

# APACHES

## Aberdam Scenario Workshop Report

*Sharing, Transferring & Transposing  
Practices, Experiences & Expertise*  
November 2012



**PLACE:** Tilburg – Netherlands – Host – Studio VMK (Collabor8)

**PLAYERS:** Representatives of 8 Interreg IWB NWE Projects;  
**VALUE, VALUE+, CURE, MANDIE, MANAGE+, PORTICO, LICI, COLLABOR8**

**MISSION:** To share the experiences, learning, practices, expertise and cataloguing of good practices in a creative way.

### ESSENTIALS

A virtual city, called Aberdam, was specifically created to include the social, cultural, natural, built and other elements found in the 52 partner areas that make up the 8 Interreg IWB North West Europe projects taking part in the APACHES cluster project. The story of the city included challenges and opportunities, synthesized from researching the practices, backgrounds and issues of the 8 projects. A map, description and presentation provided descriptions and details for workshop participants.

Four teams, comprising a mix of representatives of projects, were set up. Their brief was to work as separate teams for 5 hours over a 3-day period and to each present a 20-minute proposal to a judging panel, comprising the following:

- identify and manage a stakeholder engagement process
- identify and deliver two social and two developmental improvements, and
- creatively use new technology.

The teams drew on the methods & processes of the 8 projects (with each project providing a 30-minute presentation) linking the different project's social, environmental, development and technical issues with the topics embedded in the city of Aberdam, and drawing on best practice presented by representatives from the different APACHES projects interspersed between team work during the 3-day period.

### RESULTS

The results of the workshop were:

- A new network was formed between the different representative organisations and partnerships taking part in the workshop.
- An overview of the aims and objectives of the 8 participating projects was shared across the APACHES partnership.
- Examples of practices, experience, case studies and anecdotes were shared between the partners, before, during and at the presentation stage.
- Different organisations, partners, disciplines & representative countries & institutions worked intensively with one another in a creative way to share, discuss and propose advice based on their experiences and expertise.



## APACHES PROJECTS' PRESENTATIONS OF KEY LEARNING POINTS

The scenario workshop with presentations by each project aimed to provide opportunities for partners to learn about each others projects. The following is a summary of the key learning points presented by the projects (copies of presentations can be found on the links below).

**VALUE** showed that people are willing to pay more for **greener landscapes in urban areas**, including their long-term maintenance, by being shown different levels of "greening" with the respective prices for implementation and maintenance, described in monthly contributions to Council Tax. VALUE demonstrated **3-dimensional software** that allows green infrastructure to be overlaid on existing urban landscapes as a tool to show stakeholders proposals for development ideas.



**VALUE+** will demonstrate how to combine high level planning theories with local involvement in green infrastructure projects. This will improve how communities work together when planning for green investments and help develop local green economies. It will develop methods to support people in local communities to engage with the planning system so that it is more open and efficient. As part of this, the project will train up a team of Local EU Champions to act as links between the planning system and local people, helping North West European communities to realise their ambitions for their green environment.



**MANDIE** focused on District Centre Management, developing specifications for **District Centre Managers** and drawing up agreements between shop owners to improve social and economic performance, such as agreeing to opening hours, cleaning regimes, regularity of shop window displays, using corporate identities for festivals and campaigns. They have produced a **toolbox with case studies** showing how district centres can become more economically viable, for example with Info Boards, Business Crime Partnerships, Branding, Vacancy Management to win new retailers, analyzing the retail offer of districts and creating a "bell woman" who calls out the key events of the past week to add interest to a town centre.



**CURE** explained the methodologies to identify the elements that make up a creative sector that has a high potential to increase economic and social vibrancy and development in a city centre. CURE showcased different "creative zones", each providing inspiration and models to share with other areas. Four key features were described as the **Creative Zone Innovator Index**. Hans Mommaas of the University of Tilburg explained that in part it is necessary for cities to have open policies to allow the creative sector to use its skills, innovation and drive to re-develop run down areas, citing examples such as Berlin and Manchester (see his presentation).



**COLLABOR8** testified to the power of cluster working, whether this is on a geographical or a thematic basis. Many clusters adopted a **Code of Practice** as the cornerstone for collaborative working, especially where there were long distances between different enterprises. Clusters adopted the phrase, "**market your neighbour as strongly as you market yourself**" as an underlining philosophy. The unique **sense of place** of the different partner areas plays a vital part in them being able to develop and market their local distinctiveness without competing with each other. A **good practice guide** on the COLLABOR8 methods and case studies is available to download.



