Zentralschweiz area are presented.

- uri-link.ch (Fig. 9.2): www.uri-link.ch is a website, where interested emigrants from the canton of Uri can enroll for free. This way they have access to information and services concerning their home canton. The website is aimed at keeping the contact between local companies and potentially returning emigrants, as well as facilitating remigration through concrete services, such as the posting of job advertisements. A similar measure was also developed for the canton of Valais (www.vs-link.ch)
- *INNOVATOR aus eigener Kraft:* INNOVATOR was an advanced training service for the executive staff of companies and the administration in the canton of Uri. A series of talks and discussions were organized by the local companies to foster knowledge transfer and activate innovation. Interested company and administration members could attend single talks or participate in the full program, which included supplementary networking workshops. This measure is supposed to invoke existing knowledge as an instrument to fight Brain Drain. The INNOVATOR series has been continued to date with the courses of lectures KOMMUNIKATOR, MOTIVATOR, INITIATOR and NAVIGATOR aus eigener Kraft.[1]
- *HSLU Alumni platform:* The Interreg project helped to create a website for the alumni of the University of Applied Sciences Lucerne (HSLU). The goal of this website is to link the alumni not only with each other but also with local companies, and thus to keep up the alumni's ties to the region. By linking the alumni to local enterprises, opportunities of Brain Gain may be facilitated.

[1] http://www.ur.ch/de/vd/awoev/navigator-aus-eigener-kraft-m2511/

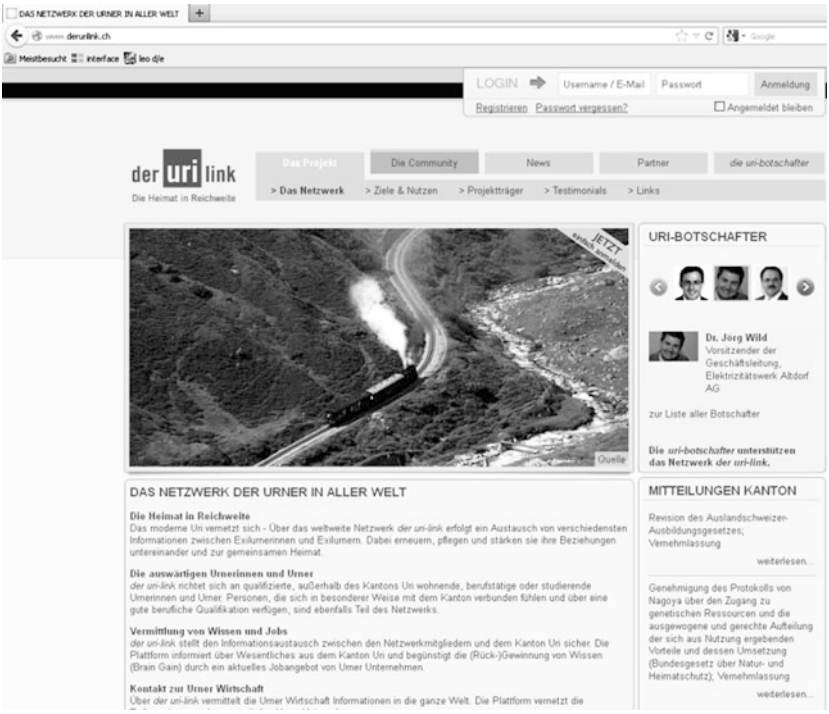

Fig. 9.2 The uri-link website (http://www.uri-link.ch)

9.2.4 Conclusions

The results of the Interreg project can be summarized as follows:

- Data from the Swiss census show that Brain Drain exists in Switzerland and is most pronounced in the most peripheral cantons.
- Brain Drain causes difficulties with the recruitment of highly-qualified employees in peripheral regions, which leads to additional costs for recruitment or education of existing staff.
- The phenomenon of Brain Gain exists also and it can reduce the negative impacts of Brain Drain. However, Brain Gain is still relatively rare and cannot compensate Brain Drain in the analyzed peripheral regions.
- To facilitate Brain Gain successfully four points are crucial:

  1. A *common perception of the problem* is decisive. One cannot assume that all stakeholders identify and define the problem of Brain Drain in a similar way. Therefore, it is necessary to find a common ground and plan enough time to include all the different views on the problem.

2. The definitions of the problem should be supported by current *data* from the places where stakeholders perceive a need to address Brain Drain.
3. The *perception of Brain Drain as a problem is dynamic:* With a suitable participatory process an exchange between the different stakeholders can be facilitated. This offers new perspectives to them and can modify their point of view.
4. There are adequate measures to fight Brain Drain and foster Brain Gain. However, it is of vital importance to *develop and implement them with the persons concerned.* Thus, it is more probable that the measures actually fit the problem and have a lasting effect.

9.3 Aging Workforce: Adaptation of Small and Medium Sized Enterprises

Frederik Littschwager

Sooner or later companies of all sizes will have to adapt do the demographic change. The workforces are aging substantially within the next decade while at the same time the numbers of young recruits drop. The mighty "Baby Boom" generation[2] is preparing to retire within the next 10 years, not only in Germany as a whole but particularly in the Alpine region of Bavaria (Bayerisches Landesamt für Statistik und Datenverarbeitung 2011). While this large cohort is greying, the comparatively minute "Generation Y"[3] with the smallest birth rates in both German and Bavarian history is available for a substitute.

Large companies have been dealing with the challenges of the demographic change for years. Monitoring and forecasting the shift of age structures has become a central part of their strategic analyses. But the smaller the company, the less they are dealing with strategic questions such as the demographic change. Experience shows that amongst the small and medium sized enterprises (SME) hardly any are aware of the substantial risks resulting from an aging workforce. Especially in rural areas like the Alpine region of Germany, SMEs nevertheless play a central role as both economic factor and as employers. According to the Mittelstandsbericht 2010 (Bayerisches Staatsministerium für Wirtschaft, Infrastruktur, Verkehr und Technologie 2010) more than 75 % of Bavarian employees work for SMEs.

The reasons for this lack of awareness are many. One, SMEs do seldom have enough resources at their disposal for strategic questions. Two, in smaller, owner-managed enterprises the managing director might simultaneously be head of sales, head of controlling and head of human resources. Aside of day-to-day business there

[2]The definition of the Baby Boom Generation in Germany varies, most sources refer to them as the birth-years of 1955–1969.

[3]Most sources place the Generation Y in the birth years of 1978–1996.

is hardly any time for a glimpse beyond the usual horizon of planning of 2 or 3 years. Also, many entrepreneurs still believe, that their company will be untroubled by the demographic change, as currently no impact can be noticed.

This contribution reports on a project which, the author conducted together with a medium-sized company to analyze the risks of the demographic change and to derive respective measures and mitigations.

The company with 200 employees belongs to the metalworking and electrical industries and is located in the southern part of the Oberallgäu in Germany. It is owner-managed in third generation and has had an eventful history. Having emerged from a small locksmith workshop, the company is now a "hidden champion" in metal processing. The economic crisis of the years 2009/2010 had a severe impact but thanks to a short-time program, all employees could be kept.

9.3.1 The Project

In spring 2011 the company started a project to analyze the impacts of demographic change and an aging workforce. The main objective was to identify risks and opportunities as well as to define respective counter-measures.

The potential risks were examined quantitatively by means of an age structure analysis, followed by a series of focus-interviews with selected members of staff across all hierarchies and functions. The quantitative analysis was used to investigate the age structure of the various departments, as well as individual information such as professional experience, elderlyity, training participation, sick leave and working hours (Fig. 9.3). Based on different scenarios, the development was forecast for a period of 5 and 10 years.

9.3.2 Findings of the Age: Structure Analysis

The company's current age structure is compressed with an emphasis on employees aged 45. More than half of the staff are older than 40 years while only a few are younger than 30 or older than 60 years. This structure clearly displays the scars of past crises. New recruits were merely hired, while partial-retirement programs were used extensively.

9.3.2.1 Recruitment Issues and "Brain-Drain"

This practice has narrowed the future course of action as the majority of today's employees are from one single generation, the baby-boomers. This generation is about to retire during the upcoming decade. Expressed in numbers this means, that nearly 40 % of all employees (and an estimate of 60 % of the most experienced thus

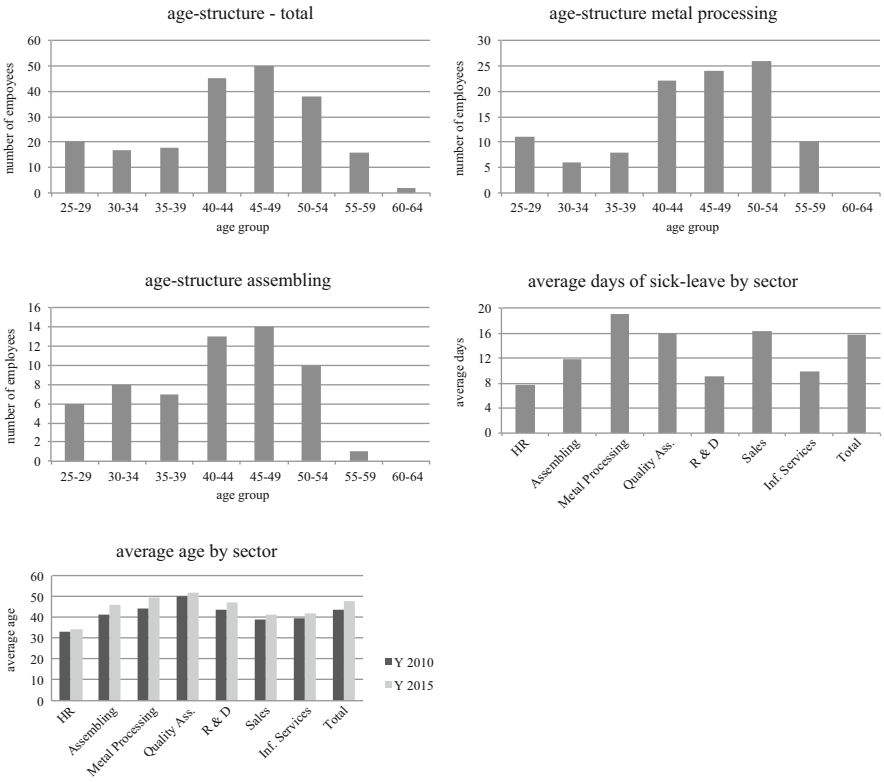

Fig. 9.3 Depiction of the age structure of a medium size enterprise in the model region of Oberallgäu, Germany

valuable persons) are leaving the company within the next 10 years! One of the major tasks during the next years will be to identify these experienced individuals and to establish a well-timed succession planning as well as ways to preserve their experience, knowledge and networks for the company.

9.3.2.2 Forecast of Demographic Development

The average age across the whole organization is 43.7 years with a significant divergence amongst the various departments. The HR-department for instance averages 33.3 years while the oldest department is Quality Assurance with 50.1 years in average.

The forecast scenario—based on a supposed constant employee turnover and a maintained conservative recruiting-policy for the next 5 years—showed an increasing average age by 4.3 years. An average age increasing this fast bares the risk of significant loss of productivity. Though older employees are less often on

sick-leavesick leave than their younger colleagues, the number of days per case of illness rises as the risk of severe or chronic disease increases.

9.3.2.3 Absenteeism Figures

Previous year's sickness rate was at an average of 6.9 % and thereby above the industry benchmark of 5.2 % (Badura et al. 2010). The highest sickness rates across the departments were measured at Metal Processing (8.3 %), Sales (7.1 %) and Quality Assurance (6.9 %), the lowest at Research & Development (3.9 %) and Human Resources (3.4 %).

A closer look into these figures and their respective industry benchmarks showed, that, although comparatively high, Metal Processing's rate excelled the benchmark for "Stamp and Sheet Metal" of 10.3 %. The job strain responsible for sick rates that high can be reduced significantly by implementing further safety and ergonomics measures as well as motivating the employees to use the ergonomic auxiliaries that are already in place.

The sickness rates are also an important indicator for both company morale and leadership quality. This was obviously the case regarding the company's Sales department. Further investigations and interviews with sales employees indicated, that a relatively young executive had taken over the department recently and is now struggling for acceptance amongst the experienced—and older—colleagues.

9.3.3 Audit-Interviews

To further investigate the central findings of the age-structureage structure analysis a series of interviews was conducted. All together 24 employees across all departments, hierarchies and generations were interviewed on the 4 topics "Leadership and Corporate Culture", "Organization and Staff Assignment", "Talent-Management and Strategic HR" and "Health Management".

9.3.3.1 Young Leaders and Old Hands

The findings within the topic "Leadership and Corporate Culture" were ambiguous.

On the one hand it became obvious that younger managers are struggling for respect and acceptance with their more experienced colleagues. This results in decreasing motivation, a lack of identification with both the team and the employer and eventually in a deterioration of performance.

On the other hand a youth-centric corporate culture could be observed. This does neither fit correspond to with the above mentioned lack of acceptance of young leaders, nor does it match the actual age-structural reality. Still, it was noticeable by statements from all generations regarding the ability of older employees to learn

and develop, measurable by the actual number of last year's training days of the different age-groups and observable as the last ten "Employees of the Month" were male and under the age of 30.

These two seemingly contradictory findings illustrate a deep cultural fracture throughout both generations and hierarchies. The youth-centric culture is a relic of bygone days, when the majority of employees was young and vivid. While the staff greyed, the individual perception of their own ability and experience—in comparison to the competence of young leaders—might have changed. The culture has not.

The General Manager and third-generation owner is held in high esteem. Still the historically grown, authoritarian leadership style has led to an accumulation of decisions and responsibility at the top-management level. The employees' individual responsibility needs further development.

9.3.3.2 Organization and Staff Assignment

In the course of an occupational life the individual priorities shift several times between phases of professional development and family life. Employers are asked to cater to this shift of priorities, for instance with flexible time schemes or home office programs, in order to motivate and retain their employees. As a side effect and especially in highly fragmented rural areas like the Allgäu, flexible workplace conditions can contribute to the "Work-Life Balance".

Based on this fact, the interviews aimed at discovering the various generations' priorities and development perspectives. A first outcome was that younger employees in particular were frustrated by limited career perspectives. Nearly all attractive positions were occupied for the foreseeable future by the majority of baby-boomers. According to the interviewed employees alternative career paths like lateral development or job-rotation are not yet offered. For SMEs these alternative careers are a very viable means to both support the individual versatility and organizational reliability plus a way to motivate high-potentials.

9.3.3.3 Regional Competition of Rural Allgäu with Urban Areas

While talking to employees and HR-managers another issue of the rural Allgäu was uncovered. People who were enlisted recruited from urban areas and moved to the Allgäu with their families, do of course enjoy the high quality of living and outdoor sports opportunities, but at the same time particularly the non-working partners suffer from a less developed variety of cultural life, the long ways to run errands for everyday necessities and the lack of public means of transport—at least compared to the urban variety they were used to. Some interviewees even mentioned difficulties in establishing a new social network at their neighborhood. Intercultural communication issues might very well be a reason for that.

9.3.3.4 Employer Competition and Employer Branding

In addition to the regional competition with better developed urban areas the company struggles to stand up to very strong local competitors in the job market in the form of more attractive and renowned employer brands. Until now the number of applicants has always exceeded the vacancies, but statistics and future demographic prospects show, that this will very soon will cease to be the case. Of course, the company is challenged to strengthen their own employer brand within the region, but neither is this going to happen overnight, nor is it inexpensive. A more economical way would be making use of internal resources, e.g. unskilled but motivated employees. Introducing new ways and sources for recruiting was deliberately excluded from the project scope and is therefore not discussed in detail within this project report.

9.3.3.5 HR-Development

Regarding the tools for HR-development, noticeable improvement potential was discovered. First instruments such as standardized and formalized job descriptions and annual appraisals have been implemented in the recent past. The quality of the appraisals is, however, highly depending dependent on the leadership capabilities of the respective manager. Objectives are scarcely arranged or controlled. A long term perspective on corporate demand for qualifications exists just as little as well as a thorough knowledge of individual development potential are lacking.

9.3.3.6 Health Management and Work-Life Balance

The interview-part on “Health Management” focused on the subjective judgment of the individual state of health and workability. Therefore it contained questions about the mental and physical power reserves as well as tangible wishes and suggestions for measures to improve this very state.

A yearly health day has been held several times and so has a special campaign day entitled “cycling to work”. Both offers are widely known amongst the staff; still the participation is on a very low level. The interviews uncovered, that the middle management neither encourages their teams nor participate themselves taking their responsibility as role models.

It was also discovered, that in some departments the pressure is noticeably high. The sales targets for instance can hardly be met. The work-life balance as a whole seems to be acceptable, but especially the executives suffer from long working hours. The aforementioned long commuting-distances also affect the work-life balance negatively.

An often mentioned suggestion was establishing corporate child care services. The ideas reached from time-limited services during vacation times up to a dedicated company kindergarten. Apparently the latter had already been considered by the management, but eventually rejected due to the small size of the company.

9.3.4 Objectives and Measures

After conducting the age structure analysis and evaluating the interviews, the results were presented to the management. In this workshop all discoveries were aggregated, risks and opportunities identified and respective objectives and measures collaboratively derived.

9.3.4.1 Short-Term Objectives and Measures

The most important objective for the following year was to improve and strengthen the employee motivation and retention. Enhancing the company morale is not an end in itself but it contributes much to a long-term cultural change. The morale directly affects the sickness rate, the mental workability and therefore reduces the sickness-costs and increases the company's productivity significantly.

To achieve this goal, it was agreed to arrange possibilities for employee participation within the running year in form of an interactive workshop which then should be repeated on a regular basis. Embedded in a full-day event the company conducted a World-Café, an innovative large-group hosting method.[4] The World-Café facilitates an intensive networking of all employees regardless of position or function. It enables intense conversations in constellations that would not be possible in everyday business.

A permanent tool for bi-directional communication and feedback was established in form of an internal corporate blog. The management informs regularly about the latest news and the readers can comment directly.

A second measure aims at improving the leadership skills. A training program for all line managers was designed containing topics like "How to Conduct Difficult Talks and Give Feedback" or "Leading Mixed-Age Teams".

The third measure catering for to the short term objectives is to investigate and improve the current appraisal practice and to implement systematic target agreements.

[4]More information regarding the hosting-method "World-Café": http://www.theworldcafe.com

9.3.4.2 Medium-Term Objectives and Measures

The goals for the next 3 years are to improve the work-life balance, to adjust the working conditions to an aging workforce and to prepare the employees for an extended working life.

It was decided to work out new, alternative career paths which should be implemented gradually. These paths account for different life phases with shifting priorities, e.g. by offering lifetime working hours accounts. Thus employees can either take a lengthy, paid break during their working life to spend time with their family or they can shorten working time before retirement. The alternative careers also offer the chance for lateral development for instance in form of job-rotation in case the usual, vertical career opportunities are occupied for the foreseeable future.

For achieving a better family and work balance it was also determined to assess and introduce flexible working arrangements and to start negotiations with neighboring companies and local authorities to collaboratively offer corporate child care services.

The options helping to adjust the working conditions to an aging workforce are manifold. But SMEs need to set the priorities right and work with only a few, well-chosen and concerted measures. Therefore it was agreed to focus on an increased use of mixed-age teams in the industrial areas, to introduce mentoring-schemes in the commercial areas and to generally intensify training participation amongst the employees aged 45 and older. The latter was not to be turned into reality by special training programs for "older employees" as this would definitely be counter-productive and lead to further age-discrimination and stigmatization. The line managers are encouraged to motivate their team-members to make use of already existing offers for training and development.

Not only do the employees get older, they will also need to work longer. Preparing them for an extended working life cannot be accomplished by a single measure. It rather demands a change in both employees' and managers' mindsets towards a sustainable utilization of human resources. This necessary change of mindset must receive the active support and encouragement of the management which must lead by example. For instance this basic attitude manifests itself in the fact that in mixed-age teams every generation does both the physically and mentally challenging tasks. The usual habit that younger colleagues do the physical work and the older ones do the planning leads to too a fast a decay on both sides: according to the motto "use it or lose it". Younger colleagues in particular need to be constantly encouraged to make use of the existing health and safety auxiliaries rather than to misuse their work as a gym.

9.3.4.3 Long-Term Objectives and Measures

Within a planning horizon of 5–10 years we will see the first culmination of effects caused by the demographic change. The cohorts with a very low birth rate will enter the employment job market—in many Alpine regions of Germany moderated to a

certain extent by the a slightly positive migration balance—while at the same time the baby-boom generations, who are nearly twice as many as their young successors, begin to retire.

Strengthening the own employer brand might be an answer to the certainly mounting competitive pressure for young recruits, but as already mentioned above, this answer is expensive and ineffective. In this particular case it was instead was decided to develop alternative supplies. A discovery from the interviews acknowledged that quite a few unskilled workers were highly motivated to improve their qualification, for instance by technical training diplomas.

In any case, the internal development of human resources contributes to a high extent to satisfying future demand for qualification-demand, provided the company is capable of a timely demand-recognition, of surveying the actual supply of competencies and the individual development potential, respectively and to consolidate these findings into a holistic corporate development profile. According Related tools and processes for a competency analysis exist and are to be implemented.

One last but very tangible measure for long-term health protection was the resolution to grant every non-smoking employee an additional 3 days of paid leave per year. Of course, non-smoking applies only for the time at work, but still this contributes significantly to health protection and promotes the cessation of tobacco use.

9.3.5 Overview of Measures and Results

An overview about implemented measures and desired results to deal with an aging workforce in SMEs within the pilot region is given in Table 9.2.

9.4 Fighting for Talents: Trainee Marketing for the Local Tourism Industry

Felix Hörmann

9.4.1 Description of the Pilot Action

The pilot action tackles the impact of demographic change on the local labor market. It was designed for and implemented in the whole District of Garmisch-Partenkirchen which is located in a rural area of southern Bavaria/Germany bordering Tyrol/Austria. Tourism is traditionally important for the local economy and has great influence on local politics. Generally, the tourism industry, as all economic sectors, is dominated by rather small or medium sized enterprises.

Table 9.2 Measures and results to deal with an aging workforce in SMEs

Topic	Applied instruments/measures	(Desired) result
Leadership & corporate culture	Yearly world-café	Improved employee participation
	Corporate blog	Transparent communication and feedback
	Mentoring schemes	Knowledge transfer Cross-generational acceptance
HR-development	Leadership trainings	Improved leadership quality, higher employee motivation
	Higher training participation for generation 45plus	Employee retention
	Systematic annual appraisals and target agreements	Improved feedback culture, transparent performance measurement
	Apprenticeship and training for unskilled workers	Internal recruiting
Organization & staff assignment	Alternative career paths and job-rotation	Adaptation to various life-phases, placement flexibility
	Lifetime working hours accounts	Flexible re-generation opportunities
Work-life balance & Health management	Home-office	Improved work-life balance
	Flex-time	Improved work-life balance
	Corporate child care services in co-operation with neighboring companies	Improved work-life balance
	Extra paid leave for non-smokers	Health prevention

Agriculture is also important in the region whereas industrial production is hardly present. Another characteristic of the district is its remoteness. The two next urban centres are Innsbruck (Tyrol/A) and Munich. To either city it is a 1-h car drive or a one and a half hour train ride.

Although the total population is only slightly decreasing, the different age groups have very different developments. While the age groups above 50 years are clearly growing the age groups below have to face losses (cf. Fig. 9.4). Likewise in the whole of Germany the local labor market is affected as many companies already face today the problem of finding enough and adequate trainees and young employees. This phenomenon is further intensified as many of the locally widespread professions (e.g. especially tourism or some handicrafts) become less and less attractive among young people. Yet, they are in many cases indispensable for the service quality and an essential part of the companies' cost structure.

In order to avoid the development of any vicious circle between the lack of new and young recruits and the local economy the idea was developed to set up a long-term system for actively headhunting potential trainees. The instrument will be a certification system highlighting the most outstanding training companies of the district's tourism sector. Certified companies that veritably provide excellent professional training and jobs are more attractive to potential trainees. The certification aims at improving the attractiveness of the district's tourism industry for

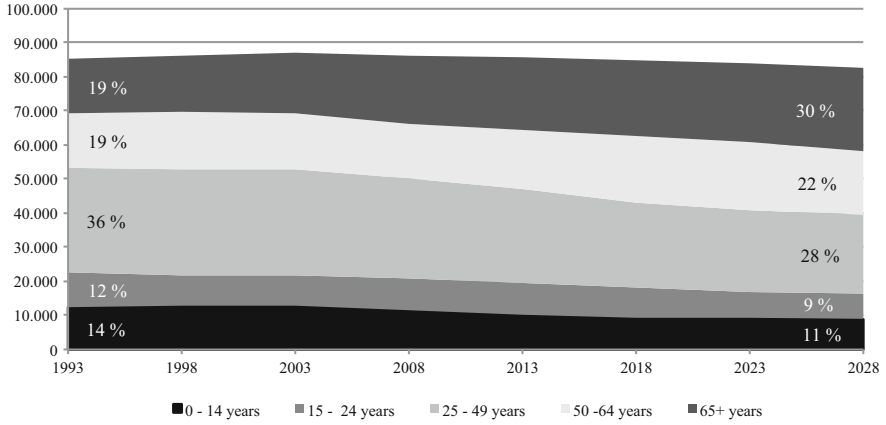

Fig. 9.4 Development of the population from 1993 to 2028 in the District of Garmisch-Partenkirchen by age groups (Veser 2011)

employees in the long-term and at increasing its competitiveness as an important regional economic sector.

The certificate guarantees future potential trainees certain training standards going beyond the minimum legal standard, e.g. as regards contents of teaching, payment, housing or the possibility to acquire additional degrees. The criteria for the certification of very good training companies were defined and commonly agreed in the working group. Several of those criteria are based on the knowledge of a round table with 16 actual trainees. The Alpenforschungsinstitut that was entrusted by the district's administration with the technical and scientific steering of the project organised this round table in the district's professional school. Its aim was to find out about young trainees' actual needs, concerns and ideas for improvement as regards their professional training as well as their related social life like the housing situation in the District of Garmisch-Partenkirchen. In total, ten criteria were defined reflecting in some ways the specific local situation. Giving an example, some of these criteria are:

- The trainers of the companies receive regular training themselves in technical and pedagogical issues
- Trainees with excellent performance are given the possibility for additional education and degrees
- The training companies support their trainees in finding adequate and affordable living space

The goal is to improve the chances of the certified companies on the labour market as they offer extra qualities to the potentials trainees and young employees. Especially, this could be an advantage in the labor market outside the district as it reduces the risk of the applicants to make a "wrong choice". However, supra regional acquiring of employees is so far still within the hands of each tourism company.

Within the frame of the project DEMOCHANGE the criteria and the organizational structure of the certification system were elaborated, i.e. how many personal and financial resources are needed, who is going to control the compliance of the companies with the defined criteria and who is finally doing the certification. It is planned that the regional development agency takes over the project after the DEMOCHANGE project lifetime in order to continue it for several years. However, for credibility reasons it is intended that external experts, e.g. from the Chamber of Commerce or the Bavarian Association of Hotels and Restaurants carry out the inspection of the applying companies. By spring or summer 2013 the first companies should be certified.

That way, the regional development should be positively influenced in two ways. On the one hand the local hotels and restaurants should be enabled to acquire enough and adequate trainees and young employees both at present and in the future. On the other hand young people from inside and outside the district should be given an attractive professional and living perspective in the district.

9.4.2 Reasons for the Implementation of the Pilot Action

The demographic change in the District of Garmisch-Partenkirchen is not only driven by low birth and mortality rates but also by migration movements. As high skilled jobs are rare and the payment of other jobs does not correspond to the high living costs young people tend to leave the district. Consequently, the working age population is going to shrink throughout the next decades (cf. Fig. 9.5). The local labor market is generally hit by this development.

Tourism is particularly affected as the working conditions (working hours, payment, career opportunities) are less attractive for young people than they are e.g. in the banking sector. Besides, the district's tourism industry is competing for talents with the neighboring state of Tyrol. The professional perspectives in the field of tourism are generally better there.

The idea of highlighting very good training companies arose from the local working group focusing on tourism. The group emerged from the comprehensive kick-off event of DEMOCHANGE in October 2010 in the District of Garmisch-Partenkirchen revealing the urgency of the subject to the tourism industry. Consequently, hotel managers were members of the working group as well as a member of the local association of hotels and restaurants, a member of the local chamber of commerce, the regional development agency, the regional deployment agency and a representative of the district's administration being project partner in the DEMOCHANGE project.

Starting from the kick-off event 5 working sessions each with approximately 10–12 representatives of the tourism and business sector were organised until spring 2012. During the first three sessions a systematic in-depth analysis of the district's demographic situation and its challenges and opportunities for the tourism industry were performed. The last two sessions served for defining the criteria and

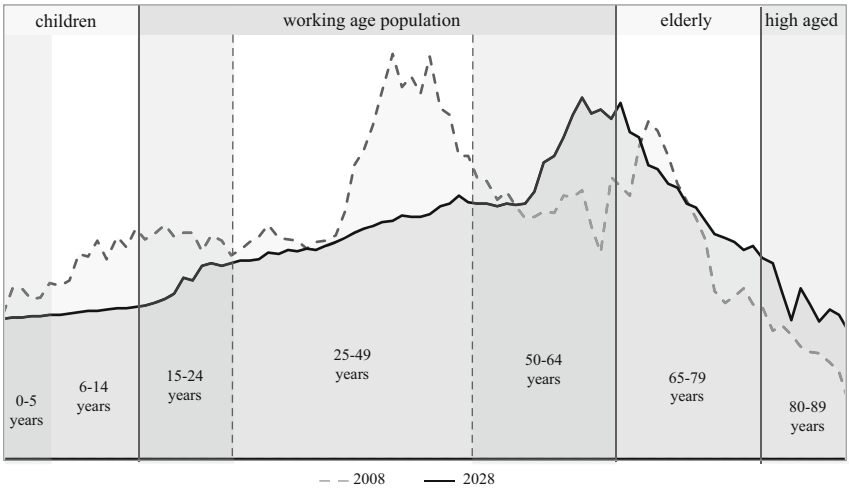

Fig. 9.5 Working age population in 2008 and projection for 2028 in the District of Garmisch-Partenkirchen (Veser 2011)

the organisation of the certification system. Various ideas on how to deal with the challenges of demographic change were discussed in the working group. The certification system was finally considered to be the most appropriate action for the identified needs of the tourism sector. The other ideas could not have been continued after the project end or would have exceeded the mandate of DEMOCHANGE and the district's administration.

9.4.3 Potentials Used and Barriers Experienced During the Implementation of Pilot Action

Setting up a system for trainee marketing for a whole region requires the participation and support of many different interest groups as well as of private and public players. In particular, it is very important to gain at a very early stage of the implementation phase a positive feedback of the companies working in the sector the certification system is planned for. Approaching personally some key players, in this case of the tourism industry, is also helpful to assure a broad and sustainable support. Furthermore, having a strong political leader, e.g. the head of the district, on one's side is also of a big advantage.

To merit setting up a certification system it has to be assured that it is continued after the project's end by a regional player. This is especially true as this perspective keeps the motivation high among the participants of the working group. A good institution in this regard is e.g. a regional development agency.

Generally, finding enough and the right participants for such working groups is difficult as the participation is on a voluntary basis and unpaid. The best way to get people activated is by creating personal concern. In the case of DEMOCHANGE this was done with the publication and spreading of the "Demografie-Check Garmisch-Partenkirchen" (Veser 2011) analysing in a very detailed but plain way the local demographic situation. Also, the above-mentioned systematic approach to discuss this situation and its effects on a certain sector has to be conducted in a plain non-scientific way. In the district a SWOT analysis was conducted although this technical term was never mentioned to the participants. They were rather guided through the process smoothly and in a way that they could follow.

9.5 Nursing and Social Care Services: A Long-Term Perspective for Young Local People

Felix Hörmann

9.5.1 Description of the Pilot Action

The pilot action addressing nursing and social care services was designed for and implemented in the whole District of Garmisch-Partenkirchen. The district is located in the very south of Bavaria/Germany, i.e. in a rural area with agriculture and tourism as important economic sectors. Generally, all economic sectors are dominated by rather small or medium sized enterprises. Industry is more or less absent. Another characteristic of the district is its remoteness. The two next urban centres are Innsbruck (Tyrol/A) and Munich. To either city it is a 1-h car drive or a one and a half hour train ride.

The aging process of the district's population is predicted to remain above the average of Bavaria (cf. Fig. 9.6). Thus, probably topping the overall trend in Bavaria and Germany, the demand for nursing and social care services will strongly increase within the next decades. However, the district's institutions working in the fields of nursing and social care face already today a lack of young employees and trainees, making it difficult for them to satisfy the demand properly.

Therefore, an information campaign was developed demonstrating the advantages and opportunities of a profession in the field of nursing and social care. Its messages and contents were gathered by the working group on nursing and social care. The group was founded as a result of the comprehensive kick-off event of DEMOCHANGE in the district as the two addressed sectors turned out to have a great need for action. Accordingly, representatives of local nursing and social care institutions, e.g. retirement homes, welfare institutions, orphanages or private care facilities composed the group. Besides, a representative of the district's

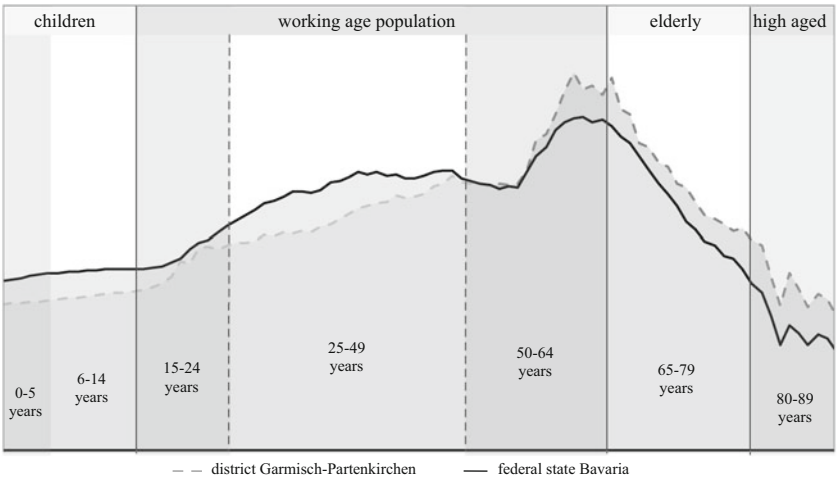

Fig. 9.6 Demographic change will take place more intensely in the District of Garmisch-Partenkirchen than in Bavaria: demography 2008 (Veser 2011)

administration being project partner in the DEMOCHANGE project, the director of the local development agency and a member of the regional jobs employment agency attended the working group.

The campaign addresses local school graduates at the beginning of their professional lives. Both male and female persons are approached likewise. The main promotion material is an information brochure that describes the diversity of nursing and social care professions and the manifold job opportunities in the district of Garmisch-Partenkirchen. The design and the language correspond to the information seeking needs of young people.

That way, two local impacts of demographic change shall be tackled over the next years. On the one hand it is aimed to better meet the required manpower of the local nursing and social care sector in the future. On the other hand, a way how to develop a prosperous working life in the district shall be demonstrated to the young local people.

9.5.2 Reasons for the Implementation of the Pilot Action

In the District of Garmisch-Partenkirchen the general trend of over-aging is intensified by two further phenomena. Due to its high quality of life, i.e. the beautiful landscape and great medical care infrastructure, the region is very popular among well-off elderly citizens to spend their sunset years there. As a consequence housing prices have gone up and certain services like nursing and social services are particularly in demand. In contrast, young people and families emigrate as the

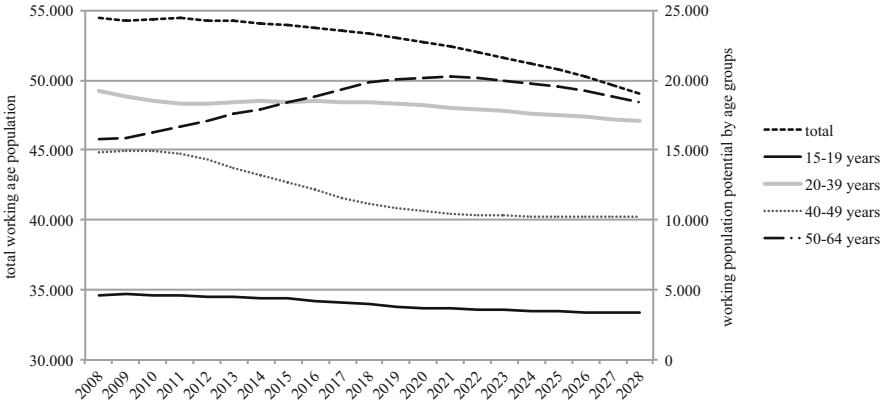

Fig. 9.7 The working age population will decrease strongly due to society's natural aging process and migration movements: Working age population by age groups (Veser 2011)

costs of living and housing are very high. At the same time, income opportunities are not good due to a lack of high skilled jobs and the small sized structure of the local economy (cf. Fig. 9.7). Therefore, trainees and young professionals are already nowadays missing in different economic sectors like in the nursing and social care sector. The mismatch between the demand for services and the required manpower in the future is expected to further increase in the district.

According to the experiences of the working group, local school graduates not seeking education at a university are mainly looking for popular jobs that require training, e.g. trainee for a bank or as a car mechanic. Nursing and social care professions are in many cases unknown or not seriously considered as a real possibility for starting a professional life. The unpopularity of these professions is mainly due to their bad reputation with regard to working hours, payment and the nature of work. Yet, comparing the hard facts with other jobs that require training, this widespread opinion cannot be confirmed, i.e. nursing and social care professions are better than their reputation. In order to change this reputation the information brochure addresses the young people with several messages about nursing and social care jobs. Some of those messages are:

- Good income compared to other jobs that require training
- Admission options for all levels of qualification
- Good career opportunities
- Great variety of jobs in the district
- High demand for the next decades in the district

Additionally, a register of the district's nursing and social care institutions is included in order to make the personal contacting as easy as possible for interested people.

In order to find the most suitable measure for the district Garmisch-Partenkirchen and have it realized within the project's resources and scope, a total of five working group sessions was organized until spring 2012. During the first three sessions a systematic in-depth analysis of the district's demographic situation and its challenges and opportunities for the nursing and social care sector was performed. The last two sessions served for defining the concept and the contents of the information campaign. Among various ideas this campaign was considered to be the most appropriate action for the identified needs of the concerned sectors. The other ideas could not have been continued after the project end or would have exceeded the mandate of DEMOCHANGE and the district's administration.

The Alpenforschungsinstitut was entrusted by the district's administration with the organisation and implementation of all workshops as well as with the technical and scientific steering of the project. The design of the brochure was carried out by an advertising agency with the necessary knowledge to meet the communication patterns of young people. The brochure is printed with an edition of several thousand issues. It will be distributed in autumn 2012 among all nursing and social care institutions in the district so that they can use it for recruiting new trainees. By involving the regional job employment agency and the regional development agency the brochure will also be distributed on local job fairs especially designed for young people. The development agency will also be responsible for reprinting the brochure and keeping it up-to-date in the next years so that a long-term effect is ensured.

9.5.3 Potentials Used and Barrieres Experienced During the Implementation of Pilot Action

Before it was decided by the working group to develop the information campaign, the challenges and opportunities regarding demographic change for the local nursing and social care sector had to be identified. For this purpose a SWOT analysis on this topic was conducted throughout three working sessions. A SWOT analysis is a systematic approach. By applying a matrix for a certain topic its strengths (S), weaknesses (W), opportunities (O) and threats (T) should be identified. The information campaign was identified as the most appropriate measure for dealing with the impact of demographic change in the district. Thus, the two further working sessions served for defining the concept and for gathering the first content. It is indispensable for the success of the whole process that it is under the direction of someone who is capable of organising and conducting the working sessions, who has a clear idea of the methodological approach and who has the resources to do a lot of additional content related work.

Keeping up the motivation of the participants from the institutions to stick to the process was hard. Even though the information campaign was their idea and serves them in several ways it seemed that everybody was too busy with the everyday

business. The best way to have them participate in the workshops is by personal contact, i.e. mainly via telephone.

To sum it up, putting up and implementing such an information campaign is only possible where a strong organisation exists that has the resources (technical and organisational knowledge, time and finances) to take the ownership of the process. This is a very demanding but absolutely necessary task as many actors with different interests are involved and have to be coordinated.

9.6 Adaptation of Training Courses: Technical Care Assistant Apprenticeship

Marion Anwander, Angelika Martin

9.6.1 Description of the Pilot Action

The pilot action Technical Care Assistant Apprenticeship (Allgaeu Model) is located within the model region of Allgäu in the very south of Germany. Based on the worrying observation of an insufficient feed into nursing care professions, the pilot action wants to test a creative renewal and differentiation of the professional care field. The aim is to win skilled workers for the care of the elderly through an attractive, innovative and future-oriented education in the nursing care field. Through the image created in a concrete model sustainable effects are expected for all care professions. In this "Allgäu model" for a technical care assistant, a 1-year apprenticeship for nursing assistants already existing is expanded by a curriculum which also focuses on technical aspects. The Allgäu model is based on general and regionally specific requirements:

The technological standard in the care of elderly increases enormously through many new electrical appliances and the improvement of existing devices (e.g. beds, wheelchairs, lifting devices, sensors, remote support). This technology must be understood and operated by the nurses to enable their effective use in nursing. Traditional apprenticeships such as nursing care assistants and geriatric nurses do not consider this aspect in their academic curriculum.

The living situations in the Allgäu are particularly suitable for adaptation for demographic change through the use of technology. Local programs for ambient assisted living (= technology-assisted living with limitations) are running successfully in innovative nursing care facilities in the Allgäu. The trained technical care assistants will be future employees for outpatient and inpatient health care services as well as health insurers. They will be especially able to help elderly people to secure their independence in their own homes.

9.6.1.1 New Apprenticeship: bfz Certificate and Module Weeks

The new apprenticeship for nursing care assistants with bfz[5] certificate was jointly developed and promoted by the University of Kempten and the vocational school for nursing in Immenstadt in the period from September 2011 to September 2012. The apprenticeship started for eight trainees, including five male trainees, on 3 September 2012. The curriculum is based on the existing 1-year apprenticeship for nursing care assistants, which is offered annually by the vocational college for nursing Immenstadt. Six additionally visited module weeks with current contents complement this state-approved apprenticeship and give the trainees the bfz certificate. The certificate confirms the successful completion of all modules weeks. The module weeks are devoted to the issues and objectives of elderly people:

1. Mobility: Keep moving. Shape everyday life yourself. Handle everyday motions. Visit places as desired, overcome distances, participate in traffic, visit people.
2. Accessibility: Freedom, participation in life, access to light, nature, people. Possibilities of independence and choice, pursuit of interests.
3. Security and Communications Technology: Security, reliability, trust, relaxation (also for relatives) through constant accessibility, through early detection of danger and call for help day and night—especially in one's own home, for example in assisted living.
4. Overcoming barriers in both restricted ability to walk as well as a limitation of the senses of hearing, seeing, touching and speaking.
5. Media: Enjoy entertainment, receive information, keep up-to-date, enrich the daily routine, participate in arts and culture, have access to fun and games.
6. Design: Pleasant, homelike environment. Secure furniture and equipment that is adapted to ailments and the interests of the elderly. Feel good through pretty decorative items, appropriate lighting and pleasant colors. Plants, animals and materials for playing and crafts enrich everyday life.

Besides the content of the module weeks more topics are added in the curriculum:

- Time Management
- Lack of time in care
- How do I behave when with residents
- Structured work
- Preparation and evaluation of the work
- Dealing with faulty equipment
- Reliability for the resident

[5]bfz: Training and Development Centers of the Bavarian Economy.

9.6.1.2 The Path from Workshops to Implementation

The idea for the pilot action was, like another nine ideas, born in workshops which were held on the subject of health and care. The fixing of this workshop topic came from a previous initial workshop session with 80 participating stakeholders from business, government and education. The pilot action was selected from the pool of project proposals based on several criteria: urgency, chance of continuation and follow-up funding through the Allgäu region, existing staff capacity for implementation through a project leader or an institution and area of effect for the population. The project ideas were developed by experts in the workshops to more detailed project proposals. This included a definition of work packages, a project plan and a cost estimate. The regional economic development agency Allgäu GmbH appointed on behalf of the district Oberallgäu a project manager, Marion Anwander, who designed and organized the process for the selection of the pilot actions. The Allgäu GmbH operates across districts and is well established in economics and politics, which was a key requirement for the motivation of stakeholders to participate in workshops or projects.

9.6.2 Reasons for the Implementation of the Pilot Action

New technologies and technical devices are used in the care sector. At the same time there is an increasing lack of well qualified staff and an increasing demand on qualified workforce in this sector. From the enhancement of the classical training for nursery staff about technical education, it is hoped to interest more young people for care professions (esp. young men).

These trainees will also be well educated for the increasing need for technical skill in care and have additional career opportunities. In the region, there are many small and medium size enterprises in the fields of machine construction and electrical engineering adequate for the practical parts of the technical education which would also profit from input about technical products demand in the care professions.

9.6.3 Potentials Used and Barriers Experienced During the Implementation of Pilot Action

The procedure to go through two rounds of workshops to generate project ideas was very effective. In the first round, strengths and weaknesses as well as fields for action were identified. In the second round, project ideas were elaborated. Likewise, the structured procedure to choose pilot actions through a list of criteria and prepared project proposals made sense.

In the implementation, it was important that the project leader Prof. John Zacher of the University of Kempten was accompanied in the project planning and project control by the Oberallgäu district. Moreover, it made sense to outsource the task of communication packages, graphics, press and public relations work to external service providers. Thus, the university as a project leader could manage the development of the curriculum, the contacts to the nursing homes, schools and job counseling and job training within the short implementation period of 1 year. The University of Kempten with the Department of Social Economy already had contacts with facilities for the elderly and could use these for appointments and surveys by students.

Another advantage was that the vocational college for nursing care in Immenstadt was involved as a partner for the implementation of the apprenticeship in close cooperation with the university. The college's director Annegret Fabry Dorner embedded the apprenticeship into the existing 1-year apprenticeship for nursing assistants and enabled a certification of the apprenticeship. Marketing at schools could be realized within dates which had been already fixed by the college anyhow.

9.7 Further Good Practice Examples from Alpine Regions

Alexander Veser

9.7.1 Compatibility of Family and Work in the District of Bad Tölz-Wolfratshausen: How the Business Forum Oberland Contributes to Its Improvement

In recent years, demographic change has increasingly shifted into the focus of public discussion and subsequently also into the political arena. After decades of failure to observe the demographic facts, it was especially the suspected negative effects on growth and development which motivated politics and business to address the topic more intensively. Even the media were ready to take up the issue on a broad basis. Through this process, rankings which were designed to assess the future viability of regions became a benchmark for action at the regional economic level.

The Business Forum Oberland[6] is an association with the objective to sustainably strengthen the economic area of the District of Bad-Tölz-Wolfratshausen. The Forum has endeavored to create awareness of the issue of demographic change for several years. One study by Prognos AG, commissioned in 2008, had shown that in three out of four key fields of actions around the topic of demographic

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change the region scored good or very good: housing, education and training, leisure activities. This result was also linked to the favorable natural environment of the region. In the indicators related to the compatibility of family and work, however, the study revealed major deficits. Consequently, the Business Forum Oberland made the decision to tackle the issue of compatibility of family and work.

Through several online surveys and the publication of their results it was possible to draw enterprises' attention to the arising problem at an early stage. The interviews with parents as well as young adults without children clearly show that good child care, also for toddlers, play a major role in the personal decision for a job. It is not the amount of the salary that matters, but the willingness of the company to enable flexible schedules and the availability of child care placements. In the light of these results, it was possible to motivate the enterprises of the region—even before the current public discussion about a shortage of qualified workforce arose—to lobby for better child care opportunities in their towns and villages, and some to even become active themselves by realizing company day-care. By now, it has become a matter of course amongst many regional businessmen to be active in this field.

This process was supported intensively by the Business Forum Oberland. In a variety of events and workshops the importance of the compatibility of family and work was discussed and at the same time, solutions were presented. Best Practice examples from other companies often showed how things can be done which were deemed as difficult to implement or unnecessary only a few years ago. The activities of the Forum have certainly contributed to the considerable improvement of the situation in the region.

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Chapter 10
Tourism

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T. Bausch et al. (eds.), *Coping with Demographic Change in the Alpine Regions*, European Studies of Population 23, DOI 10.1007/978-3-642-54681-5_10,

Abstract One of the five identified territorial types of strategic importance to the Alpine Space was the type "tourism areas". Especially in the core alpine area but also the surrounding rural areas tourism often is the key economy. Demographic change has a double impact to the tourism economy: outside the Alpine Space it leads to a change of the consumer structure and their preferences in the source markets, inside the tourism regions a change of the tourism product as a adaptation reaction takes place. In addition the labour market will change dramatically as cohorts of low birth rate lead to a reduced substitution rate of retired tourism professionals. To support tourism regions to reflect their unique adaptation strategies a comprehensive survey analysed the impact of demographic change to travel behaviour. The presented results show the interrelation between social milieu, travel preferences and life phase. Pilot actions of supply and service adaptation but also product innovation in several Alpine pilot regions give concrete examples how to use demographic change as an opportunity in tourism.

10.1 Adaptation of the Tourism Sector to New Customer Needs and Changing Labour Markets

In areas with limited development possibilities, tourism based on natural and cultural potentials remains one of the most important economic activities. At the same time, areas with a preserved nature are more vulnerable. Therefore, steering tourism development and locating the facilities requires responsible planning and implementation. In addition to the environmental aspect of tourism development in mountain areas, there are specific social aspects which are the focus of this chapter: the Alpine region as well as other comparable mountain areas are facing demographic changes which also influence and challenge tourism as an economic activity.

Two processes of demographic change are especially evident in many Alpine regions: the emigration of young educated people with good economic prospects from remote rural areas to major towns, and the immigration of elderly people to the attractive tourism areas in order to spend their retirement away from the urban rush. These two processes further add to the aging of the population and reduce the economic potential of these areas, while the social capital of the elderly usually remains underutilized. At the same time, the demand for certain services is increasing due to immigration of elderly people. As a result, opportunities arise to utilize this demand for the creation of new jobs for the young. Alpine resorts are not yet adequately prepared for these changes, concerning the tourism offers as well as the facilities. Many tourism areas face the same problems of seasonality, low paid jobs, lack of adequately skilled labor, congestion in peak seasons and so on. Examples include South Tyrol/Italy, a region which is

highly geared towards tourism and faces the problem of a lack of successors for tourism enterprises with respect to demographic change. In small communities the number of tourists or overnight stays is sometimes out of proportion in relation to the size of the local population, e.g. in the Salzburg/Austria region with 200 overnight stays per resident. Tourism business with its seasonal nature often engages workers from foreign countries, and seasonality is also a problem of tourism in Upper Gorenjska/Slovenia, while some regions, like Allgäu and the District of Garmisch-Partenkirchen/Germany are year-round destinations with winter and summer peaks, and are also regions which are very popular with elderly tourists.

According to the research team ATLAS (2009) there is a clear increase in the number of elderly tourists, especially during off-season, in spring and autumn. Motivation for the elderly to travel is mainly linked with the desire to discover new places and cultures and to combine it with wellness and health services to an overall destination experience. In accordance with the changing structure of the tourists there are also changing needs and expectations. At present, destinations are turning their attention to the so-called niche tourism, this includes cultural, health, sports and educational tourism. Due to the increasing numbers of elderly tourists, offers will have to adapt to this target group and necessary adjustments of the tourism sector should be completed. However, the segment of elderly tourists is not a homogeneous one; there are different budgets, interests and requirements that should be considered when designing and advertising tourism arrangements for the elderly (Pogačnik 2008; Gonc 2009). It is necessary to respect the fact that the elderly expect a personalized tourism offer, but they do not want to be addressed specifically (as an example, a tourism program emphasising that it is "for elderly people" will not be a market success), however they look for specific solutions (Mikola 2004). The private sector (e.g. http://www.saga.co.uk, http://www.roadscholar.org/, http://www.eldertreks.com/) already adapted to fill the gap. On the other hand, the issue is also recognized at the scientific level, e.g. the symposium "Consumer Behavior in Tourism" (2011) in Bruneck/Brunico/Italy, focused on future tourism demand, demographic, behavioural and social changes as well as challenges for marketers and economists. Other recent examples include conference contributions (Romeiss-Stracke 2012), papers (Littrell et al. 2004) and books (Oliver 2008).

To better understand the issues of demographic changes in relation to tourism was also a part of the research focus within the DEMOCHANGE project. Pilot Actions to develop adapted tourism strategies were prepared and implemented in several model regions. The following chapters present strategies for the adaptation of tourism supply, for the adaptation of the tourism infrastructure and for the promotion of the issue of soft tourism concepts in vulnerable mountain areas.

10.2 Impacts of Demographic Change to Travel Behaviour

Thomas Bausch

10.2.1 The Role of Demographic Change as an Impact Factor on Future Travel Behaviour

In former studies the age of a consumer was taken as an independent factor determining the travel behaviour of a person (e.g. see FUR 2007). Terms as "best agers", "50plus" or "silver generation" are frequently used in marketing strategies to describe elderly consumers as a homogeneous and attractive target group. Many studies take a certain age as segmentation criterion e.g. 50 (50plus), 60 (mostly retired people), 65 (retirement by law) without any scientific justification (Winkler 2008, p. 8). The threshold values used are either set arbitrarily or, as in other studies to guarantee comparability of results. As it is obvious that a consumer only because of getting one year older, and therefore passing a certain threshold value does not change travel behaviour, more realistic segmentation models were developed.

Complex segmentation (Kotler et al. 2007, p. 366) uses sets of attributes describing the environment and life phase, psychographics and the linked behaviour where the lifestyle as a manifestation of psychographics is seen as a very important attribute (Kotler et al. 2007, p. 373). Age and other demographic factors (marital status, children, education, ...) are used as attributes to characterize the life phase as e.g. childhood, youth or family phase of a person (Schmeisser et al. 2008).

The change of a person's life phase usually also causes a change of the life circumstances and therefore most likely the possibilities a person has. Changes, such as the entrance to working life, entering into a stable relationship, the birth of the first child or the death of a person's partner, in most cases, have significant influence to consumer behaviour. In the case of travelling, new perspectives and a change of constraints lead to different priorities in the decision making process of travel characteristics such as distance, transport, climate, accommodation, leisure activities or the date of a voyage.

The social situation, and the living conditions linked to this situation, of consumers, set a framework with a strong impact on their decisions. There are two dimensions having an impact: firstly, the hard facts limiting their daily life. Wealthy people in general have other limitations selecting a destination than the precarious part of a society. Secondly, the long term influence of the social environment a person is growing up and living in leads to a personal value system which determines their perception what kind of travelling is accepted by her peers living in the same environment. Therefore, the individual life style of a person is strongly linked to the social structure, especially in the phase of socialisation (Otte 2008), and has a long-term stable core based on the adopted personal value system (Götz 2009).

Even a substantial increase or decline of a person's socioeconomic situation will leave his value system almost unaffected. A person's life style therefore can be seen as a biographicly stable pattern of preferences and aversions (Schulze 2003).

10.2.2 Design of an Exploratory Study to Prepare a Quantitative Field Survey

Taking these considerations into account, the hypothesis that the age itself has no influence on the life style seems plausible. Only in case that the age leads to a significant change of the living conditions (e.g. retirement, handicap) or a person changes a life phase (which is mostly not a question of a certain age), travel decisions are touched by demographic change. This travel decision model was in the focus of a two-stage study as part of the DEMOCHANGE project (see www.demochange.org). In the first stage, a qualitative exploratory study was carried out to proof the general validity of the hypothesis and to develop further detailed research questions. In the second stage a quantitative representative analysis for the German source market as part of the yearly German travel analysis, the so-called "Reiseanalyse", was used to get precise information about the quantitative relations and to proof some additional hypotheses.

The focus of the exploratory study was the analysis of impacts of a change between two life phases and associated changes of the life situation on the travel behaviour of consumers from different life style groups in the German source market. The study design worked with personal as well as general projections of respondents. The year 2030 was used as projection horizon, as this corresponds with the investment and innovation cycles of the tourism industry. The study was developed and performed by the Institute for Social-Ecological Research in autumn 2010 under the guidance of C. Götz und B. Birzle-Harder (2011).

In the study, 25 subjects from 4 German source regions were interviewed for 90 min about their life style orientations and their travel preferences. The quota sample was balanced by gender, life phase and life situation (see Table 10.1).

10.2.3 Travel Preferences and Social Situation

Ten different types of travel preferences are shown in Table 10.2 which mostly have a good matching with the travel preferences already identified by the INVENT study of Schmied et al. (INVENT: innovative marketing of sustainable tourism offers in the mass market; Schmied et al. 2009):

The social situation strongly influences the value system determining the general orientation of a person. The Sinus institute (Sinus 2012) identified ten types of milieus, which have a direct link to the level of the social situation.

Table 10.1 Twenty-five interviewees quota sampling result of explorative travel behaviour study

Life phase/age Social situation (SS)	**Young adults** Up to 30 years on education/career entries	**Mid age group I** 31–50 years single/ DINKS	**Mid age group II** 31–50 years young and elder children	**Active elder** 50–70 years post family/ still work phase	**Higher aged** 71+years sole/ in partnership	Total
Top SS		K, m, 41	B, m, 50	R, f, 56		3
Raised SS high/medium education	B, f, 27 K, m, 28	R, m, 42 B, f, 39	N, m, 49 R, f, 35	R, f, 59 B, m, 67	N, m, 70	9
Medium SS high/medium education	B, f, 25 R, m, 28	N, f, 50 R, m, 32	R, f, 49 N, f, 32	N, m, 68 K, f, 62	K, f, 72	9
Elementary SS medium/basic education Precarious SS	N, f, 23	K, f, 50	B, m, 42	K, m, 68		4
Total	5	6	6	6	2	25

Cell legend: region, gender, age with four regions: Rhein/Main/Neckar (R) Nürnberg/Würzburg (N), Köln (K), Berlin/Brandenburg (B)

Table 10.2 Identified travel preferences of qualitative study

Fun & action	Disco, beach, animation, drinks, contacts, fun-sports
Discovering	Self exploring foreign unknown destinations, contacts with destinations locals
Sports	Sports activities (also extreme) are dominant, physical exploitation, sports to stay healthy and fit
Nature experience	Enjoying intact nature, visiting scenic attractions, moving in nature as scenery
Culture	Visiting cities with a rich cultural heritage or scene (museums, architecture), but also getting to know other cultures
Sun & beach	Laying at the beach, enjoying warmth, sun bathing, getting pampered, relaxing
Enjoying sun	Sun for the soul, escaping from grey days, feeling the sun on the skin
Wellness & health	Relaxing and switching off, to allow oneself something good, enjoying SPA and esoteric relaxing, medical wellness, treatments and physiotherapy
Family	Needs and wishes of the children are the main focus, sharing time with the children, own desires are postponed
Familiarity	Feeling safe, security, meeting familiar friends, for many year travelling to the same destination, same accommodation

By the explorative study the assumption about correlations between social situation, life style orientations and travel preferences could be confirmed. Götz and Birzle-Harder (2011) found the patterns presented in Table 10.3.