**LIVELY CITIES** provided examples of how some parts of city centres are not used as their urban scale is dominating and unfriendly and/or where they have become unsafe. They showed a new approach to create **Urban Lifestyle Points (ULP)**. These are transformed urban areas where they are made more attractive, safe, user friendly and promote public use. These ULP's require active management and maintenance, however public-private partnerships to fund these have a shown a history of working.



**PORTICO** explained how their project has focused on **making history in cities both profitable and relevant to all ages though innovative ways of interpretation**. This has been achieved with ultra-light buildings being placed on former historically significant sites, creative visualizations of historic routes and events and involving a broad sector of society.



**MANAGE+** is developing **long-term strategies and methods to ensure the management of re-developed buildings and attractions**. A former Interreg IIIB project, REVIT, which focused on Brownfield Site redevelopment, produced a Stakeholder Engagement Toolkit, which is relevant to all projects.



The workshop format provided the opportunity for delegates to actively embed learned processes and methods from other projects into own areas.

## **LEARNING DEMONSTRATED BY THE PRESENTATIONS BY THE 4 WORKSHOP TEAMS**

### **Background**

Four teams, comprising a mix of representatives from the APACHES projects, were set up and worked together for 5 hours over a 3-day period, to present 20-minute proposals to a judging panel comprising: the 'Mayor of Aberdam', Charlotte Bol; 'Deputy Mayor', Gerhard Hauser; & 'Deputy Mayor', Twan de Bruijn. The Mayor's office wished to receive bids to help with their own bid to host a Medieval Festival and bring about social and development improvements with a grant of €18million on offer from the Messeden region. Each team presented its proposals to:

- identify and manage a stakeholder engagement process
- identify and deliver two social and two developmental improvements, and
- creatively use new technology

The teams drew on the methods & processes of the 8 projects linking the different project's social, environmental, development and technical issues with the topics embedded in the city of Aberdam.

### **Results**

#### **Stakeholder Engagement**

The 4 teams identified and listed a wide range of stakeholders from the Aberdam scenario, ranging from politicians, businesses, religious groups to interest groups and people of different demographic, social and economic profiles. One of the teams created sub-categories, i.e. 'Cool Blues' (citizens), 'Greens' (Blue/Green Infrastructure), 'Hot Reds' (the creative sector), and integrated the wider range of different types of people into one of these groups (inspired by CURE). Another team used a SWOT analysis to evaluate the context within the city, and which elements were relevant to different stakeholders. One team stratified the consultation process into the following categories: inform; consult; involve; collaborate and empower (linked to the REVIT Stakeholder Best Practice Guide). All the groups presented a stakeholder engagement plan and processes, drawing on techniques used in the LIVELY CITY project, such as street surveys, time lapse photography & on-line surveys. The teams debated the merits of bottom-up approaches, i.e. involving stakeholders in the concepts and development of the city improvements and festival; or a top-down approach, where the city set up a strategic vision group for the festival and developments, informing stakeholders along the way. One of the ideas brought forward was to create "round tables", where each stakeholder group was given the opportunity to engage in the medieval festival and development programmes from the start, i.e. students (taken from PORTICO), and where later on new "round tables" would be set up of cross-sector stakeholders to deal with thematic projects (inspired by COLLABOR8 clusters & "marketing your neighbour as strongly as you market yourself" philosophy).

#### **Social and Development challenges**

##### **Social**

Each group provided an overall vision for Aberdam city, taking into account its historical and cultural assets and its relatively strong economic position. All groups proposed both quick wins as well as long-term proposals to ensure sustained economic and social prosperity while respecting the environmental and cultural assets of the city, ensuring that the long-term management issues were carefully considered as learned from MANAGE+. The teams recognized the city's demographic challenges and looked to address these in different ways. One of the teams proposed that the Civic Centre could be used as the main focus of the festivities as a temporary measure as a way of symbolically "giving" back the city to the citizens. Other suggestions included using story-telling to facilitate discussions and bridge the gaps between the young and the old and holding competitions for local people to propose their own improvement projects for the city, such as a skateboard park, combined music festivals and fashion expo. A recurring theme was reconnecting people and stakeholders through a common vision, using the legacy of the culture and history of Aberdam with the redevelopment of the wool warehouse and other projects, as shown in COLLABOR8 (Ambassadors & sense of place focus) and the VALUE+ Ambassador programme.