10.2.4 Travel Preferences and Life Phases

Furthermore, the correlation between the life phase and travel preferences becomes visible. Nature experience is the only travel preference where no change over the life phases could be found. A very strong link to a certain phase exists obviously between the family phase and family travelling as well as fun & action as preference with the group of young adults. People with a preference for discovering, shift preferences towards family travelling during the family phase but also back to discovering when entering the empty nesters phase. Sun & beach as well as sports have a declining, culture and wellness & health an increasing preference profile over the life phases from young to old. Figure 10.1 shows the different correlations by life phase.

10.2.5 Projections of Future Travelling by Life Phase

Furthermore, the interviewees were asked in the study to give a projection of future travelling. Higher aged people in the sample had to think about travelling in 10, all others in 20 years. In general, each person independent of her age projected her current preferences into the future. The travel preferences are a part of the self-perception and imagery of life style.

Table 10.3 Social situation and travel preferences

Social situation/ basic orientation	Life style orientation	Travel preferences
Privileged	Either demonstration of status or elitism understatement	(Not part of the sample)
Conservative	Family as anchor	Family and familiarity
Traditional	Safety	Wellness & health
	Tradition	Sun & beach
	Quality	Nature experience
Experience	Variety, adventure	Fun & action
Fun	Risk	Discovering
Performance	Fun, pleasure	Sports (esp. fun-sports)
	Career, advancement	Nature experience
Reflection	Social responsibility	Nature experience
Critics	Environment and future	Culture/discovering
	Tolerance, fairness	Family
	Cultural interest	Wellness/sports (health oriented)
Underprivileged	Either in search of entertainment and diversion or passive, resigned	(Not part of the sample)

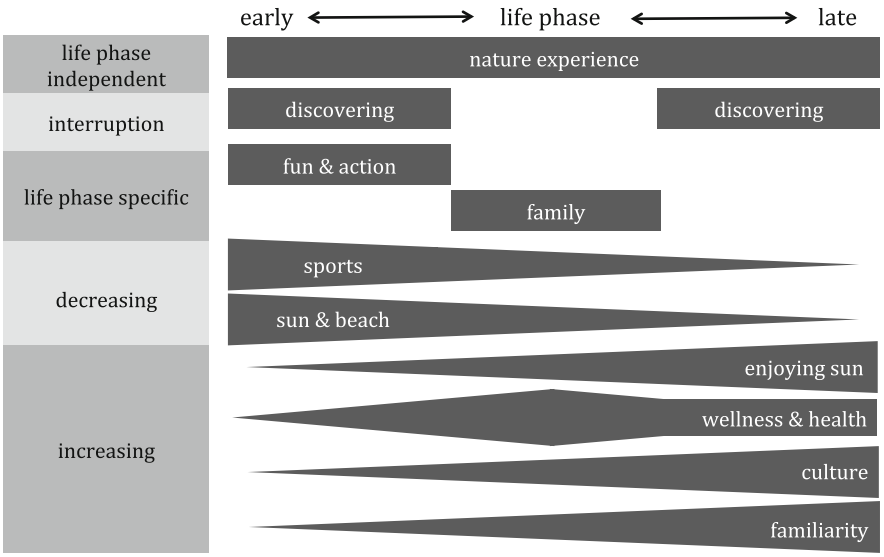

Fig. 10.1 Change of travel preferences over life phases

Most young adults and the mid aged group without children gave a projection towards the family phase putting the children's needs and wishes into the focus. Nevertheless, they hope to find a way to maintain their previous travel preferences as much as possible (e.g. nature experience or doing sports together). Furthermore, higher quality of accommodation and services to have timeout phases from children during a holiday stay are part of the projections. A shift of preferences towards sun and beach also could be found.

Individuals currently being in the family phase reflect about travelling as empty nesters. They express their hope to get the opportunity to come back to the preferences they had before the family phase. The aspect of recovering their freedom to fulfil their long lasting wish to explore the world is crucial. But also the perspective to travel as a couple, with a higher budget in the low season being able to afford luxury accommodation and services is part of the projections.

Members from the mid aged group without children and no family projections focus more on travelling in the post-working phase. By this, the influence of aging plays an important role for the change of preferences: nearer destinations, especially within Europe (as they have already seen the entire globe), taking the train instead of the car, change of sports towards less extreme and more relaxed activities (e.g. golf), shift from spa based wellness to medical wellness and health treatments and a higher level of supporting services.

The projection of the active elder group is similar to the previous one. The importance of medical wellness and health is much higher as well as using services and support from tour operators and hotels. Furthermore, some of them can imagine holidays together with their children and grandchildren.

Finally, within the group of the higher aged the projections were characterized by the uncertainty of the personal future. Even though people tend to always have a positive personal outlook, they see the increasing constraints set by the health status and a potential change of their life situation e.g. a loss of the partner. Consequently, the aspect of staff taking care about ones needs and wishes and getting pampered is gaining importance. Medical wellness and medical competence to stabilize the health status or to relieve disease effects become a key issue. Nevertheless, higher aged people differentiate very clearly between senior-friendly service and hardware and to be treated as old. The results support the assumption that to elder consumers, the social and aesthetic environment is more important than the destination of and activities during a trip.

10.2.6 Impact of Demographic Change on Future Travelling

The consumers can see demographic change from two perspectives. Firstly, a general perspective reflecting the change of the society as a whole and secondly, the personal changes caused by ageing but also by the change of society. In the survey both aspects were analysed.

The assumptions about the impacts of demographic change to society are mostly, but not only, negative and pessimistic and cover all areas of the future living conditions. People are aware about the mechanisms implied by low fertility rates and restricted immigration paired with increasing life expectancy of the population. They expect a society with much more elderly people and not enough children. Their understanding about the consequences is mainly economical and lacks a comprehensive view of future society. Only from the aesthetic point of view they are afraid about a dominance of the elderly people. The working population is aware about the incertitude of the future functioning of public social systems and therefore invest in private retirement provisions. The younger generation takes this development for granted.

Even the general outlook on the impacts of demographic change is very homogenous. Still, the spread of positions on how to react is very wide. This ranges from resignation: "social systems will not anymore be fundable and will eventually break down" to confidence in the adaptive capability of society: "elderly people will be needed and contribute to our society".

As an additional phenomenon, the ambivalence between general and personal outlook was found. Although people have a very pessimistic view about the future of society, their personal projection of ageing is optimistic. They see ageing in general as a chance with multifarious facets:

- Working: increasing labour time, retirement with 67/70, staying longer in the job, having a fulfilled and long working life
- Health: more important aspect in life, hoping for good health, parents as positive example
- Slowing down: getting more relaxed and calm, having less responsibility, being free and having time, spontaneity
- Living standard: trusting in upholding or improving ones standard or fear of material decline—reducing the own standard voluntarily, strengthening the immaterial values
- Social relations: increasing importance of the family, especially grandchildren, supporting each other, multi-generation housing, flat sharing community of elderly, taking care of each other and enlarging contacts
- Travelling and holidays: travelling more often and longer, leaving spontaneously, having a second residence

Travelling is only one of many fields people mention when reflecting how their life will be in 20 years. The optimistic perspective is proof for the wish to go on with life and consequently also continue travelling as it is today. Only in the case of changing circumstances forcing them to change substantially, they will adapt their behaviour to the new situation. Otherwise, they will look for products which support them to follow their life style in an age adapted way.

10.2.7 Results from a Quantitative Field Survey

In a second step the findings of the qualitative exploratory study should be verified in a field survey representative of the German source market. Therefore, some questions were introduced into the annual German "Reiseanalyse (RA)" which provides the means for surveying holiday travel behaviour continuously, independently and across all industries (FUR 2012). The RA is representative for the German-speaking population aged 14 years and above, living in private households in Germany (sampling method: random route). In January 2012, more than 7,500 individuals were interviewed personally in their household about holiday-related aspects. In addition, online surveys in May and November 2011 with 2,500 respondents each were executed. Topics focus on online-relevant questions as well as short and city breaks. Also the online survey is representative for the German-speaking population aged 14–70 years, living in private households in Germany (sampling method: online access panel).

As travel behaviour of Germans, their related attitudes, motivations and interests are already part of the RA it was not possible to transfer the travel preferences from Table 10.2 into the survey one to one. The RA contains 29 questions about motivation and a detailed analysis about activities during and type of the last main holiday trip. Furthermore, questions about travel activities during the last 3 years as well as the expected interest in destinations and types of trips during the next 3 years. By these attributes, the 10 travel preferences could be rebuilt. Table 10.4 exemplifies this by means of the preferences fun & action, discovering, nature experience and family:

All preferences except familiarity could be rebuilt on the basis of 6–11 variables. Familiarity is a quite complex preference and this aspect is not well covered by the questions of the RA. Only the motivation "meeting people again (17)" covers a small part of familiarity. Therefore 3 motivations which are clearly opposed to familiarity were used in addition: "no exploring of new countries/the world (16)", "no new impressions (19)", "no adventure (23)". There were no further descriptors in the RA to rebuild this preference. Therefore the results for familiarity must be interpreted cautiously.

The RA 2012 provided the Sinus milieu membership to each subject in the survey sample. On this basis the correlations found in the explorative study between social situation and travel preferences (see Table 10.3) could be refined. Table 10.5 shows the results in detail.

Most of the results from Table 10.3 can be confirmed. An ANOVA shows significant differences ($\alpha = 0.01$) of the preference levels among the Sinus milieus within all 10 preferences. Nevertheless in case of wellness and health the influence of the average age of the members of a Sinus milieu is obvious. The milieus of movers and shakers as well as escapists are relatively young compared to all others. Excluding these two groups from the ANOVA makes the differences insignificant. Health and wellness are a general travel preference that can be found in all milieus with a higher average age.

Table 10.4 Rebuilding travel preferences on basis of RA motives and further descriptors

Travel preference	Motivation RA (no of RA list)	Further descriptors RA
Fun & action	Meet new people (4), animation (6), some sports (10), fun and party (13), flirt (22), sun and warm weather (28)	Main holidays: beach, bathing, sun or fun and party activities: meeting new people; travel experiences: fun+party holidays
Discovering	Many experiences (5), contact to locals (12), see other countries/the world (16), new impressions (19), getting around (20), taking a risk (23)	Main holidays: experience journey; activities: eating typical food; travel experiences: adventure holidays
Nature experience	Many experiences (5), new impressions (19), experiences in pure nature (25), leaving polluted environment (27)	Main holidays: nature; activities: hiking, visiting nature attractions, cycling; travel experiences: nature holidays
Family	Having time to each other (8), undergoing together something (21), playing with children (29)	Main holidays: family; activities: playing with children; travel experience: family holidays

Using the concept of five life phases of Table 10.1 the change of the rebuilt travel preferences (see Table 10.4) over the life phases was analysed. In the quantitative analysis the following life phases were used:

Phase 1: young adults: age blow 30, no children
Phase 2a: mid age I: 30–49, no children
Phase 2b: family phase: children in an age below 18 living in the household
Phase 3: active elderly: age 50+, still in job, no children in household
Phase 4: higher aged: age 50+, retired, no children in household

Compared to the explorative results of Fig. 10.1 the following differences or additional details became visible:

Fun & action — decline over the life phases can be confirmed, but only to half the level of the young group. Many people in the last life phase still want some fun and action.

Discovering — The interruption cannot be confirmed. The level compared to the two younger groups without children is 10–20 % lower but still equal to the overall average level. Also in the last life phase the level is relatively high with only 20 % below average.

Sports — same result as fun & action. As there is no clear definition of the meaning of "doing active sports" in the RA this result has to be treated carefully.

Nature experience — result confirmed. Only in the youngest group 20 % lower interest.

Table 10.5 Travel preferences and social situation based on Sinus milieus

	Relative travel preferences									
Sinus milieu	Fun & action	Discovering	Sports	Nature experience	Culture	Sun & beach	Enjoying sun	Wellness & health	Family	Familiarity
Established conservative	o	o	+	+	++	o	o	o	+	o
Liberal intellectual	o	+	+	+	++	+	+	o	+	o
High achiever	++	++	++	+	++	++	++	o	+	−
Movers and shakers	++	++	++	o	+	+	+	−	o	−
Adaptive pragmatist	++	o	+	o	−	+	+	o	++	o
Socio ecological	−	o	o	+	+	o	o	o	o	o
New middle class	o	o	o	o	o	o	o	o	o	o
Traditional	−−	−−	−−	−	−−	−−	−−	o	−−	+
Precarious	−−	−−	−−	−	−−	−−	−−	o	−	+
Escapist	+	o	o	o	o	o	o	o	o	o

Scale: −− = below −25 %, − = below −10%, + = +10 %, ++ = +25 %, o = within −10–+10 % from average

Culture	result must be rejected. The highest interest can be found in the two youngest groups, the lowest in the family phase group. The interest level has a small range among the life phase groups. Multi optionality of city trips with the combination of culture and leisure activities increases the value of culture as an additional motivation for traveling in the younger age groups.
Sun & beach	same result as fun & action. Because of missing possibilities of a sound differentiation to "enjoying sun" on the basis of the RA data, also this result must be interpreted carefully.
Enjoying sun	same result as fun & action—see sun and beach. As both travel preferences linked with sun have a significant decline over the life phases the hypotheses that the "enjoying sun" preference increases over the life phases must be doubted.
Wellness & health	result confirmed. Importance already increasing starting at age 30. Slightly lower importance during family phase.
Family	result confirmed.
Familiarity	tendency of increasing importance over the life phases can be confirmed. As there are sparse variables to describe familiarity by the RA this result has to be treated carefully.

In general, apart from culture and discovering the above mentioned tendencies of the travel preferences over the life phases can be confirmed. Compared to Fig. 10.1 the analysis shows that although travel preferences may be decreasing or increasing over the life phases, the values at the beginning or end of life are not zero. Instead, about half the level of the highest values are found. Especially concerning the life phase three and four it must be stated that fun and entertainment play an important role. But also in the younger generation, health and wellness become part of people's multifarious travel preferences.

Finally, the general and personal projections of travelling in the year 2030, but also a personal retrospection of the elderly (65+) back to the year 2001 were part of the field survey. On a seven stage Lickert scale, people were asked to decide among the following ten antipodes: travelling more—less, travel expenditure more—less, distance to future destinations far—near, accommodation luxury—basic standard, activities during stay action, sport and fun—calm and slow, experiences during stay adventurous and new—secure and safe, companionship alone—together with others, wellness—health during stay, culture and cities—nature and beautiful landscape, destinations and climate south—north. Besides a general change in travelling, these antipodes again picked up the travel preferences already discussed.

Concerning the general projection, none or small changes (scale values no preference +/−1) for travelling in the year 2030 in all dimensions were mentioned with highest frequency. Slight tendencies can be found towards farther destinations (also more to the south), to travel with companionship and more wellness in relation to health. As shown in Fig. 10.2 there are almost no changes in all other dimensions.

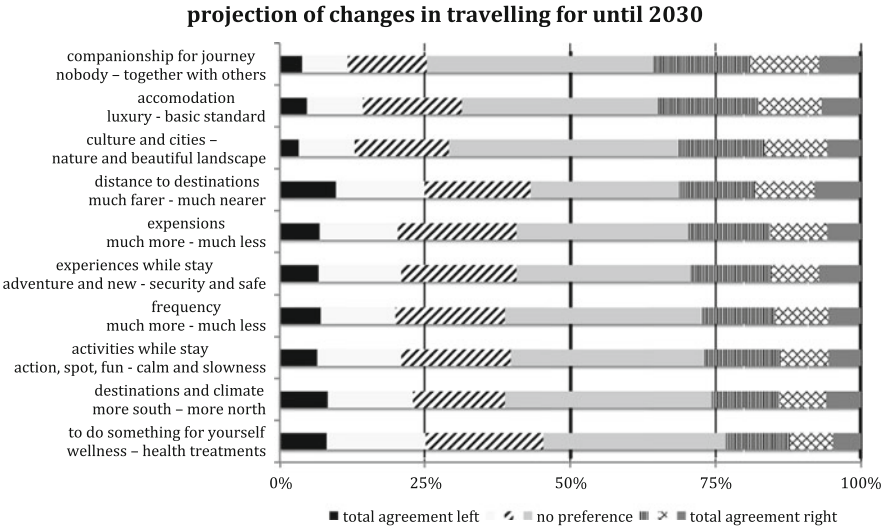

Fig. 10.2 Projection of changes in travelling of the German population for the year 2030

Concerning the personal reflection of travelling, people up to age 65 were asked to give a projection what might change in their travel behaviour until 2030. People above age 65 gave a retrospection what changed in their travel behaviour within the last 10 years. By this, a comparison of projections and retrospections was possible.

The retrospection (see Fig. 10.3) shows a completely different picture. In all dimensions the elderly stated strong to very strong shifts of their travel behaviour. The activities and experiences during the stay show the strongest changes: more security and a safe environment, more calm and slowness as well as more health treatments for the majority of people are a logic consequence of aging and therefore new personal constraints during a trip. In addition, economic constraints because of retirement or a changed relationship status imply less frequent travelling and lower overall travel expenditure. Nearer destinations, which are automatically located rather north, get a higher preference as well as nature and beautiful landscapes. The need of support either by other people accompanying ones trip or by a higher service standard in the accommodation are further consequences of a higher age.

Comparing the projection for the year 2030 of people from the age interval 46–65 with the retrospection of Fig. 10.3 above shows a high level of accordance in many dimensions. Nearly identical values of projection and retrospective are found in the dimensions of accommodation (no significant differences in distribution structure (at $\alpha = 0.05$ for a non parametric Mann-Whitney-U-Test by SPSS 20 (IBM 2011), more nature and beautiful landscapes ($\alpha = 0.025$) and companionship for journey

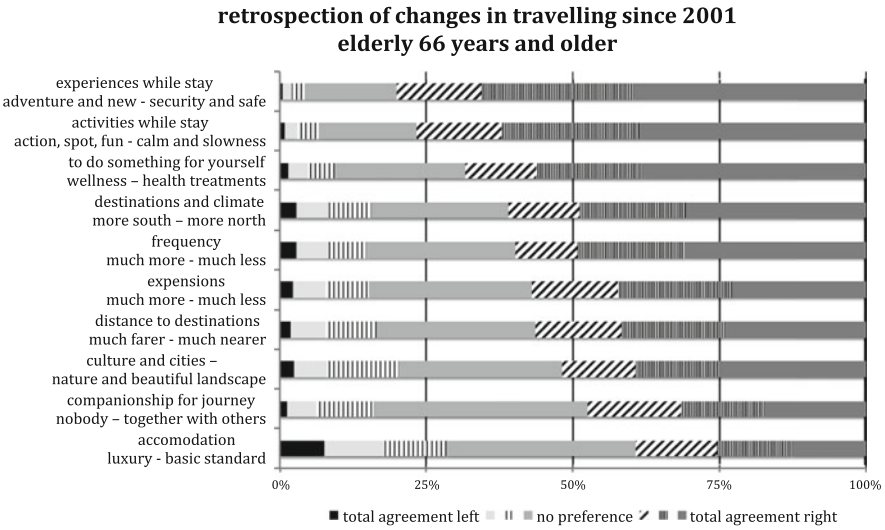

Fig. 10.3 Personal retrospection comparing travelling in 2001 and 2011 elderly 66 years and older

Table 10.6 Positive projection in relation to retrospective wellness and health

Relation wellness to health	46–65 years personal projection 2030 (%)	66+ personal retrospection 2001–2011 (%)
(1) Much more getting pampered, wellness	4.8	1.8
(2)	8.8	6.0
(3)	12.4	8.7
(4) Steady	27.0	27.1
(5)	13.2	14.7
(6)	17.2	17.4
(7) Much more medical treatments, health	16.7	24.2

($\alpha = 0.01$). The findings of the explorative study that people tend to have a positive personal projection get visible for travel frequency, travel expenses and distance to future destinations: in all dimensions the decline in the retrospective is much stronger than the projection. Furthermore, the projection in Table 10.6 for the relation between wellness and health is much more positive than the retrospection. Twenty-six percent of the 46–65 age group suppose to have more wellness and relaxing activities during their future holidays, while only 16.6 % of the 66+ group state that they had this. The exact opposite can be observed for the projection and retrospection of medical treatments.

This positive projection cannot only be found for the age group of 46–65. In nearly all dimensions of travelling we can find a general correlation between age and projection. The example of the travel frequency shows this typical projection and

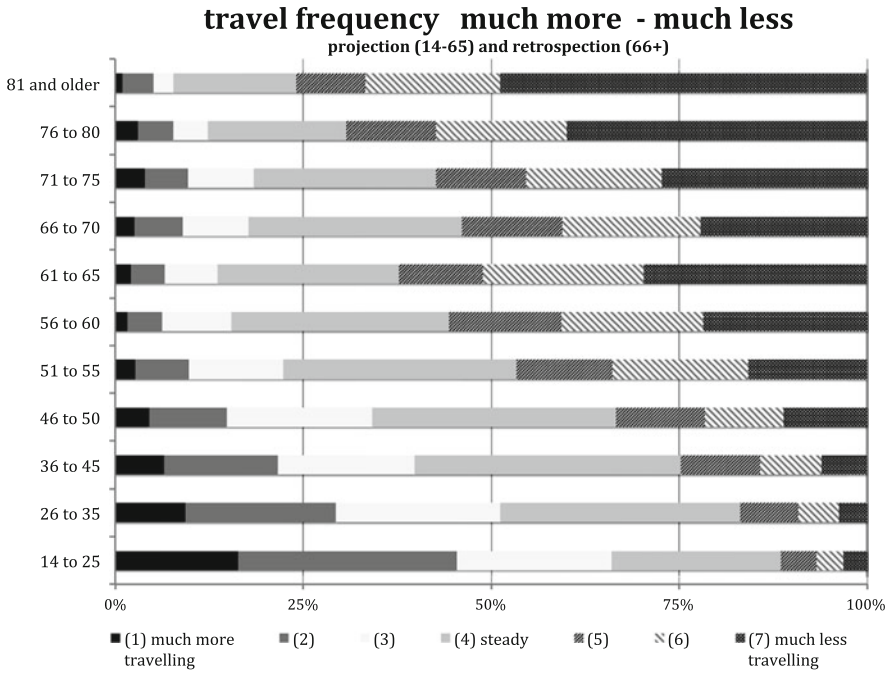

Fig. 10.4 Correlation between age and projection or retrospection of travel frequency

retrospection structure in Fig. 10.4. In the young age group, the hope for travelling much more in 20 years does not correspond to the future life reality in the family and working phase. The detailed retrospective makes the dynamic decline in the age above 76 visible.

10.2.8 Conclusions

Based on the explorative study of Götz and Birzle-Harder (2011), this study developed concrete hypotheses about the connection of life phase, social situation and linked life style as well as travel orientation. The quantitative field study on the basis of the Reiseanalyse (RA) confirmed most of these hypotheses and could show some detailed differences and nuances. The positive projection of people concerning their future travelling behaviour must be treated carefully especially if it is used as a basis for estimation of market development and actual future travel behaviour. The comparison of retrospective and projection shows clearly that people hope for a positive and healthy future, which does not become reality for each individual.

10.3 Adapting Tourism Strategies and Offers

Damjana Gantar, Barbara Černič Mali

10.3.1 Description of the Pilot Action

The initiative for a more strategically oriented pilot action resulted from focus group meetings that were held with specific groups: elderly, youth, employed in tourism sector and spatial planning experts in one of the two Slovene DEMOCHANGE model regions—namely the Upper Gorenjska region.

The participants from the model region perceive demographic changes with mixed opinions. Prevailingly, they see the major problem in the brain drain and lack of labor force, followed by a significant aging phenomenon and investments of the newcomers from non-local environments. They have recognized both, the positive and the negative side of demographic changes. Among key issues of the demographic changes related specifically to tourism they pointed out:

- Poorly connected tourism products and no umbrella strategy available to connect the tourism offers,
- Tourism sites not accessible to persons with reduced mobility,
- Change in the structure of tourists is recognized also as consequence of demographic changes,
- Raise in the percentage of active tourists in age 50 and more who have the highest purchasing power and living standard, and want to be active,
- Compared to neighboring regions in Austria and Italy—the model region is facing a problem of no tradition in small family run establishments (this tradition was interrupted with the change of the political system after the second world war)
- A lack of available local staff in the catering industry (waiters, chefs) which initiates immigration of often undereducated or underqualified staff into the region to cover the gap.

The existing tourism offers in the model region and its suitability for the changing age structure of the guests was assessed together with stakeholders (members of steering group from all four municipalities, from the regional development agency and representatives of policy makers at the national level). The findings were then discussed and upgraded with the help of four focus groups (the elderly, the youth, representatives from tourism sector, spatial planning experts). The complex and diverse issues recognised through analysis, the above-mentioned workshops with stakeholders and focus groups were a common basis for the Urban Planning Institute's team to start a strategically oriented pilot action, entitled: "Guidelines for adaptation of existing local strategies to new demographic conditions: Development of new tourism products for the elderly in selected municipalities of Upper

Gorenjska region". The objective was to draw up a proposal for adaptation of existing tourism products and development of new ones to meet the demands of the changing structure of the tourists in the area. The document was prepared by the UIRS team in cooperation with external colleagues specialized in tourism consulting, the company URTP.

The analyses included literature reviews, interviews with local tourism organizations, other actors on national and local level and participants of focus groups. The main goals were to first analyse general trends in tourism and in demography and their interrelation Europe wide and in the model region. Next the legal framework set in the national, regional and local strategic documents, e.g. development programmes for tourism or local master plans was examined. An overview of current best practices, such as cases of "barrier free cities and/or tourism products" and recommendations such as the World Health Organisation's "Global Age-friendly Cities" were included in the document.

The study continued with an overview of natural and cultural resources of the area with the aim to select those which could potentially be suitable to include them in the newly designed offers. The guidelines and recommendations for new products in the fields of culture, sports and recreation as well as education especially suitable for the elderly were then elaborated. Guidelines for the implementation of the tourism offers briefly relate to:

- Adaptation of programs and market strategies to specific target groups, however, not specifically addressing the "elderly tourists";
- Need for professional and well-trained staff in tourism agencies, tour operators and guides; elderly tourists seek specific information and can possess a lot of knowledge, they are more sensitive, they can have special needs and medical conditions;
- Understanding and respecting the specific consumer behavior of the elderly;
- Consideration of the various needs and preferences of the elderly; e.g. the need for organized travel, the desire to acquire new knowledge, to socialize and to share the experience.

These guidelines are integrated into a strategic document for the involved municipalities providing recommendations to adapt their offers to the exact needs and expectations of the elderly visitors. Strategic document also includes proposals for 12 new tourism products adapted for elderly tourists for the pilot area. The document is in the finalization phase; the further process will include the presentation to the steering group members in each municipality, to provide the remarks and additions for the document. Although the strategic document for the time being will not have a legal status, the steering group members realize the need and importance for the strategy to become an officially accepted strategic document at the municipal level.

Based on the interim findings from the "Guidelines…" another pilot action in this model region was designed. It was noticed that elderly visitors are often reluctant to visit interesting sites or to go for walks because they do not have information whether they are easily accessible. Thus, it was decided to prepare a

booklet "Routes for all generations". The aim of this pilot action was to identify and promote routes to natural and cultural heritage sites which are suitable for all generations. First, a list of potential sites was prepared with local active elderly people and tourism workers and checked against criteria of accessibility and attractiveness. Twenty routes, five in each participating municipality, were selected. The booklet also aims to promote healthier and active lifestyles, especially for the elderly and to stimulate intergenerational relations (walks of the elderly with their grandchildren). A booklet with descriptions, maps and photos of selected routes is available for free in local elderly people associations, municipalities and tourism offices. The described routes are also promoted on web pages of municipalities and tourism offices. The booklet was already presented at a public event for elderly people ("Intergenerational symbiosis", Bled 9.10.2012) and was well accepted and recognized as needed. The publication was initially published in the Slovenian language, with the intention that translations into languages of foreign visitors (English, German, Italian etc.) can be completed at a later stage. The availability of brochures in foreign languages would enrich tourism offers in the area and enhance the visits of the "Routes for all generations" by tourists from abroad, which could possibly also have some economic benefits.

10.3.2 Reasons for the Implementation of the Pilot Action: Demographic Situation in the Region and Potentials for Tourism Development

Upper Gorenjska region was selected as the model region in the DEMOCHANGE project as it reflects the typical Alpine natural, geographical, social and economic characteristics within the Slovenian territory. It is a peripheral and in some parts also border area in North-West Slovenia, including the municipalities Bled, Bohinj, Gorje and Kranjska Gora. Prevailingly mountainous terrain with accompanying harsh conditions for settlement results in a low density of population—28 inhabitants per km^2. The area of around 800 km^2 is inhabited by 21,606 people (2011). In all four municipalities the number of youth decreases and the number of elderly people increases, additionally, the average age of population increases faster than elsewhere in Slovenia. The share of elderly people significantly increased in all four municipalities and also in the model region (period 1995–2007): age group 50–64 years old by 121, 65–79 by 136 and 80+ by index of 135. Population in age 65+ represents 18.1 % while the youth accounts for 13.3 % (2010).