##### **Development**

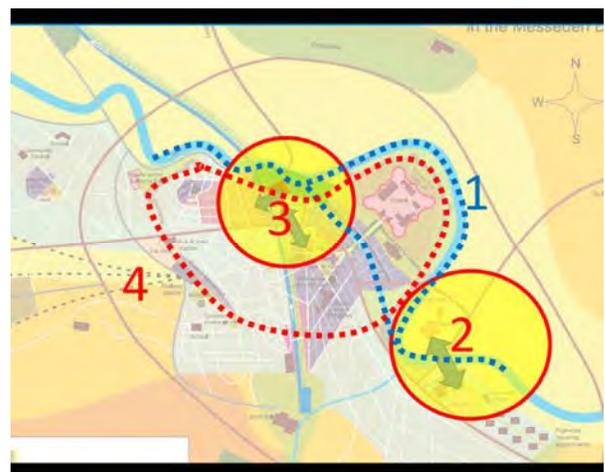
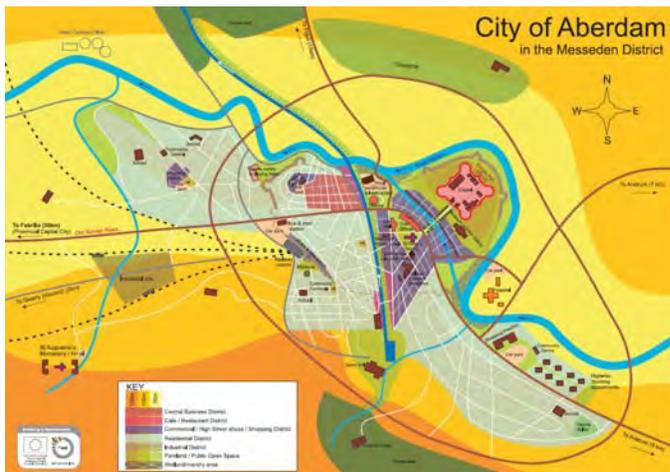
The teams analyzed the key development opportunities, including the redevelopment of redundant buildings, such as the wool warehouse (ideas included new office space; exhibition area for fashion and e-marketing, as well as to interpret the city's heritage) and the non-functioning precincts in the South East of the city. Here they proposed the linking of community groups through using a community centre to reduce anti-social behaviour with an evening "drop in" centre for young people with IT resources and to redevelop the shopping precinct, using the tools of MANDIE, e.g. shop agreements, town cluster and district centre managers. This was also a site selected for development using green technologies and innovative products made from traditional materials (see more below).

One team sought to build on the opportunities of a world-class hospital and medical care facility, whilst two other teams reflected on the VALUE project and sought ways of capitalizing on the river and canal areas, i.e. using “green-blue” infrastructure as a communication route and to weave the history of the city through this concept (inspired by PORTICO, LICl and VALUE). They also suggested the protection of key natural areas, where there are rare species of birds and spiders, nevertheless linking these with the city for people to enjoy. A sports centre was proposed to provide for students and also to consider affordable housing, as well as walking and cycling paths to explore the city, such as the vineyards and creating greater access for people.

### Creative Use of New Technology

The following ideas were generated from the 4 teams:

- To use new technology to interpret the river and canal with the operation of new boat tours (PORTICO)
- To create phone apps to inform and engage people in the medieval festival (COLLABOR8)
- To use lighting to give animation and new life to parts of the city (LICl)
- To use crowdsource funding to attract additional investment (MANAGE+)
- To investigate the feasibility of using the waste-water treatment works as a source of renewable energy (MANAGE+)
- To use augmented reality and 3D technologies to create virtual tours of the city, e.g. along the route of the city wall where the walls are no longer visible (PORTICO)
- To creatively use traditional materials for new functions, such as wool for insulation and interior design.
- To develop the Online Green City Tool for festival and post-festival use, such as an event/restaurant guide or youth facilities finder. (VALUE)



## ***ACHIEVEMENTS AND LIMITATIONS***

The scenario workshop was specifically designed for the APACHES project, drawing on detailed research which wove in real issues faced by the 52 partner areas, using the neutral territory of the “made up” city of Aberdam, which provided the platform to transfer lessons and experiences from the 8 projects between one another.

The meaningful adoption of shared best practice is a complex process. In an ideal world the workshop would result in partners’ taking ideas, practices, experiences and learnings to their regions, embedding these in policy, practices and strategies in their own regions. However this requires partners to be convinced of the merits of new approaches and for them to “sell” these to their colleagues and decision-makers. This is a long and challenging process, and a 3-day workshop cannot reach every partner, nor encompass every good practice so far learned by the projects. However, the scenario workshop has provided a window into the opportunities for partners to exchange ideas and good practices and has established physical links between people working on the different projects and facing similar challenges. A social media site has been established to continue the dialogue between the partners and this will provide a library of good practices for organisations across the EU to draw on in the future.

## **WHAT NEXT?**

The challenge is for the APACHES partners to invest in time to review information, good practice guides, toolkits, software, case studies & web links to harvest the appropriate methods, processes, tips and improve their current practices, inform strategies and if and where possible influence policy.

Partners should continue to update the social media site, library and central register of practices throughout the duration of the project.

***For more information.....click on the links....***

## **ABERDAM – THE VIRTUAL REGION – REAL ISSUES – NEUTRAL TERRITORY**

- [The description of Aberdam & workshop exercise](#)
- [The map of Aberdam](#)
- [PowerPoint presentation of Aberdam](#)
- [Judges’ score sheets](#)
- [Photographs](#)
- [Evaluation and feedback results](#)



## Green City Tool



## SURVIVAL STRATEGIES FOR AILING DISTRICTS



## DISTRICT CENTRE MANAGEMENT TRAINING



## CLUSTERING: TRAINING MANUAL, TOOLKIT AND NETWORKING RESEARCH



## Manual for District Centre Managers



## Creative Zone Innovator



## RESEARCH TOWARDS THE JUSTIFICATION OF URBAN GREEN SPACES



## Urban Lifestyle Point



## WHY DO CITIES CHANGE?



## GREEN FESTIVAL PLANNING



## Digital Story Telling



## INDICATORS FOR CREATIVE ZONES



## I - Trees



## AMBASSADOR SCHEME FOR TOURISM



## Clustering Good Practice



## IMAGE BUILDING FOR DISTRICT CENTRES



## EUROPEAN BUSINESS LAB



## Virtual Management Centre



## GREEN MARKETING TOOL



## Group Presentations

On the 21<sup>st</sup> November 2013, four “consultancies”, drawn together from eight Interreg projects presented their proposals to the 3 judges, being the ‘Mayor of Aberdam’ : Charlotte Bol, ‘Deputy Mayor’ Gerhard Hauser and ‘Deputy Mayor’ Twan de Bruijn

### TEAM BLUE – THINK TANK UNITED

The team, know as **Think Tank United** – “think tank for resilient cities” proposed a new vision for Aberdam as the heart of Messeden. The team provided a detailed SWOT analysis:

## SWOT analysis for Aberdam

<p><b>STRENGTHS</b></p> <ul style="list-style-type: none"> <li>•Historical/cultural heritage</li> <li>•Citadel</li> <li>•Food: beer, wine</li> <li>•Active groups (music, heritage,...)</li> <li>•Creative industry</li> <li>•Restaurants</li> </ul>	<p><b>OPPORTUNITIES</b></p> <ul style="list-style-type: none"> <li>•Excellent hospital</li> <li>•Historical buildings</li> <li>•Water in the city</li> <li>•Green environment</li> <li>•Rare species</li> </ul>
<p><b>WEAKNESSES</b></p> <ul style="list-style-type: none"> <li>•Wool warehouse</li> <li>•South East District</li> <li>•Stretched, not connected</li> <li>•Tourism only economic sector</li> <li>•Lack of (modern) identity</li> <li>•Shopvacancy</li> </ul>	<p><b>THREATS</b></p> <ul style="list-style-type: none"> <li>•Demographic evolution</li> <li>•Gentrification</li> <li>•Climate change (floodings)</li> <li>•Negative consequences of the festival (pollution, not sustainable investments)</li> </ul>

The team reflected on the strengths of the city citing its strong identity, culture and industrial heritage as well as its reputation for having a vibrant creative quarter and well respected local wine industry. They also examined the potential weaknesses, social deprivation, vacant shopping centre, the disused wool warehouse with its vacant area with no clear usage other than by illegal skateboarders. They then outlined the opportunities for connectivity, to link different areas, such as using the river with opportunities for boating, access and other uses. They also explained that the hospital had a good reputation and provided opportunities to boost the economy of the city and become part of the connectivity and access with improved walks. The team raised concerns, or potential threats, regarding the disproportionate number of elderly people and what legacies would continue following the festival.