The model area is facing increased aging (above regional and national level), with young people out-migrating and elderly owners of vacation homes moving in for permanent residence. In three of the selected four municipalities tourism plays an important economic role, significantly also in national terms. At the same time, they face problems such as seasonality and a lack of a qualified labor force. Tourism focuses on winter and summer activities; however the infrastructure does

not necessarily support both. Lately, a great amount of new housing has been constructed, mainly targeted at non-residents for vacation use. Due to rather high prices, the housing market is poorly accessible to the local community. Therefore, young families are moving out to the nearby municipalities to look for more affordable options. Since tourism in these areas focuses primarily on sport activities, the needs of certain groups, e.g. people with reduced mobility and the elderly have often been neglected. This growing share of the elderly has predominantly not been adequately accounted for in most of current development plans and sectoral strategies. The adaptation of the tourism offers to the changed demand and its upgrading would have beneficial impacts in the tourism sector in the area as a whole and would also improve the quality of life of the local residents.

10.3.3 Potentials Used and Barriers During the Implementation of the Pilot Action

The overall recommendation of the "Guidelines for adaptation of existing local strategies to new demographic conditions: Development of new tourism products for the elderly in selected municipalities of Upper Gorenjska region", specific for the model region, but also transferable for the Alps, is to be aware of the potentials to attract elderly visitors/tourists and the opportunities to create non-seasonal tourism offers by the development of diverse niche tourism products based on natural and cultural values of the area.

The preparation of the guidelines ran smoothly and there were no significant "bottlenecks" or negative experiences. The members of the steering groups, the mayors and their associate officers as well as the participants of focus group meetings were well motivated and successfully cooperated. All involved stakeholders recognize the need for adaptation of tourism strategies to the changed demand; however, it is not yet adequately included in current development documents—as the review has confirmed. The municipal, regional and national documents still lack the adaptation to the changes in tourism.

"Guidelines…" include the characteristics of elderly tourists and related recommendations for the development of tourism products. Based on the review of existing national, regional and municipal strategic documents from the fields of tourism and spatial planning, conclusions and recommendations for improvement of the assessed documents were prepared—which we regard as an advantage in order to implement the existing document rather than to prepare the whole new set of tourism legislation. In general the existing documents do not, or only exceptionally, mention elderly tourists as a specific target group, consequently there are only a few tourism products mentioned as suitable for the elderly, or even designed for the elderly. Considering the potentials of the area and the needs to evolve tourism as sustainable economic activity these should be respected and properly integrated into development strategies in the future.

10.4 Adapting Tourism Infrastructure

Emanuel Valentin, Matthias Jud, Gerlinde Haller, Hans Karl Wytrzens, Oswin Maurer

10.4.1 Viattiva: Adaptation of Infrastructure to Demographically Determined Changes in Tourism

10.4.1.1 Location of the Pilot Action

All municipalities of South Tyrol (116 in total) have been contacted via email by the Free University of Bozen-Bolzano, asking them for their willingness to take part in the project. The response rate to this request was rather low (only six mayors declared their interest), mainly due to the fact that demographic change still does not seem to be a high priority on the agenda of political decision-makers, but also due to the fact that the request was sent during the period of the municipal election campaign, which turned out to be a major obstacle to motivate municipal administrations to participate in the project. However, six municipalities reacted to our request, and committed to participate in pilot actions. In meetings with these communal representatives an initial list of demographic problems has been compiled and evaluated. Finally, four municipalities were included in the DEMOCHANGE project: Natz-Schabs (Naz-Sciaves), Mühlbach (Rio Pusteria), Rodeneck (Rodengo) and Vahrn (Varna), forming the DEMOCHANGE South Tyrolean model region situated at the intersection of Eisack Valley and Puster Valley. Hence, the South Tyrolean model region is relatively small in area size, covering approximately 200 km^2 and is the home of 12,000 people.

10.4.1.2 Major Players Involved

In a first step, a local steering group was formed, including the mayors and communal representatives of all participating municipalities. At the same time, statistical data was collected for the region and an analysis carried out on current demographics as well as future projections (Valentin et al. 2011). On this basis, in multiple different workshops moderated by the university team, the steering group identified several fields being central to action: (1) tourism and adaptation of infrastructure and product/service offers; (2) migration and integration; and (3) mobility of elderly persons. For each field of action, focus groups were established, consisting of experts, entrepreneurs, representatives of tourism offices, members of migration groups and elderly people associations, and administrative officers who were nominated by the respective municipalities. Research team leaders from the Free University of Bozen-Bolzano facilitated three meetings with each focus group.

With regard to the format, the team of researchers presented statistical data on demographic change in each region as a starting point for further discussion, for the identification of problem areas, and possible solutions. For priority problems, which were identified and selected by the focus groups, possible pilot actions, i.e. strategic measures for the solution of specific problems, were developed. These Pilot Actions were approved by the local steering group and are currently in the implementation phase.

10.4.1.3 Description of the Touristic Pilot Action

Considering general trends in major tourism markets as outlined in the next section, the pilot action to be implemented in the DEMOCHANGE model region clearly focuses on demographically induced changes. The general aging of the resident population and tourists is accompanied by a growing consciousness about health and fitness. Older people are becoming increasingly fitter and engage in activities to improve their fitness much more than former generations, not only during their holidays, but also in their daily lives (Romeiss-Stracke 2012).

Hence, the focus group has taken these general developments into account by building and profiling the model region as an intergenerational hiking region for both locals and tourists, with a strong focus on "health and fitness". This will be set up by creating an "intermunicipal, health related thematic hiking path". Thus, one main objective of the pilot action had the highest possible priority: The adaptation of infrastructure and of touristic offers to demography determined changes of demand i.e. of aging tourists with different levels of fitness. One of the infrastructure developments and adaptations includes hiking trails which need to provide:

1. A maximum of barrier-freeness;
2. Sufficient rest areas and sanitary arrangements;
3. Innovative systems of health-check and rescue, not only through specialized personnel but also through new technologies (i.e. smart phone applications etc.);
4. Attractions which will cater for the needs of young and old people at the same time, in order to promote intergenerational exchange.

A team of design students from the Free University of Bozen-Bolzano—Sandra Chmielowski, Elisa Kirbst, RonjaLeine and Julia Ostarek—has developed a communication concept for the model region as intergenerational hiking region. The core of the concept consists of a hiking map, which shows the hiking trails of the four municipalities connecting them to each other. Furthermore, it shows the main attractions, walking time that is required, altitude differences and trail conditions. The main attractions are marked by pictograms. Their meaning can be discovered in the Viattiva-Diary, which contains curiosities, stories and information about products of the region. It is designed in a way that the user will be animated to add their own notes and drawings, hence transforming

Fig. 10.5 The Viattiva-map (Photo: Free University of Bolzano)

hiking into a very individual experience. As a technical alternative the students developed an interactive hiking diary as a smartphone application. In addition a Viattiva-Game shall promote the playful acquisition of knowledge about the region (Fig. 10.5). Since aging affects tourists as well as the local population, the hiking trail developments and improvements need to be attractive for both groups, citizens and guests. Hence, implementation has to take into account both specialized offers for 60+ tourists, and also to create a new and attractive offer for local people as additional beneficiaries of the hiking tracks development. Another part of this development includes the integration of active elderly people and former collaborators of the Red Cross, the Mountain Rescue Service, etc., who, for reasons of age, have been forced to give up their employment or voluntary work with these organizations. These people, who often are still competent and active and are negatively affected by the sudden exclusion from these organizations by law, can easily be motivated and integrated into the new hiking path concept. Furthermore, these people can also fulfil supervising roles in outdoor activities and act as hiking guides, etc. Additionally, health related products, services and activities, such as health fairs, health weeks and bundled supply of health services will be offered as an integral part of the concept.

10.4.2 Reasons for the Implementation of the Pilot Action: Demographic Change and Implications for Tourism in South Tyrol

Changes in the demographic characteristics of the world population are expected to introduce direct changes in demand for travel in terms of travel volume and travel structure, as well as in the tourism labour market with regard to the number of employees in the sector and their qualifications. However, there is also an indirect impact of demographic change on jobs within the tourism industry and tourism services, such as the type and quality of sector-specific services and the enhancement of infrastructure (cf. Grimm et al. 2009, 5). Major demographic trends, such as changes of population numbers and aging, reductions in the size of households and migration, introduce new challenges and opportunities for tourism.

Data from ASTAT, the Statistical Office of the Province of Bozen-Bolzano (cf. ASTAT 2009, 4), from 2007/2008 surveys clearly shows that the touristic market in South Tyrol is mainly composed of tourists from Germany (43.0 %) and Italy (39.8 %). With regard to age group segments, the age group of 45–64 year old tourists (36.7 %) comprises the highest share, followed by the age group 25–44 years (28.9 %), and by the age group of 65+ (16.1 %). The most prominent motives of tourists for travelling to South Tyrol are hiking (36.2 %), sports activities (35.7 %), culture (9.3 %), followed by wellness, gastronomy, business and events (each below 5 %).

This short outline and characterization of the major tourist groups visiting South Tyrol and the on-going demographic changes in the main countries of origin of those tourists, Italy and Germany, allow projections about the future profiles of tourists. The main expectations assume that the share of older guests increases while the number of young people is decreasing. Hence, the South Tyrolean tourism industry will have to substantially concentrate on people 65+ as the primary target group. Specific tourism offers for older people have to be carefully designed and differentiated. The common trend for older people seems to focus increasingly on tourism offers related to health maintenance and health improvement, as well as on support structures, the creation of a tourism support sector and/or a support economy (cf. Grimm et al. 2009, 10f; Romeiss-Stracke 2012).

10.4.3 Potentials Used and Barriers Experienced During the Implementation of the Pilot Action

Before the DEMOCHANGE initiative the four municipalities did not collaborate in tourism or foster a common marketing strategy. This fact posed some difficulties for the starting moment of the development of the pilot action, because a common denominator had to be found. This first attempt of collaboration bears a lot of potential for the positioning of the region as touristic destination for intergenerational hiking.

The participatory approach for evolving the Viattiva concept highlighted some difficulties due to relatively high fluctuation of people involved. At the moment the implementation of the concept stopped because the tourist boards of the four municipalities do not have the funds to realise it within 2012, but tourism stakeholders make efforts to finance the implementation of the concept. The Viattiva concept promises to be a successful approach since it combines health oriented tourism with the integration of local elderly people. Therefore, it could be transferred to other Alpine regions as well, especially to those which are main destinations of older tourists and/or expect more elderly tourists in the future.

10.5 Linking Natural Conservation and Soft Tourism Concepts

Günther Marchner, Madeleine Koch

10.5.1 Description of the Pilot Action

The pilot action in the District of Lungau is connected with future strategies in a peripheral rural region. The task is both the sustainable use of existing potentials (natural resources) and the management of the consequences of the demographic change in the region.

Connected with the newly installed UNESCO biosphere park (established in September 2012, www.biosphaerenpark.com), the pilot action should support to set up a network for sustainable economic development. A successful implementation of the biosphere park demands an active participation of the industrial, touristic and agricultural sectors and the implementation of "sustainable thinking", as the management of demographic change is a part of it: How can young qualified people be kept within the region, as an alternative to migration and brain drain? How can regional enterprises successfully manage an increasing number of older employees?

The cooperation between the Salzburg DEMOCHANGE project team, the biosphere park management and the Chamber of Commerce in the district of Lungau offered the opportunity to bring in demographic aspects, e.g. aging, shrinking and a highly mobile society, in a current regional development process. The objective was to contribute to a prospective design of the future regional economy and living space within the development process of the biosphere park.

10.5.1.1 Creating a Sustainable Economic Development Network

The pilot action was implemented as so called "Werkstattgespräche" (workshops). The workshops were developed and organised by members of the DEMOCHANGE project team, also responsible for moderation and documentation, and the regional management of the District of Lungau and the Chamber of Commerce. All events were located in the Lungau "house of education". They were conceptualized as a 2–3 h mixture of moderated plenary rounds and parallel conversation circles.

The workshops' aims were

- To gain representatives from industry, tourism and agriculture and from regional institutions for the idea of the biosphere park
- To collect ideas for sustainable economic development in the region
- To prepare framework conditions regarding the implementation of ideas and cooperation.

10.5.1.2 The Workshops: Contents and Results

In January 2012 the first workshop started under the title "Potentials and opportunities of the Biosphere Reserve Lungau: Preparing a regional network for sustainable economic and regional development". Representatives of local enterprises and regional institutions (Chamber of Economics and educational institutions) participated in the workshop. The objectives of the workshop were:

1. Information dissemination about the prospective Lungau Biosphere Reserve;
2. Increasing awareness for the expected demographic development in the District of Lungau and its resulting consequences;
3. To gain information on the expectations of the stakeholders in relation to the Biosphere Reserve and its future management.

As a result of the workshop there was a common agreement about the objectives of the biosphere park, a shared willingness to use the UNESCO label as a chance for a sustainable development and a stronger regional economic cooperation in the future. A stronger focus on the production and marketing for high quality regional products was defined as a regional economic perspective. A need for precise measures regarding quality standards was commonly identified. In addition, first ideas arose for further projects in the field of wood industry, tourism and agriculture.

Additional workshops took place in March 2012 focusing on "wood from the biosphere Lungau—construction and housing in the biosphere" (25 participants), and in April 2012 "regional products and tourism" (35 participants). Participants recognized the necessity for cooperation, especially in the field of product development, design, and utilization of traditional knowledge, knowledge management, marketing, education and quality management. As a first result of the workshop series a catalog of product ideas and future partnerships was developed.

In June 2012 the workshop series ended with a definition of a cooperative organization structure to support the implementation of evolved ideas. Within the framework of "Foren" (wood, tourism, regional products, human beings), the further developments and implementation of ideas will be supported. Local enterprises, the Biosphere Reserve management and other involved institutions will promote all further developments in cooperation.

10.5.2 Reasons for the Implementation of the Pilot Action

The definition of the pilot action in the Lungau region was on the one hand the result of the analysis regarding the consequences of demographic change. On the other hand, the active engagement of representatives from the District of Lungau, the willingness to involve experts from various fields (e.g. demographic change) in the current regional development process had been a good precondition to start a cooperative work and in particular, to bring in knowledge on demographic change in the process. Particularly the regional manager of the Lungau region Mag. Josef Fanninger, as well as the mayor of Thomatal, Valentin König, participated actively on public DEMOCHANGE events and steering group meetings which were held in Salzburg's model region.

The District of Lungau is, because of its structural framework conditions (21,000 inhabitants in 15 communities, the smallest region in area size within the State of Salzburg, located in a peripheral geographical position) confronted with the demographic perspective of a shrinking region. All communities will lose population, with the exception of the districts' capital Tamsweg and St. Michael. Both are at the same time the largest communities within the district in population size. Until 2030 the population within the district will decrease (−4.8 %) (Raos and Faschinger 2008). Connected with a longer life expectation and a decreasing birth rate, this has the following consequences:

First, the labor force is decreasing. In the future the economic output of the region has to be realized with less people. The need for high qualified employees is a most important topic for regional enterprises. Therefore, higher employment rates of women, older people and migrants are necessary. The needs of families, older employees in the fields of education, infrastructure and employment offers have to be taken into special consideration. The age structure of employees and entrepreneurs is changing; the average age within the region will increase up to 47 until 2030 (Raos and Faschinger 2008).

Secondly, the settlement development is changing; there is a lot of unused space in existing buildings within the Lungau region. There are a high number of single family houses and vacant residential buildings. The reutilization and adaption of residential houses and business buildings, as well as a proper vacancy management, will be a future challenge within the region.

On the other hand the region is full of creative potential; engaged entrepreneurs in the field of small industries, tourism and agriculture, who are interested in using the potentials and strengths of the rural region. In addition there is a lot of creative potential within the region like initiatives in the field of contemporary art and culture, as well as initiatives to strengthen social inclusion, very well represented during the social festival "Tu was, dann tut sich was" which took place within the region in 2011 (see also http://www.tu-was.at).

Since 2005 a variety of actors within the region had made great efforts to certificate the overall Lungau district as UNESCO Biosphere Reserve (http://www.biosphaerenpark.com). In 2011 there was a common decision of all Lungau communities to take the UNESCO Biosphere Reserve label as an advantage for a sustainable future regional development. With the official acknowledgement by the UNESCO in Paris the region is since September 2012 one of a worldwide network of 598 Biosphere Reserves and the largest biosphere park within Austria. The intensive work which has been undertaken by regional stakeholders and their well-prepared regional network shaped a solid foundation for the implementation of a pilot action addressing demographic change issues within the current regional development process.

10.5.3 Potentials Used and Barrieres Experienced During the Implementation of the Pilot Action

The cooperation between the DEMOCHANGE team, the regional management and the Chamber of Commerce was successful regarding a basic work for the setup of a sustainable regional network on the future development of the Lungau region. It demonstrated that a common regional vision, the "Biosphere Lungau", is highly attractive and also motivates sceptical entrepreneurs and institutions to participate in regional development processes. The workshops' success showed that the chosen process and participation-oriented approach allowed for more motivation among less integrated stakeholders. The pilot action itself provided a basis for the following implementation of the Biosphere Reserve, the establishment of a Biosphere Reserve management, as well as future planning processes in the region (regional agenda 21, local development strategy).

Basically, a forum has been installed, which allows focusing on the challenges of the demographic change in the future. Special issues e.g. out-migration of high qualified workforce or company successions can be taken under consideration, to find appropriate solutions for the Lungau region in common.

The major obstacle for the further developments in adaptation to demographic change processes within the Lungau is the understanding of what is meant by "demographic change" itself. It is mostly seen as an important but intangible theme because of its complexity and inconvenience. It is the common future vision "Biosphere reserve" that activates and inspires the people within the region.

Therefore, while accompanying the regional development process the inclusion of demographic issues becomes more important even though the resistance to come into dialogue on challenging themes is rising.

Regional visions of the future have to be taken as a motivation for cooperation and stronger collaboration within an area. The major challenge is, how to integrate demographic change topics into the development process. It is of high importance to encourage regional institutions and networks to include demographic aspects in their prospective planning strategies.

Therefore, groups and networks of a region have to be included, which are focusing on sustainable and social aspects (woman, labor market, qualification, and young generations). In the case of the district of Lungau the woman network (http://www.lungauerfrauennetzwerk.at) and the employment office (AMS) joined the pilot action.

The pilot action has to be understood as a contribution for a current regional development process. It is based on an intensive dialog between planning and science, as well as regional politicians, administration and other practitioners. Further projects have to be developed in a bottom up process. To achieve this, the regional stakeholders' network has to guarantee openness for new ideas involving motivated people from inside and outside the region. A culture of cooperation between regions and science is essential for the success.

10.6 Integrating Traditional Knowledge into Contemporary Tourism Offers

Beatrice Durrer Eggerschwiler, Rike Stotten

10.6.1 Description of the Pilot Action

The pilot action "Revitalize Old Knowledge" is located in the Swiss model region of canton Nidwalden and is performed in the small pilgrimage site Maria-Rickenbach, which is located in a side valley of the Lake of Lucerne. Maria-Rickenbach is car-free and only accessible with the mountain railway. The pilot action aims to maintain the traditional artisan knowledge such as for weaving and the herb garden within the convent Maria Rickenbach (see Figs. 10.6 and 10.7), to foster the cultural life within the site and to support the sales of local products and green tourism too. Within the steering group, a group of people from political as well as the civil level who accompanied the progress of the DEMOCHANGE project (refer to Sect. 6.4), several project ideas arose. Regarding demographic change, economy and tourism were defined as one major topic. In a further step, a working group with representatives from the departments of economy and tourism of the canton substantiated ideas and a first concept for the realization of the project idea "Revitalize Old Knowledge" was drawn up. The main driving force,

Fig. 10.6 The convent of Maria-Rickenbach (Photo: Rike Stotten, Copyright: Lucerne University of Applied Sciences and Arts)

Fig. 10.7 Nuns working in the herb garden of the convent Maria-Rickenbach (Photo: Karin Kayser, Copyright: Lucerne University of Applied Sciences and Arts)

therefore, was the president of the municipal council of Oberdorf, which Maria-Rickenbach belongs to. The rough idea of the Pilot Action was presented at the DEMOCHANGE Public Conference with approx.120 participants in September 2011 in Stans, Nidwalden to the public. There it was chosen as one of three project ideas which should be followed within the DEMOCHANGE project (refer to Sect. 6.4). In the further meetings of the working group, local stakeholders of Maria-Rockenbach had been invited for a kick-off event, which took place in January 2012 in Maria-Rickenbach. There, all important local stakeholders, such as the "Kapellstiftung Maria-Rickenbach", hotel and restaurant, the cable railway, the convent, the tourism union, tourism consulting, as well as members of the working group and the Lucerne University of Applied Sciences and Arts were represented. As a result of this kick-off event, it was foreseen to set up an association, which would follow the objectives mentioned above, and to support the local value creation within tourism. Therefore, a combined offer of accommodation and seminars (e.g. for silence and relaxation) should be created. In addition, the existing facilities of the convent should be used for the purpose of tourism. A lawyer, who is also integrated in the foundation of Maria-Rickenbach, engaged himself for the development of the statutes of the association. Later, the idea arose to integrate those objectives of the association into the already existing association for tourism to pursue common goals.

10.6.2 Reasons for the Implementation of the Pilot Action

The canton of Nidwalden still has a growing number of inhabitants, although the population is aging. This process is intensified by the low birth rate (see Fig. 10.8), which is lower than the Swiss average and is not sufficient to maintain a stable population level in Nidwalden (see Fig. 10.9). Therefore, immigration from other Swiss cantons or other countries is needed. Due to the aging of the residents within the convent Maria-Rickenbach, the traditional knowledge runs the risk of dying out. Therefore, measures are needed to preserve this knowledge of the nuns and to pass it down to the next generation, not just within the convent, but also within the whole region. Tourism in this area is actually heavily based on local recreation so that first the population within the region is focused. The planned offer of newly created courses (meditation, weaving) would be addressed for new guests.

10.6.3 Potentials Used and Barriers Experienced During the Implementation of the Pilot Action

All members of the working group feel connected to the pilgrimage site Maria-Rickenbach, either for business reasons or privately. Therefore, all members were very involved and engaged in the implementation of the pilot action, which was

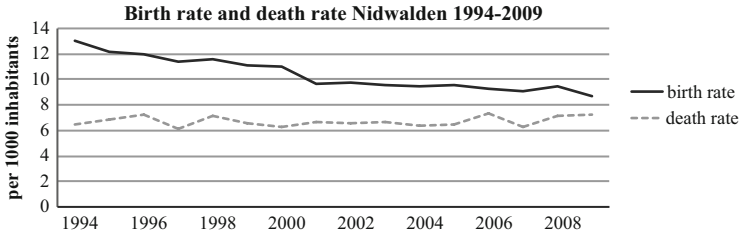

Fig. 10.8 Birth (*light grey*) and death (*dark grey*) rates in Nidwalden 1994–2009 (Matti and Stotten 2011)

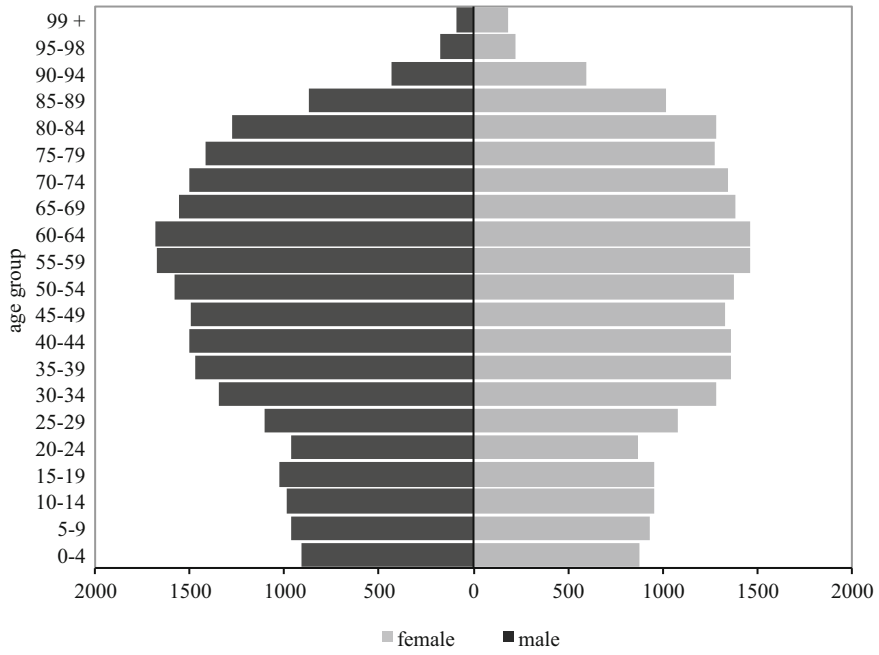

Fig. 10.9 Projection of the population pyramid of Nidwalden for 2050 (Matti and Stotten 2011)

a crucial point for the realization. By chance, there was expert knowledge for the constitution of an association by a lawyer, who drew up the statutes free of charge.

As regards the cooperation with the nuns, the procedure needed to be very considerate and insightful, as they are very shy and restrained and rather critical of new ideas. Therefore, they needed to be treated with particular respect and care, as for example to explain certain matters very detailed, pick them up for a meeting and so on.

Even though Maria-Rickenbach is a very small village, for the realization of the pilot action it was the first time that all local stakeholders came together to discuss commonly the future development. Therefore, it sometimes needed a hint by an external stakeholder to start a process, which would be well supported by the local community.

The basic idea of the pilot action "Revitalize Old Knowledge" can be transferred only under similar conditions of the model region. The crucial points are to maintain local resources and to find local actors who are engaged for this topic, as well as to use synergies.

10.7 Further Good Practice Examples from Alpine Regions

Damjana Gantar, Barbara Černič Mali

10.7.1 European Network for Accessible Tourism (ENAT)

ENAT is an international non-profit association for businesses and organizations engaged in the study, promotion and practice of accessible tourism. The Association supports its members by updating them on technical, economic, social, legal and cultural aspects of accessible tourism. Further information is available at: www.accessibletourism.org/?i=enat.en.

10.7.2 Barrier Free Vacation in Austria

Barrier free vacation in Austria is an information center providing free information on tourism products and sights that are accessible for groups with certain needs; persons with reduced mobility as well as elderly people. The internet site provides links to information on barrier-free tourism products, providers and locations (cities, regions). Information is available in most European as well as some world languages. There were also brochures released, e.g. Exploring Salzburg without barriers, including custom tailored recreational programs, advice on how to improve mobility and independence. Further information available at: www.salzburg.info/en/service/salzburg_for/barrier_free_vacation.

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Chapter 11
Policy Processes

Stevo Ščavničar, Madeleine Koch, Heidrun Wankiewicz, Emanuela Dutto

Abstract By pilot actions in four alpine areas in Austria, Italy and Slovenia specific aspects of spatial planning governance on local and regional level were treated. In the Slovenian Škofja Loka Hills the connection of volunteers' for a better social cohesion was the focus. The inclusion of public participation as part of the regional governance structures into the planning process was the object in the Unterpinzgau region, Austria. Gender specific question related to spatial planning to create gender equity in the context of demographic change were the topic of the pilot region State of Salzburg, Austria. Setting up stakeholder networks to support planning issues related to demographic change was an additional action in the mountain community Langa Astigiana Val Bormida, Italy.

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T. Bausch et al. (eds.), *Coping with Demographic Change in the Alpine Regions*, European Studies of Population 23, DOI 10.1007/978-3-642-54681-5_11,

11.1 Policy Making as Challenge in an Aging Society

Stevo Ščavničar

Social cohesion is the capacity of a society to ensure the welfare of all its members, minimizing disparities and avoiding polarization. A cohesive society is a mutually supportive community of free individuals pursuing these common goals by democratic means (European Committee for Social Cohesion (CDCS) 2004).

An aging of the population is putting ever greater pressure on welfare systems that are providing social services and are guardians of social rights, which were constantly increasing due to the pressure of civil groups and the realization of pre-election promises in development countries. At the same time, the collapse of stable economic growth and high levels of unemployment have undermined the tax base of post-war welfare regimes. These pressures have stretched public agencies to, and sometimes beyond, the limits of their ability to meet needs; a long living society cannot afford free or heavily subsidized services any more at such an extent and has to develop other strategies that enables the reduction of public services.

One specific approach to ease aging society related problems is to set up local partnerships that involve public authorities and other key social actors in the private, voluntary and community sectors in promoting and practicing a more socially cohesive and participative society. Such an approach requires a complex and coordinated policy response, drawing upon the skills and resources of a wide range of social actors and should have emphasis on a local dimension. Citizens and residents affected by the consequences of demographic change would be empowered in the development and implementation of solutions. For instance, the Slovenian Pilot Action in Sect. 11.2 describes how conditions for elderly to contribute to society as volunteers could be improved; in such a way, elderly people would avoid social exclusion and associated problems and risks. The Austrian pilot action in Sect. 11.3 provides another example on how to strengthen civil rights by means of a stronger inclusion of residents in local and regional development process, using a participatory approach. In addition to that social capacity building approaches, efforts have to be undertaken to improve gender equality in everyday policy as outlined in Sect. 11.4. This encourages participative societies to combat social exclusion and enhancing social cohesion.