The vision, they stated is for Aberdam to be an attractive place to live, work and visit for both young and old.

## Vision for Aberdam Aberdam – The heart of Messeden

Within 10 years, Aberdam will be an **attractive place** to live in, work in and visit for young and old.

The beautiful landscape and green areas around and in the city will be the setting to **link** cultural heritage and arts with leisure and recreation along the river and canals.

Aberdam will have a **prosperous economy** due to a strong, diverse tourist sector as well as a growing medical and health industry.

When you visit Aberdam, feel its **heart beat** and fall in love!

They proposed a logo of a heart, representing Aberdam as the heart of Messeden. .



The team set out key objectives:

- Increase river access and use
- Attract young people
- Provide a healthy and appealing environment
- Link green areas to historical and cultural heritage
- Strengthen tourism
- Fight social deprivation and exclusion
- Promote the uniqueness of Aberdam
- Develop a community with a strong identity
- Enable bottom up, community led development

The explained that they would provide a Stakeholder Engagement Plan and that they would create an inventory of all key stakeholders giving examples of government bodies, infrastructure groups and local

crafts people. This plan would include both bottom up and top down approaches to involve citizens, enterprises, education/knowledge industries and governmental bodies.

There would be 3 thematic areas of focus of the plan

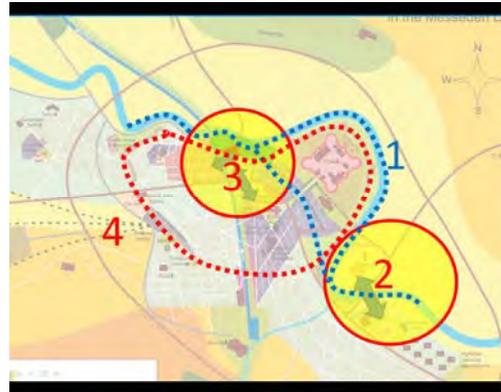
- The festival
- Long term development and
- Capital Investments

An example was given that they would use the lessons and practices from Value Added and Mandie for shop keeper involvement and setting up a business improvement district as well as drawing on Manage+ for the sustainable management of buildings

The team proposed 4 investment priorities that they believed would provide tangible results in a short time.

There were:

- Blue and Green Infrastructure – i.e. the river, canal and sports environment, e.g. canoeing, with links between the sports centre, the river, city centre and shopping areas, student homes and other recreation opportunities. The team proposed that the sports centre would provide for students and for people living in affordable housing, linked to walking and cycle facilities to explore the city, vineyards, with added interest of wine tasting and local tourism.
- The hospital as this has a good reputation and provides an important economic driver for the city as well as having an interesting environment along river and shopping area for patients to access.
- The Wool Bay warehouse area as this is close to the citadel with cultural potential. The consultants acknowledged that they knew of plans for the redevelopment of area and that stakeholder engagement in processes were in place. They also cited the recent rumours that environmentalists may stop the development, and that there were balances to be struck between environment, historic and economic priorities of the city
- The last element included a new Tourist Centre, combined with a museum that reflected and told the story of the wool and textile industry. This would be situated near the city walls, being a tourist gateway to the north of city. Remnants of the city wall provide an ideal opportunity to create a city wall trail and the consultants proposed to harness the ingenuity of the creative quarter through a students competition where the by public chose what they liked the most, e.g. walking routes, tree lined avenues etc.



The **Think Tank United** concluded their presentation by saying that they have offices in Fabrilla and Aberdam and are experts in city planning, marketing, development & research. They are a transnational team, drawing on 20 years experience in developing sustainable cities. Adding - **“We bring experience and get the best out of your city”**.

## TEAM GREEN

The **VAMOS** Team introduced themselves explaining that they would deliver a dynamic, coherent and value for money strategy with the key deliverers being:

- Miss Creative
- Mr Green
- Mr History
- Mr Manager

They described their firm's ability to deliver solutions to tackle the social and economic challenges of Aberdam with their experience in stakeholder engagement, communications and urban development. They said they would focus on the economy, especially the pubs and restaurants, the retailers, creative industries, hotels, bed and breakfasts and the informal businesses. The elements would support the beautiful city centre linking the environment with the economy.



The team's strategy is based on identifying key businesses to serve the festival and this is divided into three sectors; Blue – denoting the traditional and classical elements such as historic societies, St Peter's classical music society, medieval museum and past industries, including Wool Bay; Green – the green infrastructure, such as the vineyards, river and forests; and the Red – the creative, artistic and gay sectors, e.g. jugglers and musicians. Each sector would have their own ambassadors and all three sectors would be woven together to create a comprehensive offer for the festival and for the longer term. This would ensure that all groups would be involved with the planning of the festival, the development of the city and having a say for future developments. The team outlined how they would use co-creation and shared experiences through a comprehensive stakeholder plan to support the festival and longer term investments to improve living standards and opportunities for businesses. They sought to play to the strengths of each group.



They further elaborated by setting out their development strategy, proposing anchor points in the city for the festival, with 3 zones, the Citadel – focusing on the Blue sector elements, the Mill House, developing the Green sector elements and the Tourism zone, focusing on engaging the creative industries – resulting in a heart shaped plan. The team said that they would use the river as a communication route to link these zones together, weaving the history into the heart of Messeden, using the “heart shape” as a logo for the city and festival with the strap phrase “Abracadabra”. They said that it was important that the local businesses and communities worked together to develop their own programme of events and supporting activities, identifying that the South East district had its own special challenges.



They proposed to develop the weaving analogy further by sponsoring and supporting a series of “weaving projects” i.e. with the Red groups working together on Code of Practice, taken from COLLABOR8 best practice, establishing agreed contracts with the retail sector, taken from MANDIE best practice, and setting up a Business Improvement District with street art (guerrilla knitting) and temporary public spaces, taken from the LIC1 project. The Blue sector would weave in other elements, such links between culture, tradition and their links with the Green sector, rivers, walks and forests.

The team proposed that the Medieval Festival was an eleven day event, and that during this time the Mayor moved out of the city centre, handing over the Civic Centre to be used as the main information and tourist centre and giving the signal that the citizens of the Aberdam had the city back for themselves in a symbolic gesture. The Mayor was offered the Monastery in the outskirts of the city, during which time he would host a major international conference on urban regeneration, with experts from all over the world, with opportunities for dignitaries from different countries to visit the city and take part in the Medieval festival.

The team said that they would set challenges for communities to operate outside their normal realm, to stimulate innovation and inclusivity. They suggested boat tours along the river linking social development with new technologies and creating new public spaces, drawing on the examples of the LIC1 project, for example in Wool Bay and in the South East precincts.

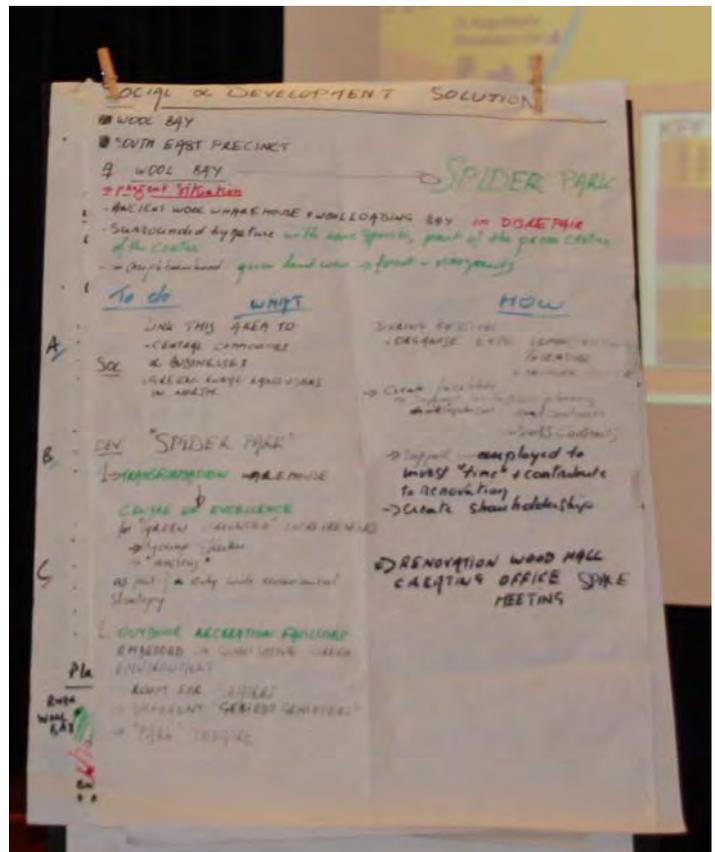
In respect of Wool Bay, with this being close to the city centre, with good green qualities and not far from the rural hinterland, they said this would provide opportunities to develop a new park, “Spider Park” linking the centre of the city with the business centre and outlying areas. Here they believed were openings to develop green technologies as part of a new economic strategy, that also sought to balance the conservation of green spaces, outdoor facilities (green theatre & exhibition space) with long term sustainable investments. The Wool warehouse could be restored and developed into new office space.