Besides the aging of societies, depopulation has to be considered by public authorities as well as local and regional actors in development strategies. Through emigration, responsibilities for territory and landscape are becoming lost in some Alpine regions. Referring to this, in Sect. 11.5, one Italian project provides an insight into how stakeholder networks in planning issues could be created to cope with future economic development and environmental protection in an area in which the population is shrinking.

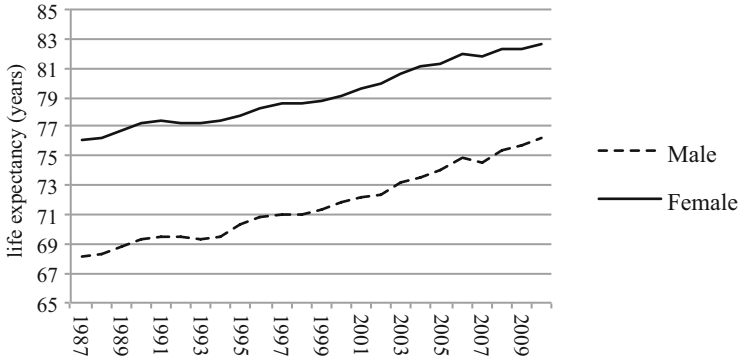

Fig. 11.1 The evolution of life expectancy at birth in Slovenia

11.2 Connecting Volunteers' Associations for Better Social Cohesion

Stevo Ščavničar

11.2.1 Description of the Pilot Action

The pilot action was performed on the territory of four Škofja Loka Hills municipalities, a 512 km^2 pre-Alpine area with 42,500 inhabitants, situated in North-West Slovenia. For this area, a scattered settlement is typical, with some concentration of population in the valleys. Over the last decades, life span increase has been the most relevant, if not only, cause of demographic change in Škofja Loka Hills settlements (Fig. 11.1).

The pilot action within Škofja Loka Hills has the objective of providing up a role model of how the local community should be set up and support voluntary organizations, and how to coordinate their work. To meet this objective, three subsets of actions were performed:

- Guidelines were prepared by Edvard Kavčič, the representative of the Federation of Pensioners Associations of Gorenjska and RAGOR (Regional Development Agency for Upper Gorenjska) for involved or potential volunteer associations. The guidelines consist of proposals for optimal organization structure, of a minimum set of training for volunteers, structure and minimum content of databases and optimal interfaces to other institutions that are providing social services in the same area. Guidelines were tested on the national law on voluntary activities, adopted in 2011.

- A survey was conducted to find out whether there was enough demand to set up subsidized services. The survey addressed elderly residents of four Škofja Loka Hills municipalities and was conducted by volunteers, organized within local elderly associations and the social work institute. Among elderly people, the most vulnerable group was addressed: those of age over 69 years that live alone. Participants were asked what kind of help or services they need, whether it is available and whether they have to pay for it; to find out about market potentials, they were also asked which services they would be willing to pay for.

  In total, 566 elderly people participated, which represents ca. 96 % of the targeted population. The majority, 74 % of participants, declared that they need no help, 12 % just need help from time to time, and 14 % of those asked would need various kinds of help on a regular basis. On average, 3 % are already paying for services, and the same number of participants declared that they cannot afford to pay anything and would just accept help offered by volunteers; however, 10 % would buy a service if it would be available at a subsidized price.

  The by far mostly needed help concerned transport: 30 % of participants need regular transport and an additional 20 % from time to time. However, only 6 % are already paying for this service and another 19 % would buy it, if it was available at a subsidized price. Other services heavily in demand include house cleaning, daily purchasing and gardening.
- A minimal cost of optimal volume of volunteer's activities for each involved municipality was estimated.

  Volunteer's activities volume is limited by demand, offer and money available for covering volunteer expenses. We knew that elderly people in the area would like to have more visits than volunteers can be provided. The objective of this activity was to find out how many visits could be realized by available volunteers, if money for covering expenses would not be limited. To get as realistic estimates as possible, existing voluntary organizations in the model region were sufficiently funded within a 4 month period to visit as many elderly persons as they estimated was necessary. This way, RAGOR could find out how much work could be realized (and welcomed by elderly people), and at what cost.

11.2.2 Reasons for the Implementation of the Pilot Action

The pilot action in this region had been chosen for mainly four reasons. Firstly, loneliness is by far the most significant problem for old and very old people, and this problem is even more highlighted in the remote areas and scattered settlements of Škofja Loka Hills, according to the survey which the Elderly people' Association of Slovenia is regularly performing nation-wide among their members to obtain reliable data about the needs, shortcomings and problems of the elderly population (project "Elderly for the elderly").

Secondly, solidarity and readiness to volunteer is an outstanding characteristic of this area. According to the survey that RAGOR performed on a (131) sample in four communities in the year 2011, perceived good relationships with neighbors and solidarity is one of the main reasons for young people not moving out of their birthplace after they finish their studies.

Thirdly, there is already some volunteer work going on in Škofja Loka Hills within the scope of the above mentioned Elderly people' Association of Slovenia project, financed by the Ministry for Work, Family and Social Affairs, but this work is facing some problems—the funding might soon end, leaving established practices to die out. Even at present, the needs of the elderly and the readiness of volunteers exceeds available funding which just covers the travel costs. Another problem occurred, as volunteer associations, organized within Elderly people' Associations, coordinated their work with a major social care institution (Centre for Social Work, responsible directly to Ministry for Work, Family and Social Affairs) on a personal basis and there no written rules or procedures existed.

Fourthly, inevitable austerity measures that the Slovenian state has to undertake a lower state budget deficit below 3 % of BDB, in accordance with EU criteria, will result in lowering social service volume and standards, thus affecting the most vulnerable social group first.

It was evident that even relatively modest financing, needed to cover just travel expenses of the volunteers, would significantly improve voluntary work and with it, the quality of life of the elderly. Better quality of life and an overall health condition that goes with it also mean smaller bills related to the care for the elderly. Therefore, we set up the thesis that supporting volunteers should result in saving money for municipalities, because the decrease in social care bills should exceed the money needed to cover volunteers' expenses.

The basic idea was formed: the outcome of a pilot action should be the basis for local government to decide to provide system resources (budget of municipalities) for voluntary work support. The Pilot action should answer the question of how much money is needed to support volunteers to provide efficient support for the elderly, what is the amount of necessary (efficient) support and how many residents are willing to work as volunteers. In the scope of the pilot action activities, work of all volunteer institutions and institutional care should also be harmonized.

The idea to set up a role model of how local community should support voluntary organizations and how to coordinate their work was confirmed and upgraded throughout separate meetings that took place in each of the four Škofja Loka Hills municipalities. The meetings also involved mayors of two participating municipalities, Miha Ješe from Škofja Loka and Janez Žakelj from Žiri, President of the Elderly people' Association of Slovenia, Mateja Kožuh, local Elderly people' Association and Škofja Loka Center for Social Work representatives. These partners participated because each of them has a significant role in social affairs in local communities or even at national level.

11.2.3 Potentials Used and Barrieres Experienced During the Implementation of Pilot Action

There were two issues that demanded special consideration: personal data protection and establishing exactly the same approach of all participating volunteers.

All data gathered during visits of elderly people by volunteers, had to be anonymized to prevent violation of the law concerning personal data protection, which brought some additional, but unnecessary work for the final result. Because several groups of volunteers were involved, much effort was needed to ensure that all of them had the same approach so the surveys they conducted were comparable.

The results could be generalized for other Slovenian regions, which is also the main intention. The potential of generalizing them to other (non-Slovenian) regions in the Alps is estimated to be lower since guidelines would have to be harmonized with each state that would like to use the results. We also estimate that voluntarism in other European states is already more widespread than in Slovenia.

11.3 Including Governance Structures into Planning Processes

Madeleine Koch

11.3.1 Description of the Pilot Action

As one Austrian pilot action of the DEMOCHANGE project, the project "public participation in Fusch and Lend (Unterpinzgau region)" was started in 2011. It is dedicated to mobilize citizens in shrinking mountainous municipalities to take over responsibility for the development of their local municipality and surrounding region. The main targets of the pilot action were adaptations in regional development and spatial planning to define future standards and strategies for securing the supply infrastructure of small Alpine villages. The main focus was on quality of life and the required standards on social and supply infrastructure. In both municipalities a public debate (citizen forum) was initiated. Information evenings, household surveys and discussion groups took place. The results will be used as a basis for a wider discussion with local and regional decision makers. The main actors of the pilot action were the local population (various age and professional groups), the (vice) mayors of Fusch and Lend as well as social geographers and students from the University of Salzburg. Every step of the pilot action was discussed within the regional steering group of the DEMOCHANGE project. Local media (radio and press releases) ensured the openness of the pilot action and the possibility of intervention by or participation of new actors.

The pilot action is based on two main questions of the DEMOCHANGE project in the State of Salzburg's model region:

- How to define, evaluate and assure quality of life in small communities with shrinking budgets in competition with the regional centers?
- Which strategies and measures are useful for mobilizing civil society together with politicians in small communities to face regional dynamics on a broader level?

Before the implementation of the pilot action started, project milestones were defined by the DEMOCHANGE team in cooperation with the participating municipality leaders: Phase 1: Investigation of needs and requirements of the citizen groups in public meetings, surveys and focus group interviews/Phase 2: Synthesis of the results and definition of basic quality standards for social and supply infrastructure/Phase 3: Discussion of the results with citizens and stakeholders and adaptation to local needs and conditions/Phase 4: Implementation of the results into state-of-the-art instruments in regional development and in spatial planning and to support a sustainable participatory process.

11.3.2 Background Information on the Reasons for Implementation

The Unterpinzgau municipalities Lend and Fusch are small in population size, and situated outside the boom areas of the State of Salzburg's model region (the districts of Tamsweg, St. Johann, Zell am See) in the so-called rural periphery. Both are located in the outermost regions of the State of Salzburg. Fusch is located at the entrance to the famous Grossglockner High Alpine Road. Six hundred fifty-nine inhabitants (2012) live in 264 households (2001) (Statistic Austria 2012a). Most people work in the tourism and agricultural sector. In total, there are 121 working places (2006) in the village. The municipality Lend consists of two smaller and very different sub communities: Lend, located in the Salzach valley, highly industrial with a train station for regional trains; and Embach, situated on the slopes of the mountains, more rural and touristic without public transport available. In total the community of Lend has 1,408 inhabitants (2012), 168 working places (2006) and 636 households (Statistic Austria 2012b). The challenges of these two municipalities, Fusch as well as Lend, are a shrinking population and/or public services and infrastructure while the near regional centres are growing and building new shops and supermarkets. As you can see in Fig. 11.2, in both communities the decrease of population size is a consequence of emigration. People are settling in the regional centres nearby: Zell am See, St. Johann or Bischofshofen, as well as in the city of Salzburg. In these centers the job opportunities—especially for highly qualified workers—are much higher, and access to social, commercial and other infrastructure is much easier.

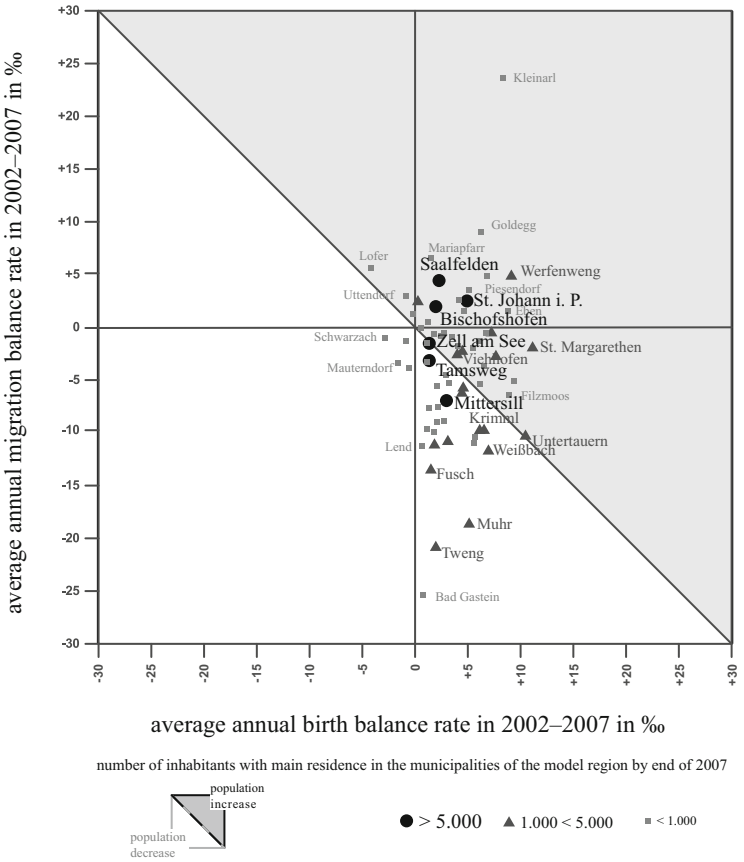

Fig. 11.2 Population development as net migration and natural birth rates for 68 communities within the model region of the State of Salzburg differentiated in population size of communities between 2002 and 2007 (Data: Statistik Austria Datenbank ISIS; Visualization: RSA-iSPACE 2010)

11.3.2.1 The Value of Participation in Sparsely Populated Communities

The municipality is the lowest level of (civil) administration and is therefore considered to be the basis of direct democracy. Especially in small communities, the citizens have numerous opportunities for direct participation and can have substantial influence over policy-making processes. By exercising these rights, they also bear a high degree of responsibility. The impact of political action can be traced directly in small communities. The high degree of social control and the low anonymity is often portrayed as a positive issue in community building aspects, but

Fig. 11.3 Discussion groups at future workshops in Fusch (*left picture*) and Lend (*right picture*) (Photo: Madeleine Koch)

also causes reservations. There is a noticeable retraction into private life by locals as well as new citizens. The participation in political decision-making has decreased in recent years, the acquisition of honorary positions and civic engagement are increasingly difficult. Nevertheless, the quality of life and the social coexistence in small communities relies completely on a high level of mutual trust and commitment of each individual. Local initiatives have always been influential to developments in small communities.

The mayors of the municipalities Fusch and Land initiated the participation process during the first half year of discussions, interviews and meetings with the steering group of the State of Salzburg's model region. Due to cooperation in another project, which analyzed the gap between education and labor market in the region of Pinzgau, the mayors had good practical experience in working together. Both faced the problem of a shrinking population. They took the DEMOCHANGE project as beneficial to bring in new ideas into the local/regional development, and because of this they participated actively in finding solutions for the adaptation of local and regional development plans to demographic challenges.

The overall objective was to strengthen the involvement of their inhabitants in local and regional development processes. This way, a stronger support of the municipalities' political decision making should be reached. To avoid continued emigration, especially of young families and youth, a stronger commitment to the village of origin needs to be achieved. A stronger civic engagement in the development of new ideas and visions for the future was the request of the municipalities' leaders.

The pilot action was financed by the DEMOCHANGE project: staff costs (working hours of university staff, external spatial planning experts and students (inquiry, focus question interviews)), a small budget for events and overheads. The implementation was supported by mayors and administration of the two villages for meetings, organization, distribution of information, participating on meetings and press releases (Fig. 11.3).

11.3.3 Potentials Used and Barrieres Experienced During the Implementation of the Pilot Action

The DEMOCHANGE project team from the University of Salzburg and the politicians of both municipalities achieved a cooperative discussion culture within the work process. For the awareness building process it was essential that the project partners found a common ground to implement the pilot action. Together they chose the participatory approach to raise awareness and to address the future challenges in demographic change. This process led to a high appreciation of external support by the project team and the community. The politicians of the municipalities have the intention of supporting all further measures intensively.

The municipalities' inhabitants were informed and invited to be part of the following project development in various discussion rounds and press releases. During the pilot actions' life-time it was difficult to involve the citizens into the local development process constantly, because of limited as well as declining interest for involvement, maybe as a consequence of imprecise objective targets. Nevertheless, it highly depends on the personality and commitment of the community leaders as well as on active citizens, who take over responsibilities in joining meetings and discussion groups and activate other inhabitants to participation, when terms of demographic change are to be brought into general local and regional development discussions. Moreover, additional efforts have to be undertaken to involve the youth, the elderly and migrants as well as disabled persons in the development processes. In Fusch and Lend participants belonging to these groups were limited in numbers. So, in the further development process, specific participation methods have to be tested or developed.

To start a project like this, it is essential to get in contact with politicians who are open to initiate a new kind of governance within their community. Openness for new experiences by politicians and the academics (as well as strategic planning) appears to be crucial. In addition, the enthusiasm of the initiators can be an important factor to mobilize citizens rapidly. Furthermore, it turned out to be crucial to invite community politicians to trans-regional demography specific events (e.g. DEMOCHANGE Midterm-Conference), where they have the chance to leave their local context behind and receive new information from other communities and regions. The chance to obtain information on challenges in different communities potentially leads to a change of their point of view on certain problems. This in turn improves their ability to manage an on-going development process. Additionally, they have the chance to find partners for networking, to start initiatives on demographic change at a regional level.

During the pilot action it was ascertained that most citizens neglect the problems which arise due to demographic change in their future or did not even know about the issue. Most people focused on obvious current problems within their everyday life. Preserving specific infrastructure (e.g. public transport), which seems to be

highly important from an academic point of view, appears not to be that essential for small villages' citizens. So it is crucial to find out more about the needs of all residents and to gain a better understanding of specific local and regional developments before starting an explicit project, for example an infrastructure project.

In civic meetings and small group discussion rounds issues came up which should be highlighted: A proper communication strategy for a community is important to make decisions transparent and to avoid dissent among inhabitants, local authorities and entrepreneurs. Therefore, all social groups affected should be consulted, when preparing concrete municipal expenditures for local and regional development, especially from the start of planning. In addition, the establishment of attractive meeting opportunities and the use of inter-generational dialogues should be forced to support the development of local social capital and thus maintain the quality of life in peripheral Alpine villages.

A regional perspective should be taken by decision-makers when planning land allocation for businesses, residential planning and local supply. Plenty of municipalities with small populations are not able to offer the required solutions for their limited housing and business spaces because of narrow budgets and little space for new construction. In addition, the seasonal demand on housing for tourism employees as well as a flexible child care organization should be discussed at a regional level to achieve more cost efficiency. Raising cooperation on such themes could save some money on municipal budgets. Furthermore, an adaptation to residents' everyday life and daily behavior patterns could lead to more functional areas, and this could strengthen the region's competitiveness.

The pilot action's on-going process was presented in regional steering group meetings (including regional managers, mayors, and interested actors from social and economic fields working within the project area) every 6 months. No other regional key player, except for the mayors of the villages Fusch and Lend could be obtained to transfer the project idea to other communities within the project area. Some interest arose regarding the survey construction by regional players. All in all the pilot action demonstrated that there is an interest in talking about demographic questions on spatial planning and regional development issues within the area. However, political decision making on regional and federal state level is time consuming and due to this it will take time to adapt existing planning tools. Nevertheless, the development of adaption strategies to demographic change is of high importance for small communities within the region.

The implementation of the methods used (household survey, focus groups discussions, future workshops) can easily be adopted by other communities in Alpine regions. By providing local authorities with a solid database and starting a discussion with local inhabitants on their future needs, new measures can be elaborated and activities for adaptation to demographic change can be initiated.

11.4 Raising Awareness for Gender Specific Problems

Heidrun Wankiewicz

11.4.1 Impact Oriented Local Policies: Gender Check for Communities

11.4.1.1 Description of the Pilot Action

The starting point was a change in Austrian legislation for public authorities: since 2012 all communities (and other public authorities) have the duty to assess the impact of their decisions on women and men according to Art. 3(3) and Art. 51(8) B-VG of the Federal Constitution Law.

As there is a lack of knowledge and skills in practical implementation of gender mainstreaming from simple employees up to top-executives, a project was conceived to develop and test an easy-to-learn tool and to transfer this tool to other communities.

It is important to mention that local governments have the legal power for spatial planning, land use planning and building permits, for housing and transportation issues, for child-care and health care and for investments into social and leisure infrastructure. Furthermore, they are coordinating and implementing sector policies from state level. Therefore, they are the key players for optimizing the living conditions of their inhabitants—women and men, girls and boys.

The two pilot action communities for the participatory process, Fusch and Lend, agreed to also be pilot communities for the gender pilot action (Fig. 11.4).

11.4.1.2 Goals of the Pilot Action

The main goal was to elaborate and test with one or two communities a "gender checklist". This checklist should help to assess the impact of future decisions of a community on women and men, girls and boys and further different groups in a standardized way. The checklist should be easy to use without intense research and knowledge.

A second goal was to sensitize councilmen and mayors on gender equality issues and to make visible differences in the impact of and—if necessary—to adapt politically binding decisions.

Three half-day workshops each lasting 3 h were planned: a sensitization workshop (organised by the State of Salzburg Public Service Academy, Silvia Kronberger), a workshop to learn how to work with the checklist and eventually to adapt the checklist to the needs of the participants (from DEMOCHANGE-team, Erika Pircher). Then it was planned that the councilmen and mayors should work and test the checklist supported by a coach (also Erika Pircher from the DEMOCHANGE-team).

Fig. 11.4 Decision making at local level (Land Salzburg 2007)

Then, after 2 months of practical experiences a third workshop should bring together the different experiences, adapt the checklist according to these experiences and collect recommendations and critics from the users.

At the end, it was foreseen to transfer the experience of the work with the checklist to other communities of the State of Salzburg.

11.4.1.3 What Has Been Done

Already before the project started, the two communities asked to reduce the workshops from three to two (due to lack of time).

A first sensitizing workshop took place in March 2011 in Fusch (for both communities). The title was "Qualification and basic gender know-how—Introducing the Gender Checklist". One participant (woman) came from Lend and eight from Fusch.

The programme had to be shortened and was very tight, as sensitization *and* presentation of the Gender Checklist was now in one workshop. Besides basic terms and instruments like Gender Mainstreaming and Gender Budgeting special focus was given to the current challenges and problems in communities and the dialogue with citizens and civil society. The presentation and discussion of the prototype of the gender checklist for the State of Salzburg communities was the last and important topic. At the end of the workshop, participants were asked to apply the checklist to the next community decisions and then to bring in their experiences to the next workshop.

The workshop was successful and the feedback was good. Following this the participants did not use the checklist in their political work. So it was not possible to hold the second workshop, as in the meantime the mayors of Fusch and Lend told us that they did not want to continue with this project anymore; but they were still interested in the topic.

Organizers agreed that it was a mistake to reduce the number of workshops.

11.4.1.4 Continuation of the Project with a Spin-Off in 2012

In 2012, a working cooperation with the author and an employee of the Office for Equal Opportunities, Non Discrimination and Equality of the State of Salzburg, Yvonne Kirchmauer, brought up the opportunity to continue with the project in another form, but only in the community of Fusch.

Yvonne Kirchmauer finished her Master of Business Administration on Services of General Interest—Public Management at the University of Applied Sciences Linz.[1] She was preparing her master thesis on Gender Budgeting for communities. DEMOCHANGE project team members proposed the community Fusch as a case study and connected the two interests.

Based on a survey with key players at community level and with gender experts, a guideline for gender impact and impact on other groups of society was elaborated. This draft of guideline was discussed intensely with the Mayor of Fusch, Leonhard Madreiter and the Head of Community Administration Fusch Eva Pletzer and adapted in August 2012.

Two projects where chosen to test the guideline: a big sport infrastructure investment which is now under construction and will be assessed from different persons within the community council. The second project is a multi-use community hall (an already finished project) which will be evaluated regarding its impact on women and men by the Mayor and by the Head of Administration.

[1]Die Anwendung von "Gender Budgeting" als Steuerungsinstrument zur nachhaltigen Entwicklung auf kommunaler Ebene am Beispiel der Salzburger Gemeinde Fusch an der Glocknerstraße (Working Title—Application of Gender Budgeting as Instrument for sustainable development at local level—Case study Fusch an der Glocknerstraße).

11.4.2 Reasons for the Implementation of the Pilot Action

Since 1999 with the EU-Treaty of Amsterdam, public authorities have the duty to combat discrimination according to sex/gender and to all other forms of discrimination like race or ethnic background, religion, sexual orientation, disability and age and have to integrate gender mainstreaming and diversity approaches into all fields of policies. National and regional governments took this up in their legislation.

For the current EU-programme period 2007–2013, Article 16 of the EC regulation on the European Regional Development Fund, the European Social Fund and the Cohesion Fund confirms the duty that "(. . .) Member States and the Commission shall ensure that equality between men and women and the integration of the gender perspective is promoted during the various stages of implementation of the Funds and, in particular, in the access to them" (CEC 2006b, 2).

This means that all European funded programs and projects—this also means DEMOCHANGE—have to integrate the gender perspective into their activities. In practice, this happens very rarely.

As a consequence, gender aspects were integrated into all project activities and a pilot action was implemented in cooperation with the Territorial Employment Pact Pinzgau and the Office for Equal Opportunities and Women's Affairs.

The State of Salzburg's spatial planning department has already invested into the 3 years Alpine Space project "GenderAlp! spatial development for women and men"[2] which has put in focus the integration of gender aspects into local and regional development. So the planning department was already sensitized to gender equality issues and the call for tender for DEMOCHANGE already included the GenderAlp! results as a reference for the project (Zibell 2006b). Furthermore, the author of this chapter has been a project manager in both projects—GenderAlp! as well as in DEMOCHANGE.

Therefore, it was clear that the State of Salzburg team adopted a broader concept of demographic change, which includes societal change due to changing gender roles and family models: We use the term "demographic change" for all changes in population due to aging, to shrinking fertility rates, to migration, but also due to social changes like gender equality and women's liberation, such as new family models and lifestyles, changes due to new technologies and new mobilities and to growing disparities between social groups (cf. ZGB Zweckverband Großraum Braunschweig/Universität Hannover 2005, 2).

[2]The project was developed and implemented from 01/2005–12/2007 with three departments of the State of Salzburg—Office for Equal Opportunities and Women's Affairs, Spatial Planning Strategie and the Departement of Economy, Tourism & Energy. More on www.genderalp.at

11.4.2.1 The Topic: Gender Equality and Demographic Change

The aging society, lack of a skilled workforce, migration flows from rural to urban, multiple residences and new forms of housing, changes in work life careers and changes in partner and family models, a shift in societal roles of women and men, young and old as well as the related spatial impacts are all elements of demographic change (Egerö 2012; ZGB Zweckverband Großraum Braunschweig/Universität Hannover 2005; Zibell 2006a).

Although, societal roles have changed since the 1960s, the distribution of domestic tasks between women and men in many European countries is still unbalanced: mothers with young children have much less free time and their share of unpaid work in the care economy (household, child care) is much bigger than that of men (Table 11.1). At the same time, most part time work is done by females: 44.5 % of all working women in the districts of the State of Salzburg are part time workers, while only 5.1 % of men (Buchinger et al. 2010).

This gendered distribution of unpaid care work of the weekly working hours is strongly linked to parent-hood of young children and has the same consequences for women living as a couple with men all over Europe: in Sweden, in Germany, in Slovenia as well as in Austria. An analysis of weekly working patterns of young Swedish couples living together (Lundkvist 2012) shows a significant change in the share of weekly spare time, paid working hours and unpaid hours for housework of women and men before and after becoming parents: In average, in a couple without small children both - women and men - spend about the same time for paid work, for spare time and for housework. This changes completely if couples become parents: then the mother invests much more time for unpaid housework and reduces the hours for paid work and spare time while fathers tend to reduce their contributions to housework, their spare time and intensify their engagement at the workplace.

This gendered distribution of unpaid care work and paid work has been confirmed for full-time working women and men in all EU-countries (Eurofund survey 2012).

Looking at the demographic change impact on space and infrastructure, planning needs a revised approach: planning by integrating gender issues means recognizing a growing diversity of time space patterns, looking very closely at users' needs and integrating daily routines and the spatial requirements of the care economy such as new forms of housing, social infrastructure and services into spatial concepts and organizations. It is about bringing into the planning procedure the user perspective by taking into account the spatial needs of the care economy. Planners will need to revise their concepts, goals, measures and practices by recognizing the "diversity of users" and the diversity of gendered time-space. In short: a new relation between the social and the spatial conditions has to be defined; furthermore, it is argued that the integration of gender into spatial policy-making would result in a more sustainable, equal and accessible built environment for all members of society (Cortolezis 2010; Dollinger et al. 2010; Greed 2007; Tummers 2010; Wankiewicz 2012a,b).

Table 11.1 Gendered distribution of unpaid care work Salzburg 2004 (Data Source.: Statistik Austria. Mikrozensus 2004)

	Weekly working hours	Thereof household	Thereof child care	Thereof paid work
Women	48 h	21.8 h (44.8 %)	8.9 h (18.2 %)	18.1 h 37 %)
Men	36 h	4 h (11 %)	2.5 h (7 %)	29.7 h (82 %)

However, the impact of neglecting gender and diversity aspects in spatial planning is still underestimated. Although there are manifold gendered patterns in the use of space, planning policies at local and at regional level tend to ignore these different time-space patterns, which causes dysfunction of communities and inaccessible infrastructure for some groups: the nine-to-five full-time breadwinner model is still much in the heads of mayors, councilmen and planning professionals. The peak-hour orientation of public transport schedules and the opening hours of child-care facilities still reflect this breadwinner concept (cf. Burgess 2008; Tummers 2010; Soja 2009).

It is obvious that demographic change is not to be managed without gender and equality issues.

11.4.3 Potentials Used and Barriers Experienced During the Implementation of the Pilot Action

The work in the State of Salzburg model region has shown the importance of gender aspects and gender sensitiveness for local community policies and budget decisions especially taking into account demographic change dynamics.

We see a high sensibility and knowledge of policy makers about all aspects of changing lifestyles, changes in living conditions due to car orientation and loss of infrastructure and about the importance of voluntary/unpaid work.

We also see a persisting strong resistance against everything which is linked to "gender equality" or "gender mainstreaming", regardless as to whether it is at community, at regional, federal or European level, and regardless if the players are men or women. Some reasons may be:

- Gender equality, equity and gender justice touches personal values and identities and challenges the personal and one's own concept of "male-female" and of gendered roles. This confrontation causes hostility and rejection.
- Skills and knowledge on gender mainstreaming and equality policy tools are not widely spread, so the field is insecure and requires qualification.
- Gender Mainstreaming is considered as "female issue" which—according to our gender hierarchy has less importance and gets less attention and resources (see workshops on Gender Check).

- Quoting some progress in equality between women and men makes people say that there is no need for further action in gender equality and societal change.
- We can observe that executives do not want to tackle gender issues since they do not want to be identified with the topic by their superiors and by their colleagues.

Knowledge and awareness of gender issues linked to differences between women and men, families or singles is high, although people tend to avoid the term "gender". Some statements of local and regional policy makers who have been collected in the State of Salzburg show to a broad extent this attitude.[3]

The pilot action also shows that it is possible to bring gender equality goals and gender impact assessment on the ground as soon as they are linked to concrete projects, user groups and as soon as decision makers are open to learn and work in this field.

The pilot action also confirms the experience at European level that the fact that gender equality is mandatory is not enough to bring equality for women and men into practice.

> Simply including an issue a horizontal priority, therefore, does not ensure that it actually has a significant effect on policy unless it is perceived as being important, in which case action would probably be taken irrespective of whether it is a horizontal priority or not making the issue a horizontal priority did not in itself, therefore, lead authorities across the EU to take it seriously when deciding policy but that it might have inspired those that regarded it as being of major importance to take concrete action (CEC = Communication of the European Commission, 108–09)

11.4.4 To Conclude

It is obvious that demographic change and gender issues are closely linked and many people are aware of it. Yet, it is important to translate the term "gender" into everyday life infrastructure, access to income, weekly working hours—in short into practical examples.

If local decision makers understand instruments like gender impact assessments and checklists, they easily adopt these methods as a helping tool for needs orientated policy making. These processes need time and the right setting for a learning process.

[3] All statements of regional and local experts in the State of Salzburg model region about the effects of demographic change, their visions & strategies as well as proposed measures to tackle with the impact of demographic change have been collected by the author and are published with permission of the experts on the State of Salzburg project webpage: see http://www.DEMOCHANGE.at

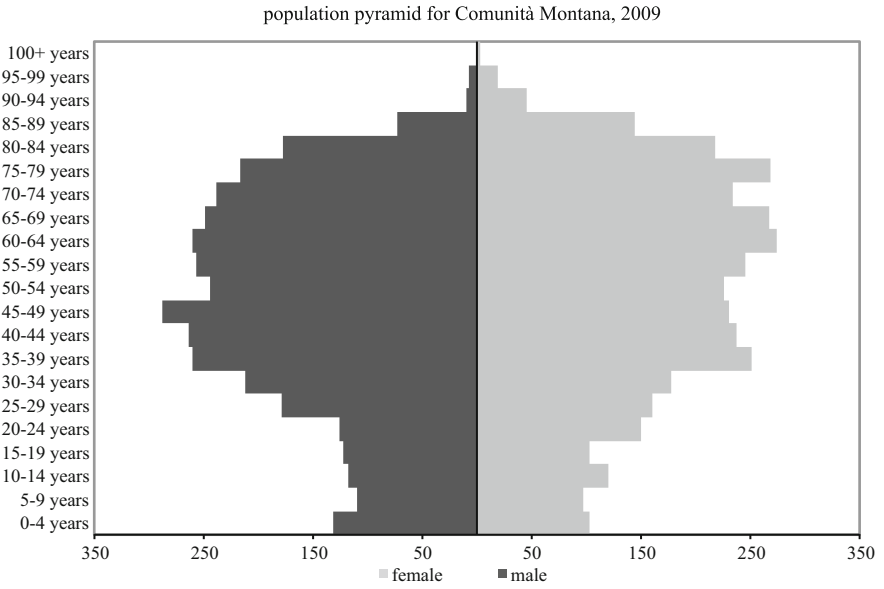

Fig. 11.5 Population pyramid of the mountain community "Langa Astigiana Val Bormida"

11.5 Creating Networks of Stakeholders in Planning Issues

Emanuela Dutto

11.5.1 Description of the Pilot Action

The Mountain Community "Langa Astigiana Val Bormida", in the province of Asti, is located at the center of an area bordering the provinces of Cuneo, Alessandria and Savona, in the South of Piedmont/Italy. With an area size of 190.16 km^2 the model region is a traditionally sparsely populated area. From a socio-economic point of view, the area is characterized by the presence of micro and small businesses in the agriculture and tourism sector, mostly family run. Its particular border location led to an increasing depopulation during the last years. Many inhabitants emigrated to the nearby major urban centers Genova, Torino or Milano. Between 1994 and 2009 the population decreased by 8.27 %, from 7,759 to 7,117 people. In the same period the number of people between 15 and 64 years of age reduced, while the age cohort over 65 years remained constant and the over 80 years old even increased by 3 % (Fig. 11.5).

The pilot action in the model region started with a comparison of statistical data of the last 20 years and quantitative interviews. Some specific demographic trends were identified as well as the main impacts of demographic change within the area. In particular, although a certain optimism has been registered about the possible impacts on economic development through the supply chain associated with environmental tourism (B & B, farm holidays, educational farms, laboratories about various types of food and wine), there is also the belief by local inhabitants that tourism cannot be the only economic resource to ensure effective local development, due to the limited economic turnover generated. Furthermore, the area shows significant gaps in terms of governance: in particular, there is a lacking capacity of networking to build a strong promotion and marketing of the territory and its resources.

The aim of the undertaken measures within the area was to cope with the current problems arising from demographic change. Some tools for local actors had been developed to start a collaboration process between the regional stakeholders. An improved territorial management, including an enhanced environmental protection, shall lead to a concerted and impacting promotion of the region. To increase the economic efficiency of Langa Astigiana Val Bormida is the key to ensure the survival of the region for the next generation, while the regional competition in mountain areas is constantly growing.

The pilot action is developed mainly in the territory of the municipalities comprised in the Mountain Community "Langa Astigiana Val Bormida", with a broader view over the surrounding territory. In the course of several preparation meetings representatives of neighboring municipalities, Canelli and Cortemilia, were involved, as well as representatives of the wider local authorities, the Province of Asti and the Piedmont Region (Fig. 11.6).

During the workshop held in Monastery Bormida on February 28, 2011, the following initiatives were initiated to address the request for coordination and governance:

1. Establishment of a network of tourist operators to coordinate the development of a touristic representation of the area including a series of vacation packages, a website dedicated to the area and its special environmental characteristics;
2. Meetings with the Piedmont Region for the definition of the use of funds of the RDP 2007–2013, in particular through a call on measure 313, related to the support for touristic activities connected to the sustainable fruition of rural territory. Through financial assistance the Mountain Community was enabled to develop a tourism project: a network of trails that allow the visit of the area in a protective manner, fully appreciating the beauty of the environment, and providing a new perspective to visualize the area;
3. The start of collaboration between the Ministry of the Environment, Land and Sea and the Province of Asti to get an environmental certification for the whole territory of the Mountain Community. The aim was to distinguish the region with an Ecolabel for farm holidays and accommodation places, the EMAS or the ISO 14001 certification for local authorities and businesses, always with the goal of supporting the development of sustainable tourism.

Fig. 11.6 Pilot action workshop in Monastero Bormida (Copyright: UNCEM)

During the meetings for preparation of these activities, many stakeholders were involved, mostly belonging to the categories of local public authorities, private individuals and SMEs. Also young people, mainly from the agriculture and tourism sectors, participated in the meetings, and were among those who had higher expectations and interest about the project's activities.

11.5.2 Reasons for the Implementation of the Pilot Action

The pilot action "Networks of operators" had more than just one objective and started from different assumptions. The main objective was to face demographic changes in the area. To ensure the future of a peripheral territory with a shrinking population, young people have to be taken into account as a key factor for regional development. Decades of depopulation left many difficulties in management as a heritage. Responsibilities for the territory and the landscape got lost because of vacancies in leading positions in small towns and villages. For that reason, a set of actions related to each other were proposed. Solutions had to be developed to improve youth employment and to support the economic development within the model region to ensure a sustainable development of the region. Agriculture is still the sector that involves the greater number of employees (54 %, according to 2008 Piemonte Region data): anyway, 52 % of the enterprises are run by people older than 65. To sustain the maintenance and renovation of this sector, fundamental for

the cultivation of a vast and sparsely populated territory, it seemed appropriate to focus on a parallel type of business, the eco-tourism, realized respecting and taking care for environment and rural production.

Many of the activities that develop in an area such as the Mountain Community "Langa Astigiana Val Bormida" are the result of individual initiative or at most of familiar tradition and are sometimes impeded by the limitation of being disconnected to each other. Public authorities, facing the difficulty of guaranteeing the ongoing management of land and services with a low budget, do not always find the capacity or the possibility of coordinating local actors.

There were people with quite different experiences among those who participated in the activities promoted by the DEMOCHANGE project. First of all, there were local administrators, who are currently facing a steady reduction of the budget and are therefore very interested in finding new ways on how to manage public services and assets. The other major category of stakeholders was composed by the agricultural and tourist operators, that in some cases continue a family working tradition, while in other cases try to provide new ideas and a clear orientation towards sustainable tourism, not without difficulties.

11.5.3 Potentials Used and Barrieres Experienced During the Implementation of Pilot Action

The identification and development of the concrete activities was not the result of long negotiations. From the earliest meetings on, many participants underlined the various difficulties and the potentials of the area, proposing originally isolated initiatives which rapidly converged into a broader strategy. Regardless of what will be the development of the activities implemented, the first success reached by the pilot action was to initiate the collaboration companies, organizations and institutions. Only a few months before, this was difficult and compromised the design of a coherent planning strategy for economic development and environmental protection.

To create a network between the various stakeholders has been a requirement for the development of a strategy that, beyond the long-term goals, could initially serve as an occasion for meetings and collaboration. In this sense, an issue such as demographic change provides a perfect meeting ground and a good result could be obtained with little public multi-sectoral meetings in which everyone could feel the importance of his/her participation and contribution.

The topic of demographic change can be easily tackled in other Alpine areas, to start a process of connecting regional stakeholders facing specific issues. The success of networking depends on the ability of awareness rising for demographic change processes among businesses and institutions. An ongoing dialogue is necessary as well as a broadening perspective beyond the familiar, local geographical area, since a too narrow sight does not allow local communities to develop appropriate strategies for regions to adapt to broader demographic changes. Regional networking is in a long-term perspective more efficient.

11.6 Further Good Practice Examples from Alpine Regions

Emanuela Dutto

Since the 1960s a national association named "French Federation of Green Holidays and Snow Stations[4]" was created in France with the goal of sustaining country and mountain tourism, uniting all the municipalities that want to adhere to this voluntary label. To enter the federation it is necessary to respect some environmental rules such as the ISO 14001, EMAS or ECOLABEL certification.

Within the framework of the AlpCity[5] project, the Friuli Venezia Giulia Region realized some years ago a case study experience in which the preparation of guidelines in order to obtain environmental certification was sustained. Following a preliminary analysis of the endogenous resources and of the existing potentials connected to the enhancement of the natural landscape within the area of the Tagliamento Valley territory, the guidelines were defined and disseminated to local authorities. The objective was to develop awareness of the economic value of the environmental quality and of its importance as an opportunity for development.

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Part III
Implications and Recommendations for Spatial Planning and Regional Development

Chapter 12
Developing Strategies: From Local Measures to an Alpine Space Perspective

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Abstract Spatial planning and regional development strategies are usually focussed on highly specific and local needs. This contribution provides for a methodological approach for developing transnational strategies for the Alpine Space. By using a stakeholder SWOT analysis as a starting point and by evaluating spatial planning and regional development documents, demography relevant objectives are identified, followed by a priorisation of these objectives and a characterisation of commonly acceptable definitions of measures. To evaluate the potential impact of proposed measures, a technique to develop simple scenarios is presented which allows for the evaluation of the effectiveness and appropriateness of measures with the potential for transnational implementation in the Alpine Space.

12.1 Introduction

Within the DEMOCHANGE project, several Alpine regions have faced the challenges of demographic change by creating individual adaptation strategies for spatial planning and regional development. From these rather diverse local approaches, transnational strategies, priorities and action guidelines had to be identified, which are practicable—with some adaptations—in the whole Alpine space (cf. Maurer et al. 2013).

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T. Bausch et al. (eds.), *Coping with Demographic Change in the Alpine Regions*, European Studies of Population 23, DOI 10.1007/978-3-642-54681-5_12,

This chapter presents the method of how "Alpine wide" strategies can be derived from the manifold individual approaches which partly consider specific and local particularities. The application of the method resulted in an action plan, comprising a set of general strategies which will be presented in the next chapter.

Adaptation strategies of spatial planning and regional development to demographic change comprise, in general, two core elements. Objectives which consider demographic change on the one hand, and on the other hand the measures to achieve these objectives. Such "general" strategies can be derived from their actual, mainly local/regional setting, in three different steps:

1. An inductive evaluation of strategy development results and the results of SWOT analyses in different regions which participated in the DEMOCHANGE project
2. Systematic review of strategic documents of spatial planning and regional development of Alpine nations which have taken part in the DEMOCHANGE project, namely Austria, Germany, Italy, Slovenia, and Switzerland, and identification of objectives in spatial planning and regional development which explicitly consider demographic change
3. Prioritization of objectives, development of measures and scenarios by experts in spatial planning and regional development during several international workshops in Italy, Austria, Germany and Slovenia

The starting hypothesis is the assumption that some problems have been identified in most or even all regions, which took part in DEMOCHANGE, provoking similar reactions and solutions. Based on this assumption, it is expected that common conclusions can be derived on how spatial planning and regional development can be adapted to demographic change. The following sections show in detail how communalities between regions can be identified through comparisons of SWOT analyses, review of documents, and expert opinions.

12.2 Evaluation of SWOT Analysis in the DEMOCHANGE Regions

Based on the SWOT analyses carried out in the DEMOCHANGE model regions, regional stakeholders have set their own objectives and developed individual measures to reach their objectives. The results of these SWOT analyses and related considerations have been compiled into a database tool (see Chap. 5 of this publication).

As a first step, similar objectives and measures were identified and bundled. As a second step, so-called meta-objectives and meta-measures were derived from specific individual objectives and measures tailored to local conditions through reformulation and abstraction, in order to dispense any relation to a specific region and to make them applicable to other Alpine regions. These first two steps resulted in a database with approximately 120 demographically relevant objectives and as many measures. The SWOT analyses database of the DEMOCHANGE regions allowed

several inquiries, e.g. the query for objectives with associated measures according to topics.

The topic-based probes resulted in 542 combinations of objectives and measures, since not only measures were linked to different objectives, but also combinations of objectives and measures were associated with different topics. In the evaluation, which focused on objectives and measures, a problem arose from the structure of the SWOT analyses database. The SWOT analyses database did not allow to associate specific objectives and measures with relevant topics. In fact, topics had to be selected for a SWOT analysis before the implementation, i.e. topics had been assigned to a whole analytic complex which consisted of bundles of objectives and measures (and not of single objectives and measures). As a consequence, there were several combinations of objectives and measures in the database, which better fit some topics than to others. This required another step of reduction, namely the assessment of relevance for each objective-measure-combination, and in relation to every associated topic. In the end, 542 objective-measure-combinations were reduced to less than a half relevant ones (in total 260 combinations). This allowed for reasonable queries by topics.

12.3 Identification of Demography-Relevant Objectives and Measures in Strategic Documents of Spatial Planning and Regional Development

In spatial planning and regional development, an objective setting also depends on external factors. Regions have to comply not only with their own ideas, but also with targets of other regions or larger regions which they are part of. Hence, it seems appropriate to obtain an overview on the aims of superordinate spatial units and neighboring regions. For this purpose, a closer look at current plans and a systematic review of European, national, regional and municipal documents seems to be useful. Such a review has been conducted with the aim of identifying objectives of spatial planning and regional development which explicitly consider demographic change.

As a first step, relevant spatial planning and regional development documents of the EU and of the Alpine countries Germany, Italy, Austria, Slovenia and Switzerland were identified. Project partners were involved as experts in the selection process, as well as in the document review at several planning levels—nation, region, municipality—in the next step. The reviewed planning documents were:

- Reports on territorial, economic and social cohesion
- Documents of the Lisbon and Europe-2020 strategy
- Documents of the structural funds, i.e. European Regional Development Fund, European Social Fund, Cohesion Fund and European Agricultural Fund for Rural Development
- Documents of spatial planning at European level, i.e. ESPON (European Observation Network for Territorial Development and Cohesion) and ESDP (European Spatial Development Perspective)

- Demographic reports of the European commission
- Documents of the Alpine Convention
- Transnational documents from Interreg IV A
- National documents, among them the National Strategic Reference Framework or the numerous operational programmes at national and regional level
- Documents of spatial planning and regional development at different planning levels (nation, and depending on the country "Bundesländer", "Landkreise", "Kantone", "Regioni", "Province", municipalities)

Since all 82 documents reviewed are electronically available, it was possible to perform an automated search for demographically relevant keywords. In this search the frequency of occurrence of keywords was measured and—if they are explicitly related to demography or population change—the degree to which various planning documents consider population issues and demographic change, respectively, was estimated.

In addition to the formalised keyword search, a content analysis was carried out to identify objectives which consider demographic change explicitly. As a next step, the objectives identified were condensed by aggregating objectives which are congruent or similar in content. In a further step, the remaining and synthesised individual objectives were organized into a hierarchical structure regarding their span of contents. In a final synthesis step, four objective trees were created, into which also objectives from the SWOT analyses database were integrated. The considered subject areas are:

1. Economy, job market and qualification, landscape, industry, tourism, handicraft and services
2. Housing, settlement, mobility and supply
3. Society and integration, health and care, education, child care and social infrastructure
4. Regional societies and social infrastructure

The common central idea and the overall goal of the four objective trees are expressed in the super-ordinate statement "Adapt spatial planning and regional development to demographic change". Hence, the objective trees should not be seen as self-contained constructs. They show which targets exist and provide an overview on current focal points and gaps.

12.4 Involvement of International Experts: Priorisation of Objectives, Definition of Measures, Development of Scenarios

Four international workshops with experts in spatial planning and regional development were held in Italy (Aosta), Austria (Salzburg), Germany (Lindau) and Slovenia (Kranj). The common goals of the workshops were:

Table 12.1 Schematic diagram used for the definition of measures during the expert workshops

	Type of measure		
Objective	Constraint	Incentive	Information
...	...	...	...

1. To discuss the developed objective trees with experts (in each workshop one objective tree was presented and discussed),
2. To identify priority objectives,
3. To define exemplary measures for the priorities,
4. To develop simple scenarios
5. And to provide new ideas by the experts in all of these steps.

The four workshops were organised by national teams. As participants, experts from spatial planning and regional development were invited. The aspired group size was 25 persons, but participation numbers varied from 1 workshop to the other from 15 to 50 participants.

12.4.1 Priorization of Objectives

In all workshops, the same moderation concept was followed. The objective trees were presented as part of a general introduction with the aim of deriving general strategies, followed by a phase of discussion and reflection, in which the objective trees were scrutinised, questioned and completed. Then experts were asked to mark—according to their own opinion—the most important objectives with two colours (red—objectives of spatial planning, green—objectives of regional development). This allowed a first assessment of which objectives—in the opinion of the experts—belong rather to the competence of spatial planning or to regional development, or which objectives are rather located in a transition area between spatial planning and regional development.

12.4.2 Definition of Measures

The goal of this step was the definition of exemplary measures for prioritized objectives. For the definition of measures, experts worked with a kind of adapted morphological matrix (Table 12.1).

Experts defined measures for some of the priority objectives by using this matrix. In the process they were confronted with the following task: "Which are the most important instruments of spatial planning and regional development in order to reach the priority objectives?" Then, experts assigned the measures stated to the categories "constraints", "incentives" and "instruments of information" (Table 12.2).

Table 12.2 Selection of measures' types of spatially oriented politics

Category	Description
Constraints	Measures which provoke sanctions if ignored: Precepts, forbiddances, licencing requirements, reporting obligations, etc.
Incentives	Material or immaterial remuneration, advantages (or disadvantages) in case of desired (undesired) behaviour (for example grants for desired activities, taxation of undesired activities, etc.)
Instruments of information	Measures which build on communication or teach facts, knowledge and skills (studies, courses, conferences, campaigns, etc.)

The matrix was a tool for categorizing measures in a systematic way, but it also stimulated experts to give their input for creative and new proposals for measures.

12.4.3 Development of Simple Scenarios for Impact Assessment of Measures

When defining measures, it is advisable to develop simple scenarios serving as an effectiveness and a feasibility check. Scenarios help to estimate possible impacts of measures, but working with scenario methods can be time consuming (cf. Steyaert and Hervé 2005, 163ff.). In order to make the scenario technique applicable to shorter events, the focus was set on single measures. Two different scenarios were developed for each measure:

- What happens in relation to population development, spatial planning and regional development if the measure will be implemented?
- What happens in relation to population development, spatial planning and regional development if the measure will not be implemented?

This highly simplified scenario technique proved to be a very creative method for encouraging the discussion between experts and to provoke them to reflect on whether a previously defined measure is really an appropriate one to reach a planned objective and which side effects might appear, respectively.

12.5 Synthesis

The assumption that some problems identified in most or even all regions taking part in the DEMOCHANGE project are provoking similar reactions, and that suggestions for solutions and common conclusions can be reached, has shown to be, at least in part, true. During the compilation of the individual methodological

steps, as described in this chapter, several objectives emerged frequently, whereas others were of a very singular nature and applicable only to particular regional conditions. A similar situation arose when looking at measures. Some measures resulted in being chosen more often for reaching an objective (sometimes even more than one objective), whereas some of the measures appeared to be applicable to very specific and local situations only. Hence, the formulation of more general strategies, as presented in the following chapter, has been particularly focused on objectives and measures with higher frequency of occurrence.

Frequency cannot be the only criteria for the selection of important objectives and measures. The strategies developed also had to consider the high and immanent diversity of Alpine regions, as well as the specific situations within each individual region. This implied that objectives and measures which have been developed in a single region could also emerge as important objectives and applicable measures in other regions. In the assessment of the transnational applicability of objectives and measures, the involvement of international experts and the results of the discussions and group work were very useful, but so was individual intuition and creativity.

The following chapter presents both, principles for strategic orientation as well as specific fields of action. General fields of action include general recommendations, orientations and principles to follow. The specific fields of action relate to the identified spatially relevant main impacts of demographic change and are divided by topic: (1) children, youth and families; (2) elderly people and on-going aging of society; and (3) migration. Every issue linked to demographic change can be subsumed under these topics.

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Chapter 13
Strategies and Roadmaps for Planning and Implementation: A Guide for Action

Emanuel Valentin, Hans Karl Wytrzens, Oswin Maurer

Abstract Spatial planning and regional development strategies, designed to support adaptation to demographic change, are presented. An orientation and decision support tool is portrayed which can be employed by decision-makers and executives in spatial planning and regional development, to design and implement suitable adaptation strategies and action to address demographic change in the Alpine Space. This chapter presents both, an outline of more general principles for strategic orientation on one side and strategic "building blocks" for some specific fields of action (children, youth and families; seniors and on-going ageing of society; migration) on the other. The strict institutional separation of regional planning and regional development is identified as a major obstacle for strategy development and implementation addressing demographic change. Several of the objectives and measures related to demographic change in the Alpine Space cannot be attributed to either regional planning, or regional development, accurately. Hence, in practice these two closely related and interdependent areas of planning and implementation are viewed and treated as separate and independent areas of expertise, with different and/or contradictory competencies and competence levels in the various countries of the Alpine Space. The model presented may help to overcome some of these shortcomings by using a number of elementary strategic building blocks that can be applied to both, to spatial planning and to regional development.

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T. Bausch et al. (eds.), *Coping with Demographic Change in the Alpine Regions*, European Studies of Population 23, DOI 10.1007/978-3-642-54681-5_13,

13.1 Strategies and Roadmaps for Planning

This guide for action is designed for use by decision-makers and executives in spatial planning and regional development, particularly as an orientation and decision-support tool for the development of suitable adaptation strategies and action in response to demographic change. In this chapter, spatial planning and regional development strategies are discussed which can support adaptation to demographic change. These strategies are based on the more comprehensive publication "Strategies to cope with demographic change in the Alpine Space: Roadmaps for spatial planning and regional development" (Maurer et al. 2013). The actions and measures presented are to be regarded as general recommendations which need to be adjusted to the relevant national challenges and planning systems, as well as to their inherent differences.

As a phenomenon, demographic change affects the entire Alpine Space. However, the specific local representations of this phenomenon are highly heterogeneous and location specific. Hence, any ambition to design strategies commonly applicable across the Alpine space is impeded by diverse planning approaches traditionally used in the regions of the Alpine space, as well as by the variety and different representation of demographically induced problems at the various local levels. Despite these complexities, a number of elementary strategic building blocks can be used in regional planning and regional development to tackle demographic change. The most important ones are discussed below.

13.1.1 Adaptation of Spatial Planning and Regional Development to Demographic Change: Fields of Action

This guide defines the basic principles for strategic orientation and specific fields of action. Basic principles for strategic orientation encompass general recommendations, orientations and principles that need to be followed (Cerreta et al. 2010). Specific fields of action relate to the identified spatially relevant main impacts of demographic change and are grouped into the themes (1) children, youth and families; (2) elderly people and on-going aging of society; and (3) migration, and they list objective-oriented measures which are expected to reach the objectives set for the Alpine Space from the perspective of spatial planning and regional development. Within each specific field of action, its general relevance is briefly described in the context of demographic change. The numbering of fields of action, objectives and actions does not imply a prioritization and is to facilitate orientation only.

13.1.2 Levels of Implementation and the Roles of Spatial Planning, Regional Development and Spatially Relevant Sectoral Planning

Adapting the approach proposed by the CLISP-project (cf. Zech 2011) to the requirements of the DEMOCHANGE-project, within the specific fields of action spatial planning, regional development and spatially relevant sectoral planning the following roles and tasks are identified:

Role	Role tasks
Lead	Adaptation of spatial planning and regional development to demographic change: fields of action
Moderation	Moderating regional governance processes; coordinating and balancing different requirements of sectoral planning; guiding and supporting planning and/or implementation of actions
Cooperation	Partnership-oriented cooperation with spatially relevant sectoral planning organisations

Additionally, and also following the CLISP-project, the level of implementation for each measure is indicated. Hence, spatial levels are divided as follows:

Level	Description
National/state	Corresponds to the highest-ranking spatial planning level in each of the Alpine countries Austria, France, Germany, Italy, Liechtenstein, Slovenia and Switzerland, which may be the national level and/or the provincial/state level organisations in charge of legislation and execution of the spatial planning/regional development regulations and hence depends on the respective planning system in each country ("Bundesland" in Germany, "land" in Austria, "Kanton" in Switzerland, "regioni" and "Provincia Autonoma" in Italy).
Regional	Regions at least cover several communities and sometimes they are also administrative units (as provincial state sub-units, e.g. Landkreis in Germany, Bezirk in Austria).
Local	Single municipalities

13.2 Principles for Strategic Orientation

13.2.1 Acting Pre-actively and Pro-actively

With reference to Albrechts (2010, 3), there are different approaches in regional development and spatial planning:

- Re-active: looking backwards and reacting to what has already happened
- In-active: go with the flow, follow what others are doing or proposing
- Pre-active: preparing to get ready for the future
- Pro-active: planning the future and implementing appropriate action

Regional planning and regional development need to be pre- and pro-active in their approach if they want to respond to demographic developments in the Alpine space. In particular, it means that past experiences are used as a basis for anticipating future developments and to allow for the design of appropriate policy measures. As a prerequisite, policy makers need to provide a clear vision with regard to the future direction of societal development and measures which ensure the accomplishment of this envisaged future desired state of the society. Hence, in the aforementioned context pre- and pro-active regional planning and development means:

- A sound understanding of the reasons having led to certain demographic developments
- The formation and articulation of visions, objectives and measures with explicit reference to demographic change
- Screening of the impact of measures (with special emphasis on their effects on demography)
- Development and on-going actualization of demographic forecasting and forecasting tools
- Use of scenarios to guide the implementation of measures, i.e. to monitor and benchmark against desired and undesired/unexpected outcomes

13.2.2 Aligning for Cooperative and Participatory Processes

Cooperative planning is today an established process in regional planning and regional development, since complex projects can hardly be realized without partnerships between public and private participants (Gilgen 2004). This is also manifested in various transnational projects, as for example projects implemented within the Interreg framework (Alpine Space Programme), whereas these collaborations are mainly determined by the fact that the Alpine space is located in different countries and regions and hence in its totality governed by highly diverse administrative units and regulations. Additionally, the territorial aspect of the Alpine space comprises EU-member states and Non-EU-member states which further complicates the formation of measures at the political level and their subsequent transnational implementation (ASP 2006). Switzerland, for example, covers a major part of the Alpine space. Hence, it is reasonable to expect that a comprehensive policy for the Alpine areas in Europe should also incorporate means for an intensive institutional collaboration of that country with other (EU-)countries of the Alpine space. Furthermore, certain triggers of demographic phenomena are found beyond the boundaries of the nation state, i.e. international migration, commuting for work

across borders, second homes abroad, etc. which require concerted transnational action.