The South East part of the city would use the catalyst of the Brutalism architecture style to redevelop the area into Brutal Village, creating local jobs, bringing different communities together and linking entrepreneurs from different disciplines to bring about the proposed changes. Here they would look to incorporate the river and create stronger links with the city.

The Citadel would be a focus point for the festival, with long trellis tables bringing people together to sit, meet and eat and discuss how to improve the city and contribute to the festival, for example how to dress up the shop windows and create a positive atmosphere for citizens and visitors.

The team said that they would look to create a series of mobile “apps” working with the local community to find out what they wanted and even getting them involved in the processes of developments, for example apps to promote the festival, apps for the boat tour and other city guides.

The team concluded saying that they were about, creating communities, they were experiences facilitators, they would make the city more attractive, they had a proven track record and they provided value for money.



## YELLOW – ROUND TABLE

The team, know as **Round Table** introduced themselves stating that their values are based on their own unique Triple I approach:

- Inclusive
- Inspiring
- Innovative

In addition they explained that they would draw on their extensive experience and knowledge of Interreg Projects and the lessons learned, the methods used and the toolkits developed, citing examples of projects such as VALUE, PORTICO, MANAGE+, COLLABOR8 and LIVELY CITIES. They said they would take advantage of these in the following way:

- Involve students – VALUE and PORTICO
- Use street survey techniques – LICI
- Manage district centres – MANDIE and MANAGE+
- Use cluster and co-creation techniques – COLLABOR8



Round Table Consulting explained that they would undertake a stakeholder analysis e.g. SMES, Decision Makers, Visitors, Elderly People, Creative Industry and College, Gay sector, youth groups, religious groups, investors and families.

They explained that their stakeholder engagement plan would comprise the following (referencing the REVIT stakeholder engagement toolkit)

<b>Low</b>	■ Inform
	■ Consult
Level of participation	■ Involve
	■ Collaborate
<b>High</b>	■ Empower

They would find out what the needs are of the different groups i.e.

- WIFM – What's in it for me

They would do this by first creating “round table” discussion groups based on different interest groups. They would supplement this with questionnaire, interviews and open idea forums. They would then mix the groups to set up working groups to tackle different aspects of the festival organisation and or the redevelopment of the city. This would also be done in a “round table format, providing all participants with equal status. The aim of this approach is to maximise collaboration, bring about empowerment and co-creation, providing the opportunity for co-ownership of the social and physical challenges facing Aberdam.

The Round Table consultancy identified two key issues that they believed needed to be addressed.

1. The gap between young and old people and
2. The improvement to the physical environment

### **The gap between young and old people.**

They explained that 40% of the population was above 50 years old. They proposed the following actions to bring young and old people closer together: Story-telling, by facilitating mixed round table discussion over the next 2 years where stories would be developed for the medieval festival based on the history and culture of Aberdam. They explained that this would make valuable contributions to the festival and be a quick win as well as having a positive long term effect. To support this initiative they proposed to provide 66% funding for good ideas in line with their overall policy of looking to triple fund projects, where they would use 33% from the festival funds, 33% from government support and the balance of 33% being made up from the communities themselves. (This policy, they said, would be applied to the redevelopment of other projects, e.g. Citadel, St Peters and Buttercross areas, where the festival would take place.



### **The improvement to the physical environment**

The team proposed the re-development of the Wool warehouse, providing a state of the art skateboard area and podia for other events, e.g. mixed music festival, fashion shows and other commercial and cultural activities, with an idea to link a fashion expo with the design house of Sprint Mill. The philosophy of redevelopment, they said should be based on supporting new business ideas and initiatives with sound business plans as well as involving the school of creative industry to bring innovation and develop inspiring concepts, as well as looking to work with the skateboard fraternity, musicians and commercial interests, to be inclusive, thus fulfilling the 3 I's approach.