In regional planning and development, cooperation can serve as a promoter (Müller and Stotten 2011) to overcome specific problems related to transnational activities, i.e. to counteract against shifting concrete problems from one country/region to another, as well as against opportunistic behaviour of one region against the problem solving efforts of another. In the following areas, close cooperation between regions has turned out to work and is therefore recommended: second-home policies, care for the elderly, international migration and refugees, optimization of infrastructures, i.e. public services and transport, implementation of social policies, enhancement of cultural services, optimization of educational offerings, etc.

To enable the formation of shared visions for the entire Alpine space, it is essential to consider and integrate current developments, positions, objectives and problems in all Alpine regions into a cooperative problem screening and problem solving process. Additionally, it seems to be a reasonable approach to co-integrate past and current experiences of other territories into this approach with the effect that "best practice" examples of adaptation and adjustment of regional planning and development to demographic change can be widely communicated to decision makers and the public, as well.

Although numerous institutions of international collaboration do exist between the countries of the Alpine space, so far no specialized institution has been formed to tackle the specific challenges regional planning and regional development are confronted with by demographic change and to coordinate adequate action at the transnational level. Surprisingly, neither a mutually agreed plan, nor a strategy exists and political decision makers are called upon to take the initiative to form such an institution, to develop Alpine wide strategies with a demography focus, and to implement appropriate measures.

Furthermore, the topic "demographic change" needs to be discussed within existing networks (i.e. ESPON, CIPRA, ALPARC, ISCAR, network of LEADER-Regions), and to be on the agenda of meetings of political representatives, regional managers and mayors, respectively. Another important aspect concerns the corroboration of those existing transnational networks which are already experienced with regional planning and development work in the contextual framework of demographic change (working group "Demographic Change" within the Alpine Convention network, DEMOCHANGE Expert Network, etc.). Desired and potentially valuable objectives of these collaborations include:

- Preparation and formulation of an international declaration/contract to establish a demography oriented planning and development initiative
- International coordination and alignment of demography relevant target structures
- Continuous exchange with regard to best-practice examples in demography related regional planning and development

To enable and promote cooperation, specific activities need to be launched which allow for the integration of local actors (decision makers, experts, citizens) into transnational network activities. Participatory approaches are providing important means for achieving such an integration (Müller and Stotten 2011), since they do not only promote a bottom-up approach allowing for active involvement of local actors, but also increase acceptance levels in regions substantially, if measures are implemented.

13.2.3 Adaptation to Demographic Change as an Obligatory Target and a Priority Field of Action in Regional Planning and Regional Development

The adjustment process required to align regional planning and regional development to the necessities posed by demographic change seems to be best supported by including these adjustments into the current legal framework. To achieve a prioritization of demographic change within regional planning and development, in a first step it needs to be acknowledged and formulated as an explicit objective in all regulations and legislative acts concerning regional planning and development. Furthermore, objectives defined in regional planning and development laws and by-laws may need to include the unequivocal rule that demographic developments have to be considered in any decision making process. Such a binding rule would certainly improve, support and promote a demography-based implementation of existing regional planning and development policies, as well as a better achievement of planning and development goals.

A systematic review of regional planning and development documents has revealed that the term demographic change is, however, frequently and primarily mentioned as a context in editorials, pre-texts and early chapters of these documents, but hardly ever as a major and concrete challenge to be considered in regional planning and development (Maurer et al. 2013). Hence, in these strategic documents, demography relevant objectives are hardly ever formulated in an explicit way and demographic developments are, if ever, only considered indirectly.

Regional planning and development will only be able to react to the challenges posed by demographic change appropriately, if demography related objectives start to form a basis for work in these areas and those objectives are thoroughly documented. Only such an approach will guarantee an explicit consideration of demographic developments and a result that is in coherence with actual demographic changes. Objectives need to be broadly communicated to the public to achieve transparency and tangible outcomes.

Particularly in regional development, the intentional consideration of demographic factors in the development of regional strategies could be stimulated through incentives, i.e. through the establishment of ministerial advisory boards providing support to regional development institutions, or through monetary incentives for

those regions whose planning documents put a strong emphasis on demographic aspects.

13.2.4 Improved Utilization of Current Demographic Monitoring Tools and Processes

Eurostat and national statistics offices provide continuous demographic monitoring, statistics and reports, even for the local level. Regional managers and others who are responsible at the local level need to utilize these information sources consistently in order to be able to work with up-to-date and specific information relevant for regional strategy development.

13.2.5 Connecting Regional Development and Regional Planning

During international workshops held in conjunction with the development of the DEMOCHANGE-Roadmap strategy (Maurer et al. 2013), experts have frequently criticized the strict institutional separation of regional planning and regional development, whereas for many experts this separation is a non-sustainable one. This is further supported by the fact that several objectives and measures cannot be attributed to either of the two accurately, neither to regional planning nor to regional development. Perhaps these problems of what is relevant for and in which of the two areas, and which one is better equipped to achieve demographically relevant objectives, are subject to some hegemonial way of thinking of the people involved, i.e. with regional developers trying to exert some power to a closely related field of work, and vice-versa.

The main problem is based on the fact that two areas of expertise which are closely related and interdependent in reality are viewed and treated as separate and independent areas of work and expertise, with dissimilar competencies and competence levels in the different countries of the Alpine space. This, also from a professional point of view, rather unjustified segregation has to be overcome. A first step could be achieved by considering regional planning and regional development as areas not being separate and independent of each other, but both being an integral part of a joint (meta-level) and important field of expertise. As a starting point, both areas could be better aligned to each other in terms of definition of objectives, strategy development and implementation of measures through the establishment of a common platform or through institutionalised regular meetings. As a result, improved coordination and focussed approaches will ultimately lead to higher efficiency, too.

13.3 Specific Fields of Action

This section encompasses strategies of spatial planning and regional development ordered by topics. It contains hints on which demographic challenges should be focussed particularly by spatial planning and regional development. These strategies do not claim for completeness, but deliver examples of possible demography-related objectives and show the instruments and the competence area (spatial planning, regional development or both) in which they should be implemented. The presented strategies result from the strategy development in the regions, which took part in the DEMOCHANGE project, from SWOT analyses done in these regions, a systematic review of planning documents and the opinion of experts (see the precedent chapter).

13.3.1 Children, Youth and Families

The increase of population numbers in many Alpine regions is more strongly related to in-migration than to natural growth. In the last 10 years immigration rates increased while fertility rates decreased significantly. Probably because of a longer time in education, a lack of access to housing possibilities, higher working aspirations etc., the average age at birth has raised. These trends resulted in a decrease of the younger population strata in relation to the older strata. In order to balance this decrease, spatial planning and regional development must not only take action which addresses children and youth, but also implement measures with relevance for family politics.

13.3.1.1 O1 Plan Child Care Flexibly and on Long Term

M1.1 Sustainable planning of child care should be built on long-term projections of offer and demand. The estimation of future demands with respect to childcare facilities and personnel is a necessary step, if underutilisation or overload is to be avoided. Both, spatial planning and regional development could help municipalities through such differentiated projections.

	Spatial planning	Regional development	Sectoral planning and spatially relevant sectors
Lead	Local	Local	–
Moderation	National/state	National/state	–
Cooperation	–	–	Universities and research institutes, infrastructure development, social services

M1.2 With regard to foreseeable changes of the share of children of the total population, innovative concepts should be developed in spatial planning, in order to allow adaptation of the capacity of child care facilities, e.g. through alternative use of unoccupied areas, flexible room divisions, etc. Regional development should supplement institutionalized child care with alternative child care services (e.g. through involvement of active elderly people etc.) and promote child care within the family, respectively.

	Spatial planning	Regional development	Sectoral planning and spatially relevant sectors
Lead	National/state	National/state	–
Moderation	Regional	Regional	–
Cooperation	Local	Local	Infrastructure development, social services

M1.3 Current land use planning makes it difficult in rural areas to expand existing houses—which would allow young people to live in immediate proximity of their parents—because minimum distances from neighbouring properties cannot be respected. The expansion of parental houses for the children would have a positive synergy effect: fit elderly people could care for grandchildren, while the physical proximity to their children would promote the familiar assistance in old age. Appropriate regulations could be included in land use plans, which harmonise the principles of reducing sprawling settlements with social needs of future generations.

	Spatial planning	Regional development	Sectoral planning and spatially relevant sectors
Lead	National/state	–	–
Moderation	Regional	–	–
Cooperation	Local	–	Infrastructure development, social services

13.3.1.2 O2 Improve Family-Friendliness of Enterprises

M2.1 In order to raise the attractiveness of family life and to reach positive effects on the natural population growth, a better balance and compatibility of family and work should be aspired. The consciousness about families and their success factor for enterprises could be strengthened. Throughout a region, public events could be organized in which lighthouse enterprises from the region present their experiences and models regarding family-friendliness. These events could be realized with the support of regional

administrations and cities and could consist of speeches, discussions and workshops.

13.3.2 Elderly People and On-Going Aging of Society

In order to create an existential basis and satisfy population needs, spatial planning and regional development should react to the on-going process of over-aging. Because the share of the population over 60 years old will increase also in the next decades, spatial planning and regional development should concentrate on the needs of older generations. In the Alpine space there are many territories with sprawling settlements, poorly developed public transports, difficult access to shops, medical services, postal offices etc. Hence, the over-aging of the population poses big challenges especially in relation to mobility, the access to services and supply of older people.

13.3.2.1 O3 Better Support for Family Care

M3.1 The number of people in need of care will continuously rise in the coming years, due to the further aging of the population. A system of care security, particularly for elderly and disabled people, could be introduced in all Alpine regions. It could be structured according to a system with different care categories, based on the health condition of the individual requiring care, which serve as a classification of eligibility levels for financial support. The aim of this care assurance policy and system is the financial assistance of home care in order to promote, as far as possible, the independent living of those who need care, and the provision of this care within their familiar environment.

	Spatial planning	Regional development	Sectoral planning and spatially relevant sectors
Lead	–	National/state	Social services
Moderation	–	Regional	–
Cooperation	–	Local	Health sector

M3.2 Furthermore, financial assistance payments as a reward to the families for their efforts in providing care at home for their members in need should be given. To better cope with their daily tasks, families taking care of their own family members could be assisted by professional services and care institutions and supported by basic training offers and consultation hours.

	Spatial planning	Regional development	Sectoral planning and spatially relevant sectors
Lead	–	National/state	Social services, education system
Moderation	–	Regional	–
Cooperation	–	Local	Health sector, care facilities

13.3.2.2 O4 Improving Housing, Mobility and Independent Living for Elderly People

M4.1 Incentives could be given for the construction of sheltered housing, but also for the adaptation of owner-occupied, elderly people's homes in order to promote independent living of elderly people. This includes advising and helping older people to adapt their homes to enable living conditions for older and/or disabled people (accessibility and safety), providing favorable financial instruments and reliable contractors for renovation, consultancy regarding the exchange of apartments no longer suitable for apartments which are adapted for older people's needs. Furthermore, information centers for participative living arrangements (elderly people's flat shares or cross-generational living) could be created.

	Spatial planning	Regional development	Sectoral planning and spatially relevant sectors
Lead	National/state	–	–
Moderation	Regional	–	–
Cooperation	Local	–	Institutes for social housing, chambers of commerce, elderly people's associations

M4.2 Proximity and availability of services and supply should be guaranteed, and together with housing societies special concepts for the securing and improvement of local supply especially for elderly people could be realized. Where proximity and availability of services and supply cannot be guaranteed, basic services could be provided, since less mobile people living alone depend on relatives or neighbours for basic services. For example "call centers" could be established through which less mobile people gain access to services enabling them more independence without losing their personal integrity. If provision of profit-based services is too expensive, these services could be coordinated and performed by volunteer associations. Alternatives would be mobile sales points, which bring goods closer to scattered settlements. Financial incentives for providers of services would help to maintain a sufficient level of supply. Special mobility programs for elderly people could be developed (collect and bring services, special reductions in public transport, etc.).

	Spatial planning	Regional development	Sectoral planning and spatially relevant sectors
Lead	Local	Local	Volunteer associations
Moderation	Regional	Regional	–
Cooperation	National/state	National/state	Volunteer associations, public transport, trade enterprises

M4.3 Setting up day care centers for elderly people: Daily care centers could be operated by public institutions and services could be subsidized for economically needy individuals. Services of these centers could be divided into two groups: (a) assistance of elderly people who need it, but are still in a good psychophysical condition; and (b) day care for those individuals who cannot live independently. The second group is more demanding due to the professional personnel needed. The less demanding day care centers offering services for the first group could at least partially reduce the dependency of elderly people from family care, improving the quality of life for both, the needy ones and their relatives. Such day care centers could be set up in smaller scale and could be, if possible, associated with kindergartens, sharing infrastructure and services, and possibly providing also opportunities for intergenerational contacts.

	Spatial planning	Regional development	Sectoral planning and spatially relevant sectors
Lead	Local	–	–
Moderation	Regional	–	–
Cooperation	National/state	–	Care institutions, kindergartens, volunteer associations

M4.4 Demography check in all infrastructure planning and building issues: In all planning and building projects which have an impact on elderly people there could be an ex-ante demography check in relation to barrier freeness, proximity of services and supply, public traffic services, etc.

	Spatial planning	Regional development	Sectoral planning and spatially relevant sectors
Lead	National/state	–	–
Moderation	Regional	–	–
Cooperation	Local	–	Universities and research institutes, housing societies, elderly associations

13.3.2.3 O5 Improve Social Integration of Elderly People

M5.1 Implementation of new activities for elderly people: for example, active elderly people can give an important support to other elderly people or could be integrated as story tellers or hiking guides in the touristic offer. A council of generations could be created. The aim of the council of generations is to build a bridge between the generations and to discuss constructively issues regarding the young and older generation while fostering their participation in social life. Furthermore, intergenerational events could be organised in order to prevent elderly people's social isolation and promote the exchange between young and old.

	Spatial planning	Regional development	Sectoral planning and spatially relevant sectors
Lead	–	Local	–
Moderation	–	Regional	–
Cooperation	–	National/state	Elderly associations, tourist agencies, volunteer associations, municipal administrations

13.3.2.4 O6 Adapt Touristic Infrastructure and Offers to Elderly Tourists

M6.1 Adaptation of touristic infrastructures which need to provide for: (1) a maximum of barrier-freeness; (2) sufficient rest areas and sanitary arrangements; (3) innovative systems of health-check and rescue, not only through specialized personnel but also through new technologies (i.e. smart phone applications etc.). Especially smaller hotels and/or persons offering private lodging may not have enough knowledge to realise investments necessary to cater to older guests especially. Information for touristic enterprises could ease processes of infrastructural adaptation. Support services could include information about how enterprises can adapt to demographic change.

	Spatial planning	Regional development	Sectoral planning and spatially relevant sectors
Lead	Regional	–	–
Moderation	National/state	–	–
Cooperation	Local	–	Touristic enterprises, tourist agencies, volunteer associations, public health service, elderly associations, IT companies

M6.2 Adaptation of touristic offers to elderly tourists and physically restrained people. In order to create a clear picture of which attractions and tourist sites of a region are suitable and also accessible to the elderly and physically restrained people, an inventory could be carried out to evaluate the present state and to suggest improvements in accessibility. Easily accessible points of interest could be clearly marked and promoted (for example through the production of hiking maps with clear information on accessibility and facilities of hiking paths and places of interest). Furthermore, specific offers of health tourism and sports, recreation tourism for elderly people (e.g. skiing for the elderly) could be developed.

	Spatial planning	Regional development	Sectoral planning and spatially relevant sectors
Lead	–	Local	–
Moderation	–	Regional	–
Cooperation	–	National/state	Universities and research institutes, tourist agencies, volunteer associations, public health service, elderly associations

M6.3 New and attractive offers for local people could be created in order to raise the understanding of their benefits derived from adaptation of tourism to demographic trends. This includes the integration of active elderly people (for example, former collaborators of the Red Cross, the Mountain Rescue Service, etc., who, for age reasons, have been forced to give up their employment or voluntary work with these organizations). New ways could be found to integrate these people, who often are still competent and active and are affected by the sudden exclusion from their activity (supervising roles in outdoor activities, hiking guides, etc.).

	Spatial planning	Regional development	Sectoral planning and spatially relevant sectors
Lead	–	Regional	–
Moderation	–		–
Cooperation	–	Local&national/ state	Universities and research institutes, tourist agencies, volunteer associations, public health service, elderly associations

M6.4 A periodical demography-check of touristic offers could be done in order to promote the knowledge about where further action has to be taken regarding still existing lacks of adaptation of a region's tourist sector.

	Spatial planning	Regional development	Sectoral planning and spatially relevant sectors
Lead	–	National/state	–
Moderation	–	Regional	–
Cooperation	–	Local	Universities and research institutes, tourist agencies

13.3.3 Migration

The term "migration" comprises both the in-migration (as internal migration and international immigration) and the out-migration. These phenomena are responsible for growth and shrinking of population numbers in many Alpine regions. Even in those regions with stable population numbers, migration can be a factor which should not be underestimated. Balanced net migration rates can mislead over the effects of existing in- and out-migration. Factors which favour out-migration (push factors) can be: economic backwardness and underemployment; missing educational and working opportunities especially for young population strata; high prices of land and of real estate etc. Factors which favour in-migration (pull factors) can be: high demand for (seasonal) workforce (e.g. in tourism and agriculture) or workers in health care which is not satisfied by locals; income opportunities; attractive landscape; multi-linguism in some Alpine regions (e.g. Aosta Valley, South Tyrol, Carinthia, etc.) in which an integration may be easier through previous linguistic knowledge; etc.

13.3.3.1 O7 Avoid Brain-Drain and Provoke Brain-Gain: Increase Attractiveness of Alpine Regions as Living and Working Areas for Young People

M7.1 Because of high land prices which young families can hardly afford (especially in touristic areas), a scheme of support should exist for buying land or houses which must be renovated, building and buying of primary residences etc. which addresses the young population (individuals, families) and could be linked to a minimum residence time. This could help young people to remain in their regions of origin. Special attention should be given to the fact that this kind of support may lead to a speculative increase of costs of land and real estate. This measure could be combined with support for young company founders, e.g. municipalities could reserve areas to their guiding zoning plan for young entrepreneurs in order to attract them and strengthen the local economy. Broadband internet would be an important precondition which should be provided.

M7.2 The attractiveness of tourism businesses as employers for young people has decreased significantly. In order to satisfy the demand for workforce

	Spatial planning	Regional development	Sectoral planning and spatially relevant sectors
Lead	National/state	National/state	Housing programmes, business support
Moderation	Reginal	Regional	–
Cooperation	Local	Local	Guiding zoning plan

touristic entrepreneurs have to rely on seasonal workers from abroad. The touristic sector—as one of the main economic branches of the Alpine space—could be made more attractive for young people from Alpine regions through better working conditions, more flexible working hours, higher salaries, better family-friendliness of touristic jobs, etc. For this, special training offers in family-friendly personal management for hoteliers and restaurant operators could be offered. Study scholarships could be created especially for innovative trainings in the tourism sector.

	Spatial planning	Regional development	Sectoral planning and spatially relevant sectors
Lead	–	National/state	Job centers, employment offices, labour unions, education agencies
Moderation	–	Regional	–
Cooperation	–	Local	Tourism

M7.3 Elderly people often live in houses which are too big for their needs. The living areas which are not used could be rented to young people in order to use synergies between generations. Intergenerational living is a concept based upon the idea that the blending of families, students, and elderly people in social activities builds a community that enhances the understanding of each other. Intergenerational homes provide congenial environments for those who wish to connect and share life with other generations. Financial support for intergenerational living could help young and elderly people in finding common solutions for their housing problems. Tax advantages for elderly people living alone who rent to young people could be an incentive for unused living space to be rented.

	Spatial planning	Regional development	Sectoral planning and spatially relevant sectors
Lead	National/state	National/state	–
Moderation	Regional	Regional	–
Cooperation	Local	Local	–

13.3.3.2 O8 Promote the Integration of Migrants

M8.1 Researching and monitoring immigrant integration: In order to understand their social and economic situation and to facilitate the regulation of immigrant flows it is necessary to analyse the status-quo of foreign citizens and to have a monitoring system for immigration. A system of sensors in public services could help to monitor the integration situation, to better plan the public services according to the demands of immigrants and to prevent potential tensions.

	Spatial planning	Regional development	Sectoral planning and spatially relevant sectors
Lead	–	National/state	–
Moderation	–	Regional	–
Cooperation	–	Local	Universities and research institutes, public services

M8.2 Encourage local associations, volunteers and public institutions to incorporate migrants: Local associations are central points for leisure activities and meetings of the local population. The incorporation of migrants into the associative culture would create an exchange between them and locals, hence promoting the knowledge of each other's culture. Local associations have to be motivated to increasingly involve migrants in their activities through innovative actions: e.g. sports, initiatives for children, amplifying libraries' inventory with literature from the migrants' countries of origin, intercultural arts exhibitions, school support for children with migration background, language courses for women with a migration background, awareness campaigns etc.

	Spatial planning	Regional development	Sectoral planning and spatially relevant sectors
Lead	–	Regional	–
Moderation	–	National/state	–
Cooperation	–	Local	Volunteer associations, libraries, sport associations, schools, art galleries

13.4 Conclusions

The objectives and measures proposed in this chapter serve for orientation. They can and should be adapted to regional conditions. The combination of several singular objectives and measures to more comprehensive strategies is reasonable.

Some measures oriented to the objective "Avoid brain-drain and provoke brain-gain: Increase attractiveness of Alpine regions as living and working areas for young people" could be coordinated and combined with other measures related to the objectives "Plan child care flexibly and on long term" and "Improve family-friendliness of enterprises". Such a strategy could look as follows:

Strategy 1	Objectives	Measures
	O7 "Avoid brain-drain and provoke brain-gain: Increase attractivity of Alpine regions as living and working areas for young people"	M7.1 Support scheme for buying land or houses for young population strata and supports for young entrepreneurs
	O1 "Plan child care flexibly and on long term"	M1.1 Build child care on long-term projections
		M1.2 Innovative and flexible child care facilities
		M1.3 Allow the extension of the parents' house for children
	O2 "Improve family-friendliness of enterprises"	M2.1 Campaign for family-friendliness of enterprises

Furthermore, the following strategic combinations would be possible:

Strategy 2	Objectives	Measures
	O4 "Improving housing, mobility and independent living for elderly people"	M4.1 Incentives for construction of sheltered housing and adaptation of elderly people's home
		M4.2 Guarantee access to services and supply
		M4.3 Setting up day care centers for elderly
		M4.4 Demography check in all infrastructure planning and building issues
	O3 "Better support for family care"	M3.1 Introduce a system of care security for elderly and disabled people
		M3.2 Financial assistance payments for families providing care at home
	O5 "Improve social integration of elderly people"	M5.1 Implementation of new activities for elderly people
	O6 "Adapt touristic infrastructure and offers to elderly tourists"	M6.1 Adaptation of touristic infrastructures to elderly tourists
		M6.2 Adaptation of touristic offer to elderly tourists
		M6.3 Create new and attractive offers for local people and integration of active elderly people
		M6.4 Periodical demography-check of touristic offers

Which strategy will be the most successful or which strategies will not be able to reach set objectives will be shown by the practical implementation and a conscientious documentation of effects. The success of a strategy will be determined by numerous factors which go far beyond the unpredictability of demographic change and of its far reaching impacts.

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Chapter 14
Considering Demographic Change in Planning and Implementation Processes

Thomas Bausch

Abstract In most of the Alpine states and regions demographic change is already part of the political agenda and therefore mostly a concern of spatial planning and regional development. Because of a differing understanding and different legislative frameworks of spatial planning and regional development it is not possible to provide one generalized adaptation strategy, which could be applied to all regions of the Alpine Space. Furthermore it could be shown that regions within the same state but from different territorial types imply individual strategies as well. Such strategies can be based on the results of regional SWOT analysis using the same methodological approach based on the concept of sustainable development. Thereby it is most likely that to each territorial type certain opportunities and threats have a strategic dimension. In addition to concrete strategies an improvement of the consideration of demographic change in the policy making process is an important field of intervention. The participation of local and regional stakeholders to find suitable adaptation strategies should get a standard in future spatial planning policy. As demographic change is a cross-sectorial task with a long lasting impact and "memory" in regional development its relevance to future EU cohesion policy is obvious. In the Alpine Space this was already considered in five of six strategic objectives of its 2013 published development strategy.

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T. Bausch et al. (eds.), *Coping with Demographic Change in the Alpine Regions*, European Studies of Population 23, DOI 10.1007/978-3-642-54681-5_14,

14.1 Demographic Change a Key Issue in Territorial and Spatial Policy Making

The overall project aim of DEMOCHAGE was to provide recommendations for policy makers and planners how to deal with demographic change in spatial planning and regional development. The relevance of demographic change to these policy fields thereby is unquestionable. In most alpine countries the discussion about the reaction to demographic change by the territorial planning and the national or regional development plans is running.

Austria highlights in its 13th spatial planning report 2008 to 2011 (OEROK 2012) that "demographic change is one of the main factors of influence of spatial development processes" (OEROK 2012, p. 15). The rationale of the Bavarian government for a revision of the State development programme lists three main reasons, one of it the spatial challenges caused by demographic change (Bayerischer Landtag 2013, S. 7). The Swiss government puts demographic change on top of a list of challenges as part of the spatial concept Switzerland (ARE 2012, S. 5). Also the region of Piedmont states a correlation between demographic development and soil consumption and shows the large disparities of urban and rural areas in this field (INU 2011, p. 23). Based on this analysis recommendations for the territorial planning are given. Slovenia mentions in the section "basic premises and objectives of Slovenian spatial development" of its Spatial Development Strategy of Slovenia SDSS that demographic trends play an important role for the development processes and their spatial impacts (Ministry of the Environment, Spatial Planning and Energy 2004, p. 13).

Only in France the debate about the implications of demographic change did not yet reach the field of territorial planning. E.g. in the region Rhone-Alpes the new territorial planning and development strategy (Conseil Régional Rhones-Alpes 2011) does not mention demographic change as a driving force. This must be seen as a result of a much higher fertility rate all over France and a positive migration balance of Rhone-Alpes, especially of younger families.

Giving generalized recommendations to demographic change related adaptation strategies for the Alpine Space is an ambitious task because of the different systems of spatial planning but also the different cultures concerning territorial or spatial development plans. In the Alpine Space project CLISP (Climate Change Adaptation by Spatial Planning in the Alpine Space, see www.clisp.eu) Pütz et al. (2011) compared the spatial planning systems in the Alpine Space. Important findings (see Pütz et al. 2011, p. 40) as well as additional conclusions coming from the DEMOCHANGE project are:

- The understanding, not only caused by different terminology but also by a historic different political perspective to development policy, what spatial planning is and what it shall serve for, is different especially between the German speaking areas and the roman language regions

- This mainly has to do with the understanding of the role of the state in the field of planning and development questions; the different understanding also leads to a different weight of subsidiarity in policy making in general and planning and development especially
- By this the role of the national state in relation to the other sublevels differs among the Alpine countries
- The binding force of the spatial planning instruments is different between the states and there administrative sublevels but also within a state among the levels
- Finally there exist besides the spatial plans also sectoral plans with a link to demographic change which should be considered (e.g. plans in the field of transport infrastructure, education or health care)

Spatial and territorial planning furthermore are one of several elements to coordinate and stimulate sustainable regional development. Cohesion policy on EU level, R & D policy on EU, national or federal state level, regional development strategies or services of general public interest on the local level are only examples of a complex policy framework all linked to demographic developments. Van Well (2010a) states in the report on policy implementations of the ESPON DEMIFER applied research project: "Considerations for policy should be made in accordance with the territorial diversity of the ESPON space and with consideration to scale, or the level on which policy is most viable. The multi-level, intersectoral nature of various policy options can give rise to both synergistic policies as well as conflicting policy goals". Furthermore based on different policy scenario implications Van Well points in an earlier version of the report on policy implications (Van Well 2010b) out, that there are clear interrelations between different policy making approaches: "The scenarios indicate that demographic developments may be highly influenced by strategic, normative policy decisions such whether to pursue a competitive-oriented policy or a cohesion-oriented policy. Demographic developments are also influenced by the long-term growth rates in the economy and therefore expanding but sustainable growth will generally be better attuned to dealing with demographic problems than sluggish growth fuelled by a carbon and traditional energy sources."

Therefore it is not possible to give in detail the elements of a generalized adaptation strategy to spatial and territorial planning covering all Alpine specific aspects of demographic change. But using the findings of the analysis as well as the pilot activities of DEMOCHANGE general recommendations how to adapt with a clear link to spatial and territorial planning can be given. As in some Alpine regions spatial and territorial planning are seen from a holistic perspective as an integrated part of regional development activities this shall be also part of the recommendations. This is also covered by the findings of Van Well (2010b).

14.2 Spatial and Territorial Planning on Different but Interrelated Levels

Spatial and territorial planning takes place on different administrative levels. In ngeneral planning activities can have a technical planning component (construction of buildings and all kind of infrastructure, landscape and nature conservation and protection areas) but also a strategic development component (public services and local and regional framework conditions to the population and economy). Planning can take place on a strategic and general level but also on a very concrete spatial and object oriented level. Even though there exist in detail different approaches in the Alpine states in principle the same structure can be found:

- Local level (LAU 1 and 2: local authorities of villages, towns and smaller cities): the planning and strategic management of settlement areas of small scale infrastructure and housing is a part of local policy making. Furthermore maintenance and adaptation of basic public services for the local population is mostly in the responsibility of the local authorities.
- Regional level I (NUTS 3: districts/provinces/larger cities): participation in planning activities of strategic spatial importance of the local level (e.g. approving of territorial framework plans of local authorities, coordination of adjustment of larges scale infrastructure plans from regional level 2 or higher to the local level), mid scale infrastructure projects (in cooperation with local level) of nearer regional importance, provision of public services of mid distance regional importance (e.g. public transport, hospitals, higher level schools and education centres)
- Regional level II (NUTS 2 in some cases also NUTS 1: regions and federal states/cantons): defining the general spatial and territorial development strategy with large scale infrastructure and public services of general interest to the entire territory (e.g. highways and high speed train connections with connecting nodes/airports, universities and research centres, energy supply networks)

A detailed overview about the different approaches in Germany and France can be found in ARL (2011) giving an overview about the legal framework and linked planning instruments in Germany (p. 354) and the spatial planning system of France (p. 773). Much more differentiated is the system in Austria and Switzerland because of a missing federal competence as well as in Italy with a planning system in transition.

In all cases demographic change statistically becomes manifest in a change of the population structure on local level. Measuring demographic change by comparing the population structure data from registered residents over the years is a common used technique. But this is only a description of the change of status quo and immediate adaptation needs at the local level. E.g. the observation of a higher or lower fertility rate on local level allows a forecast of the number of children in the elementary school in a few years and by this a forecast of adaptation needs for additional or in future not needed class rooms and teaching staff. This kind of

forecasts supposes a stable local structure without significant in- and outmigration or other external effects to the spatial framework conditions. It is a static and passive perspective to demographic change.

A strategic approach to develop a smaller region (e.g. a valley) or even a village deals with the question by which instruments and linked activities development objectives can be reached in an efficient way. Spatial and territorial planning there is the result and only one part of the implementation of an overall development plan with a comprehensive set of objectives. Because of the obvious importance of demographic change many objective systems deal with strategic options to change the direction and dynamic of demographic change. How to adapt the local and regional framework conditions by this becomes a part of spatial and territorial planning activities. This is a dynamic and proactive perspective to demographic change.

All local and small scale regional (regional level I) adaptation activities are embedded into the general framework on global, European and national level but also the influence of the metropolises to their surroundings. The higher level systems influence and determine in a very strong way the development conditions and therefore the options of strategic acting on the local and small scale regional level. Therefore spatial planning activities on each level cannot be seen independently. They must be seen as a connected system in which each level influences the other but with different direction and force. Adaptations on the higher level often can decide about the development options on the lower once, e.g. spatial planning decisions as:

- The connection of a regional city and by this their surrounding smaller regions to European high speed train network can improve or prevent a substantial further economic development by external investors,
- Keeping a smaller regional university high competitive by a solid financing and thematic profiling has a strong precautionary impact against brain drain effects,
- Accepting the comprehensive installation of high speed internet connections outside cities and metropolises as a service for the public improves start-up conditions in peripheral villages and rural areas.

Spatial development decisions on higher level with a potential positive impact to the lower levels will only stimulate small scale regional and local development if they are accompanied by parallel compatible local and smaller regional actions, e.g. as:

- Adjusting the regional and local public transport system to the scheduling and capacities of the higher network nodes
- Making plots available and price attractive to start-ups as well as private housing for young families and young professionals
- Keeping and improving public services for young families with both parents in full time jobs

These examples shall exemplify the "principle of countervailing influence" which must be considered in spatial and territorial planning on each level but under consideration of regional development activities. As regional development also is a focus issue of the European cohesion policy the coordination of planning among the levels is a prerequisite for a successful cohesion (Dühr et al. 2010, p. 19).

14.3 Different Territorial Types Imply Individual Strategies

The area of the Alpine Space as defined by the programme area of the territorial cooperation programme Alpine Space (see www.alpine-space.eu) is not a homogeneous European region. There are the mountain areas of the Alps with large river basins of Inn, Rhine, Rhone, Sawe or Tagliamento and mid size cities with up to 250.000 inhabitants inside the mountains. Furthermore the surrounding foothills built a bridge to some of the most prosperous metropolises of Europe as Lyon, Milan, Munich, Vienna or Zurich.

In the report "strategy development for the alpine space" (Gloersen et al. 2013, p. 42) five major territorial types where used as basis for an Alpine strategy:

1. Alpine metropolises
2. Alpine cities
3. Stable or growing rural areas
4. Declining and shrinking rural areas
5. Tourism areas

The detail description of these five types (see pp. 46–48 of the report) show the very different structures and spatial development conditions. To all five types a SWOT analysis with six major driving forces was done: climate change, tensions on the energy market, economic globalisation, rise of an information society and a knowledge economy, socio-demographic change, increased mobility of goods and persons. The strengths and weaknesses of the territorial types were listed on basis of the evaluation grid in Table 14.1. The identified strengths (S) and weaknesses (W) of each territorial type were crossed with each driving force. By this the analysis also raised the question how and in which direction demographic change will have a positive (opportunity O) or negative (threat (T)) impact to each territorial type. Furthermore a qualitative estimation of the impact level (1 = very strong, 2 = strong, 3 = medium) was given by the expert group. The findings are shown in Table 14.2. The result matrix in Table 14.2 shows that the major part of the found opportunities or threats is not only linked to one of the five territorial types. Nearly the half of them are concurrently relevant to three, only 4 of 17 only relevant to one single territorial type. This suggests to have joint and among the different territorial types adjusted demographic change adaptation strategies to make use of the upcoming opportunities but also to fend the threats.

Table 14.1 Evaluation grid to identify strengths and weaknesses of five Alpine territorial types

Economy	Society	Ecology
Accessibility to markets	Public services	Local climate conditions
Productive structures	Health care/care for elderly	Topography
Labour market	Higher education	Natural heritage/biodiversity
Research and development	Cultural heritage	Natural hazards potential
Entrepreneurship		Natural resources potential
Revenue structure		

14.4 Fields of Intervention by Spatial and Territorial Planning as Well as Regional Development

The territorial focus of the DEMOCHANGE project had been the mountain areas without the mountain cities. Therefore only three of the five territorial types discussed in the mentioned alpine space development strategy (Gloersen et al. 2013, pp. 47–48) had been part of the project (see DEMOCHANGE mid-term result publication chapter 3: Maurer and Wytrzens 2012, pp. 75–113). Nevertheless it was always obvious that the interrelations between the pilot sites and nearby cities or metropolises have a significant influence to the regional development in past as well as their future options.

A first step to develop adaptation strategies for spatial and territorial planning as well as regional development plans is an in deep analysis of demographic change processes on local and small scale regional level. Following the "principle of countervailing influence" needs a solid analysis what shall be introduced from local level to the higher administrative levels as object of planning and what shall remain on local level as a consequent application of the principle of subsidiarity. But not only an analysis of the general already running but also potentially in future emerging demographic change processes is needed. Much more a local strategy with an objective system can help to support an improved planning approach. All planning activities on all levels start with the definition of objectives. A coherence of the objectives from all levels is a prerequisite to adapt successfully to any kind of major external and internal changes.

To get a clear picture of the starting point at local level demographic change processes must be analysed. Table 14.3 shows an example of an analysis grid as it was used in the pilot sites of the DEMOCHANGE project. There exist two main demographic change process factors, which were relevant to all regions: the change of the age structure and the type and dynamic of migration. They lead to observable or predictable challenges as demography driven local or small scale regional effects. These general effects have very concrete and individual impacts to local or regional issues as e.g. in the fields of

- Housing and the real estate market,
- The local and regional workforce potential and labour market structure,
- The structure of demand and offer in local or regional economic key sectors (e.g. tourism).

Table 14.2 Opportunities and threats as an impact of demographic change to five Alpine territorial types (Gloersen et al. 2013, pp. 69–70)

Demographic change related opportunities (O) and threats (T)	O/T	Metropolises	Alpine cities	Stable rural	Declining rural	Tourism ares
Winning the fight for talents with global players—(metropolis -> cities) (metropolis and cities -> all other)	O	3	3			
Making use of the growing market potential of an ageing society (easy to use goods and services)	O	1	1	2		
Keeping the existing potential of SME by transmission to next generation (inside or outside family)	T		2	2	1	
Covering rising demand of public services to elderly/keeping services for children (decline of age groups)	T			2	1	
Activating the potential of young retired to civil society to cover rising demand of public services	O			2	1	
Covering the rising demand of care services: associated costs/support of relatives	T			3	2	
Safeguarding the transmission of farms to next generation (inside or outside families), capacity to keep landscape conservation	T			3	1	2
Keeping the transfer of immaterial cultural heritage to next generation alive/making cultural heritage as a locational factor visible	T			3	2	2
Improving the accessibility to growing demand by handicapped/low mobility people to stay competitive in market of elder tourist	T					2
Reducing the missing self-understanding of the capacity of intercultural and social diversity to attract rural areas	O			2	3	3

Demographic change related opportunities (O) and threats (T)	O/T	Metropolises	Alpine cities	Stable rural	Declining rural	Tourism ares
Making use of the potential of female by taking the gender dimension in account (supporting qualified/more leading positions)	O			2	2	2
Adaptation of tourism offers to a decreasing market potential for winter sports/families in traditional source markets	T					2
Safeguarding high quality service labour despite of a dynamic decrease of endogenous labour potential in tourism	T					2
Making active use of the image/picture/brad “Alps” to win younger people and families to alpine regions	O		2	2	3	3
Reducing seasonality of tourism sector by offering new services in heath/cure and care	O					3
Systematic proactive management of population growth to create better starting positions to younger/reducing social unbalances	T	2	1			3
High pressure by second home/retirement residents in real estate market/extrusion of younger locals	T					3

Table 14.3 Demographic effects and related issues as basis for the policy making strategy

General demographic effects			Alpine area (mountains) issues identified by DEMOCHANGE			Policy process
Demography processes	Factors	Observed challenges	Housing, real estate markets	Labour markets	Tourism	Fields of intervention as part of strategy
Change of age structure	Lower fertility	Decreasing number of children 0–14	Few young family friendly housing options (price, public services)	Increase of young women/men looking for a life model combining job and carrier with family	Fast shrinking market in segment "family tourism"	Attracting alpine mountain areas to young families as regions of outstanding quality of life
		Decreasing number of younger 14–20	Few options to rent flats (price, openness owners)	Decrease of work force potential of young professionals	Fast shrinking market in segment "sports tourism"	Binding younger by social life to regions
	Lower mortality	Increasing number of seniors	Adaptation to low barrier concepts to slow	Risk of shortages to hire increasing demand for personal in senior relevant public services (e.g. medical sector, care)	Low innovation rate to adapt tourism products to specific needs and expectations of elder consumers	Understanding and integrating elder people into society
		Increasing number of high aged	Capacity shortages in rest homes			
Migration	In	Foreign non domestic	Few options to get/rent flats (price, openness owners)	Difficulties to integrate immigrants into working life	Risk of exploitation in low payment service jobs	Understanding and integrating foreign people into society

	Domestic	Pressure to real estate market in attractive areas, cold beds problem		Missing willingness of second home residents to accept/contribute to tourism	Keeping balance between interests of local residents and "new residents"
Out	Younger and brain drain	Often high prices for private and commercial real estate hinder returning	Decrease of high qualified (→ potential for entrepreneurs) to regions	Few job opportunities to higher qualified in tourism sector → tourism boosts brain drain effect as well as commuting	Creating attractive framework conditions: create jobs for higher qualified, improve options for entrepreneurs, offer high level public services to families
	Work force (commuting)		Loss of qualified work force in region with risk of outmigration after some time		

All these aspects have to be considered in the policy making process which consists of strategic and operative elements. Thereby the definition of a strategy is always the first step before the implementation as part of an operative policy making. The strategy development fixes the locally or regional agreed fields of intervention.

14.5 Instruments to Improve the Planning Process Considering Demographic Change

Spatial planning as well as regional development are interlinked and complex systems. Figure 14.1 shows a very simplified scheme of the phases from the analysis to the implementation as well as the linkages between the small scale and the large scale levels considering demographic change (DC). The first step in any case of planning is an analysis of status quo in combination with an evaluation of the efficiency and effectiveness of former plans and programmes. The analysis results on large scale level are useful to describe trends and the situation in comparison to other European countries and regions (see e.g. EC DG Regional Policy 2008). However the average values on NUTS 2 level mask existing disparities within the NUTS 2 regions. In all Alpine Space NUTS 2 regions we can find smaller sub regions or local authorities with either demographic positive or demographic negative trends compared to the average values. In many cases the disparities (Černič Mali and Marot 2011) within a region are enormous and ranges from below 50 % up to 200 % compared to the average (=100 %) are not spare exceptions. Especially in NUTS 2 regions with metropolises or large prosperous cities these economic centres lead to a significant bias in the data. The improvement of the analysis step can be reached especially by two measures:

- First to provide an in deep analysis (ceteris paribus cp) of demographic change and its side effects at least for the LAU 1 level, in some cases again more detailed considering settlement areas within a local authority with heterogeneous settlement patterns. This in deep analysis will support the stakeholders on local level to get a comprehensive understanding of the dynamic and direction of demographic change under the condition of not acting or reacting. The dialogue in the pilot sites of DEMOCHANGE with local actors showed very clear that most of them have a good natural feeling of the general direction. But concerning the dynamic of the change process most of them where not able to estimate the right range.
- Secondly to make the disparities and their reasons visible to policy makers, planners and members from administration on the higher administrative levels. A useful instrument could be a typology of the LAU 1 level units on basis of the demographic status quo in combination with the forcast +20 and +50 years. A map showing the typology would visualize the spatial correlations and areas

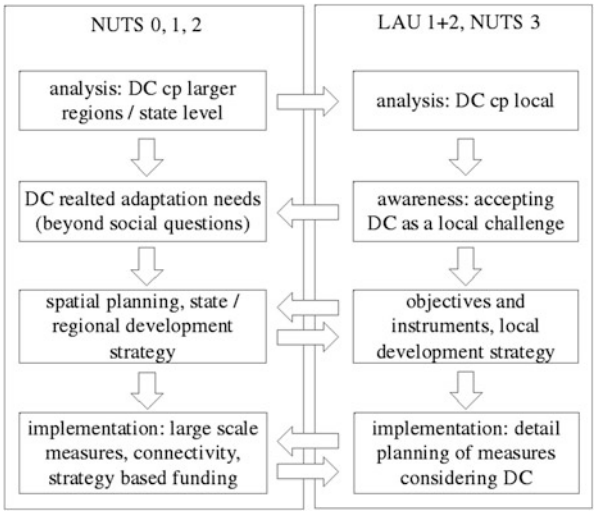

Fig. 14.1 Planning process phases and interrelations between different administrative levels

with similar trends. Furthermore the forecasts should go beyond the age structure and quantities of immigration and outmigration and their social implications. Of course there is still needed a solid basis of forecasts to plan the public services (e.g. needed number of young child care places, share of people elder than 80 and share of needed care places, estimated potential for public transport offers. . .). But also economy related topics as labour market, the potential change of consumer needs and behaviour or successor establishment should be part of an improvement.

A direct effect of this improvement will be a change or at least other weighting of the perspective of planners in the step of identifying demographic change related adaptation needs. This step often uses SWOT as a technique to identify demographic change related opportunities and threats. The use of a typology of the LAU 1 level units in the SWOT analysis of course increases the work significantly as a separate SWOT has to be done to each type from the typology. But as a general revision or a new development of a spatial planning framework or regional development strategy usually is done all 5–8 years this seems to be justifiable. In addition the more differentiated look to the types and their adaptation needs will be a very valuable input also to the strategy discussions on local level. Moreover new WEB based tools as the DEMOCHANGE SWOT tool (www.swottool.de) can help to reduce the amount of work and to share the work among actors from the higher and those from the lower administrative levels.

A further field for improving the adaptation of planning and regional strategy development is the aspect of participation as instrument to raise awareness but also acceptance of a regional or local strategy. Spatial planning as well as setting up regional and local development plans is a part of a multilevel governance system (Hooghe and Marks 2001). Thereby transnational European territorial cooperation programmes as e.g. the Alpine Space programme as well as the on going debate about an Alpine macro-regional strategy (Pedrazzini 2011, S. 11–25) as a new platform of pan-alpine policy making are part of this system. Each local or regional strategy development process and linked spatial planning activities have to consider the debate and strategic approaches from the European to the local level. This makes the processes very complex and especially to those stakeholders not familiar with European territorial policy or the legal framework of spatial planning in their country difficult to understand.

The most efficient instrument to overcome the complexity and to create acceptance for the topic of demographic change as well as later on an adaptation strategy is participation. Participatory strategy development or spatial planning processes might be in the first step much more time-consuming and decelerating. There is the need to organize meetings, to explain also basic facts to stakeholders outside spatial planning or regional development processes and to discuss about the options and their potential benefits or disadvantages. The apparent loss of time in the first phase is a good investment to future steps in the process. The high involvement of stakeholders from all sectors and types of activity leads in most cases to a common accepted strategy and linked spatial or territorial plans as well as programmes proposed from the higher levels. This speeds up later on the implementation and improves the efficiency of cooperation inside a territorial unit as well as among different units from different regions.

Participation gives a higher weight to the local and small scale regional concerns. It can be seen as a pushing of the bottom up elements in a multilevel governance approach. The rationale of the advantages of bottom up approaches is given by the principle of subsidiarity. Local and small scale regional development strategies should mainly be defined by the stakeholders from that levels. The opposite approach would be to develop generalized strategies on the higher levels and to give them to the lower levels top down for adaptation and implementation.

By the following example it shall be underlined that a participatory bottom up approach is superior to the top down alternative: top down strategy development would mean that there exists one dominant optimal strategy fitting best to a certain local or small scale demography development situation. In this example a identical situation shall be supposed for two villages A and B which is characterized by a strong brain drain effect: the younger high qualified locals leave their home because of missing job opportunities in their village or nearby area. Furthermore the framework conditions of both villages shall be supposed as identical. Both villages have the same objective on meta level: first to slow down the outmigration and second to attract the village for younger people from all levels of qualification. The following two strategies are the result of the stakeholder discussion:

A: attracting the village to young people and entrepreneurs by a set of measures: improving the start-up conditions by financial support and high speed internet access in the villages commercial area, extending public services for young families, attracting leisure infrastructure by reduced prices in the first five years, offering ground and flats for rent to attractive prices, improving the frequency of public transport commuting connections to the neighbourhood university city.
B: attracting the village to elder people with higher income and need for high quality public and private services especially in the field of health care and technological support: adaptation of public and private infrastructure to low barrier compatibility (especially transport sector), extending public services for elderly, improving frequency of local public transport, attracting leisure infrastructure by reduced prices in the first five years, qualifying the health care sector with focus to elderly.

The strategy A focuses directly on attracting the village to younger people and creating higher qualified jobs in the high tech sector, strategy B is an indirect approach focussing on the creation of jobs for younger of all qualifications in the medical and service sector by stimulating the demand by elderly. Both strategies might be successful and they are the result of discussions of the local stakeholders. There is no reasonable argument why one of the strategies might better than the other. Furthermore it is obvious that there will be other strategic approaches, which are coherent and effective as well to fight against the brain drain effect. One single "optimal" strategy from top down would reduce the diversity of approaches and set all villages with the same problem into a hard competition with this single strategy.

As shown in Fig. 14.1 spatial planning and strategy development are connected across the different levels. Therefore a bottom up strategy development by a participatory process does not mean to work on a detached island strategy. Of course the local process must consider the general objectives and framework setting from the upper levels.

14.6 Implications from Demographic Change to EU Cohesion Policy Implementation

Demographic change is a driving force with a long lasting impact to most European policy fields. From the position of the European Commission demographic change is not a separate policy field. In the EU2020 strategy (EC 2010) demographic change is mentioned three times:

1. "Europe's structural weaknesses have been exposed … Demographic ageing is accelerating." (p. 7)
2. "Flagship Initiative: "Innovation Union". The aim of this is to re-focus R&D and innovation policy on the challenges facing our society, such as climate change, energy and resource efficiency, health and demographic change." (p. 12)
3. "Inclusive growth—a high-employment economy delivering economic, social and territorial cohesion … Europe must act: …—Employment: Due to demographic change, our workforce is about to shrink." (p. 17)

This shows an understanding that demographic change is first a driver and second a cross sectorial task. By this all activities taken in the field of cohesion policy which now take place under the guidelines coming from the EU2020 strategy should implicitly also consider the impacts and strategic conclusions of demographic change. The European commission does not fix in detail the content of new programmes, which now will be developed and applied for funding and approval as part of the Common Strategic Framework activities (EC 2012, p. 38). In article 24 it is laid down what shall be the content of a programme: "each programme shall set out a strategy for the programme's contribution to the Union strategy for smart, sustainable and inclusive growth consistent with the Common Strategic Framework and Partnership Contract."

To use a SWOT analysis as basis for the work of a strategy is a common accepted step while the programming activities. Therefore to reach a better consideration of demographic change is quite easy by the introduction of demographic change as one of several external impact factors. This methodological approach creates the link of the programme areas strength and weaknesses to the impacts of demographic change to them and transfers the demographic aspect into the opportunities and threats as important basis for the strategy.

In the Alpine Space development strategy this approach was used (Gloersen et al. 2013, p. 44). The identified strategic objectives out of the SWOT were:

Objective 1: Balance and equity in access to services of general interest across the Alps
Objective 2: A dynamic and innovative SME sector and thriving entrepreneurship
Objective 3: Enhanced capacities based on alpine traditions and social diversity
Objective 4: Sustainably managed biodiversity and landscapes
Objective 5: Sustainable resource management and production
Objective 6: Shared responsibilities and fair co-operation among alpine territories

Except the fourth objective the relevance and link of the other five to demographic change is obvious. But these are not only demography oriented objectives. These are regional development objectives, which consider demographic change and therefore ensure that activities implemented will help to adapt the region also to the challenges of demographic change.

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Appendix

Internal Factors Checklists: Identify Strengths and Weaknesses for Regional SWOT Analyses

Infrastructure[a]	Aspect was addressed as a	
	Strength	Weakness
DEMOCHANGE checklist for a regional SWOT analysis Is there a significant regional strength or weakness in relation to . . . ?	In . . . percent of all working groups (%)	
Public transport offers and schedule within and connectivity beyond the region	18	14
Suitability of services, facilities and public space for persons with reduced mobility	5	23
Basic supply facilities (e.g. groceries, post offices)	5	18
Recreational infrastructure (e.g. bike routes, hiking trails and ski resorts)	18	0
Motor routes and connectivity to major motor routes system outside the region	9	5
Coverage and speed of internet connectivity	9	
Signage of leisure infrastructure and other recreational points of interest	0	5
Recreational public spaces targeted at residents of all ages, not only tourists	0	5
Public transport connectivity of new land development (e.g. shopping centers, housing)	0	5
Facilities for major sports and/or cultural events	5	0

[a] This table is not a yes/no checklist! Whether an important regional strength or weakness exists is not answered by the question whether a specific property exists or not. Rather, it must be assessed whether and how the property

- Is distributed within the region (centers only or every settlement)
- Is accessible for the region's residents (effort necessary to reach it)
- Is of relevance beyond the region (attractiveness for non-residents) and
- Is of a quality which meets or exceeds the standard in comparison to other regions

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Housing & settlements	Aspect was addressed as a	
	Strength	Weakness
DEMOCHANGE checklist for a regional SWOT analysis Is there a significant regional strength or weakness in relation to…?	In … percent of all working groups (%)	
Availability and prices for real estate for various demands (e.g. for enterprises, families, low incomes, farming)	9	27
Dispersion and size of settlements, distances between residents and facilities	0	32
Public and non-profit housing, state support for low incomes and home builders	14	5
Serviced and barrier-free apartments for the elderly and their prices	5	5
Availability and prices for real estate for various demands (e.g. for enterprises, families, low incomes, farming)	9	27

Economy	Aspect was addressed as a	
	Strength	Weakness
DEMOCHANGE checklist for a regional SWOT analysis Is there a significant regional strength or weakness in relation to…?	In … percent of all working groups (%)	
Quality, prices, profile and range of regional products (e.g. in tourism or food)	41	14
Job and career prospects in regional job market for various qualification levels	9	41
Wages and working conditions in regional job market by qualification levels	5	18
Diversification of economic structure and job market (sectors, size of enterprises, qualification, seasonality)	9	14
Availability of (qualified and unqualified) workforce and trainees for local enterprises	0	18
Quality of life (recreation, tradition, landscape attractiveness, perceived security)	18	0
Suitability of enterprises for takeover and investment by young generation	0	14
Social acceptance of working women amongst locals and foreign immigrants	5	5
Flexibility and special services of bureaucracy regarding innovative products and start-ups	0	9
Accessibility of job market for foreign immigrants (scope and length of work permits)	0	9
Flexibility and special services of bureaucracy regarding innovative products and start-ups	0	9
Traditional products and handicraft as innovation basis	9	0
Prominent and/or technology leadership enterprises	9	0
Profitability of culturally important sectors (e.g. farming, handicraft)	0	5
Family-friendliness of enterprises and suitability of key economic sectors for work-family-balance	0	5
Professional training opportunities in enterprises	0	5

Health & care	Aspect was addressed as a	
	Strength	Weakness
DEMOCHANGE checklist for a regional SWOT analysis Is there a significant regional strength or weakness in relation to…?	In … percent of all working groups (%)	
Nursing care facilities and services such as nursing homes, (dementia) day care centers or outpatient care	14	14
Child care facilities, their capacity, diversity and opening hours (e.g. nurseries, kindergartens, day-care parents, childcare over lunch, workplace childcare, all-day schools)	0	27
Health care facilities (general and specialized) such as hospitals or resident doctors as well as house-visit health services	18	9
Mobile social services (e.g. social workers' house visits, volunteers' social visits)	5	9
Social acceptance of utilizing professional child and nursing care	0	9
Availability of family members for child and nursing care at home	5	5
Health prevention and screening offers	5	5
Availability of family members for child and nursing care at home	5	5
Health prevention and screening offers	5	5

Education	Aspect was addressed as a	
	Strength	Weakness
DEMOCHANGE checklist for a regional SWOT analysis Is there a significant regional strength or weakness in relation to…?	In … percent of all working groups (%)	
Professional and higher education opportunities inside and in vicinity of the region	0	18
Locals' knowledge of foreign languages and intercultural competence	9	9
Locals' standard of education as well as technical and social skills	9	5
On-the-job training opportunities	0	9
Command of regional languages among immigrants	0	5
Awareness of educational opportunities within the region	0	5
Education offers tailored for foreign immigrants, women and aged workforce	0	5

Nature	Aspect was addressed as a Strength	Weakness
DEMOCHANGE checklist for a regional SWOT analysis Is there a significant regional strength or weakness in relation to…?	In … percent of all working groups (%)	
Beauty and diversity of landscape (e.g. sights, altitudes, topography, water bodies, manners of cultivation)	45	0
Intactness of nature (e.g. vegetation, air, water, soil)	14	0
Share of area suitable for development (e.g. settlement, leisure, agriculture)	0	9
Awareness about environmental protection and acceptance of respective regulations	0	9
Protected areas (e.g. national parks)	9	0
Location of the region (e.g. accessibility from different geographic directions)	5	0

Social cohesion	Aspect was addressed as a Strength	Weakness
DEMOCHANGE checklist for a regional SWOT analysis Is there a significant regional strength or weakness in relation to…?	In … percent of all working groups (%)	
Identification with region and sense of belonging	23	0
Organization of locals in clubs, religious and voluntary associations	18	0
Solidarity, social engagement and family structures	18	0
Cultural offers and facilities suitable for individual generations	0	14
Demographic diversity of clubs and associations	0	9
Communication between locals and immigrants and mutual open-mindedness	0	9
Involvement of immigrants in clubs and social networks	0	9
Distinct and living cultural traditions	9	0
Intergenerational facilities and initiatives	5	5
Active integration of foreign immigrants (e.g. advanced language courses)	5	5
Facilities and activities for marginalized and unorganized social groups	0	5
Mental flexibility of locals	0	5
Social interest groups and their cooperation	5	0

Image	Aspect was addressed as a Strength	Weakness
DEMOCHANGE checklist for a regional SWOT analysis Is there a significant regional strength or weakness in relation to…?	In … percent of all working groups (%)	
Umbrella marketing strategies for local products and cooperation of providers (e.g. in tourism, health, wellness, food, handicraft)	14	27
Marketing activity level (e.g. financial volume, usage of diverse media) and support structures (e.g. welcoming service)	5	18
Image of the region as a place to live, work and visit (e.g. quality of life, career opportunities, innovativeness, security, landscape)	9	14

Demographic strategy	Aspect was addressed as a Strength	Weakness
DEMOCHANGE checklist for a regional SWOT analysis Is there a significant regional strength or weakness in relation to…?	In … percent of all working groups (%)	
Cooperation and common strategies in sectors especially affected by demographic change (e.g. tourism, education, health, care, social services)	5	27
Experience with demographic change projects (e.g. elderly citizen concepts, alliances for families, alternative housing initiatives for elderly people)	14	0
Prominence of demographic change in local policies and public discussion	14	0
Experience with demographic change projects (e.g. elderly citizen concepts, alliances for families, alternative housing initiatives for elderly people)	14	0
Awareness about demographic change among locals and in regional administration	5	5