They explained that they would seek to resolve the conflict between young and old musicians by encouraging mixed performances at festival, even integrating skateboarders into the performances. These development proposals of the wool warehouse, the proposed would be be financed partly from investments by older people, partly through grant funding and partly through generating sustainable revenue streams. At the same time they would wish to ensure that green spaces and natural areas are conserved, protecting the rare species of spiders and birds, by that such areas should also be flexible to allow for other activities.

The consultancy wished to also see the South East area improved, linking groups with a new community centre, (to reduce anti-social behaviour) where there would be an evening drop in centre for young people, equipped with IT resources. They also proposed the redevelopment of the shopping precincts, allowing for an evening or night economy to prosper. This would require all the shops and the community to be involved. To enhance this development, they proposed to link areas using the river and board walks to the south of Aberdam, linking areas such as a new technology centre, affordable housing and a new retail area. They suggested measures to stimulate the provision of

accommodation for tourists for the festival and thereafter. They also identified that the water treatment plant could provide an opportunity to generate energy and future revenue streams that could be put towards new projects or maintenance. They proposed a feasibility study to test this idea.

## NEW TECHNOLOGY

The Team set out its proposals to make the best use of new technology. This is divided into the following:

### Communication

To launch discussions about the concepts of co-ownership using social media, particularly aimed at attracting the younger generation.

### Events

To use light animations to highlight the features of iconic buildings such as the citadel  
Developing a 3D city tour, integrating augmented reality to show what happened in past times at various locations in the city

### Long Term Behaviors

To use crowd source funding and timebanking (kickstarter.com) concepts to build social cohesion and raise funding for various initiatives

### City Development

To invest in sustainable energy initiatives  
To develop a cradle to cradle strategy to make the most of renewable materials

## ADDED VALUE

The consultancy mapped out the added value that their firm can offer. These included the following:

- Specialised in connecting people i.e. bringing them together
- Tripling the €18Million on offer through various financial engineering mechanisms
- Producing short term, quick wins
- Ensuring long term benefits and legacies
- Identify challenges and have track record of solutions related to city developments
- Using stories to create news ways of perceiving and thinking and creating a sense of collective identity
- Drawing on the experience and expertise of 6 projects.



This was a winning combination!.....

## TEAM ORANGE

The team, known as **(Re) Connect** – proposed an innovative approach “Back to the Future, using Aberdam’s history to move the city forward. They explained that their team offered a “uniqueness approach” such as:

- Evolutionary futures
- Connect is our business
- Our plan has actions created by and delivered by the people/stakeholders
- We are connecting the city’s past with its Future



The team proposed to use the theme “connect” to build on the history of the city in an evolutionary way, i.e. there would be no sudden changes. They explained that they sought to connect the city with its surroundings and the outside world, building on its strengths of its past and connecting these with future developments using the festival as a catalyst. They said that the walled city provided the analogy of protection from the outside world, but also offered a gateway into the city to trade and for new ideas to be brought in, capturing the past connectivity of the medieval age.

The context of the Aberdam was summarised as follows:

- Population 210,000
- History - Roman & Medieval origins
- Industrial heritage – textile manufacture, particularly wool (dyeing, weaving, finishing), industry decline in 19th Century
- Geography – limestone escarpment, River Muflon, flood plains
- Historical buildings

*and its infrastructure.....*

- good road and rail network
- high quality Wi-Fi, broadband connection
- Central business district (CBD)
- canal towpath,
- Parkland
- Vineyard
- Forest
- Hospital

- Schools and College of creative industries
- Theatre, museum, shopping mall, community centres

The Team explained that they would tap into the strong textile manufacturing base with its skills and heritage. They would seek to improve infrastructure, the roads, railways and broadband and provide interesting content in terms of messages and services as a reason for locals and visitors to re-engage with developments and changes. A summary of the current economic situation showed that Aberdam is comparatively well off, but faces an uncertain future, particularly in terms of competing and connecting with other areas.



## Aberdam Economy

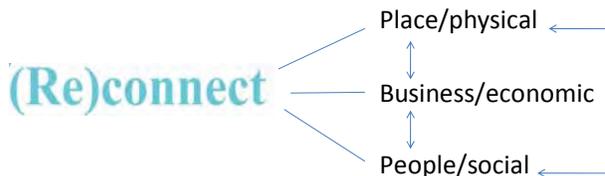
- Tourism
- Tertiary education
- 85% of business are small and medium sized enterprises (SMEs)
- Most business focussed around craft and entertainment

They suggested that their strategy involved having a clear focus and choosing strategic project for development as shown:



## The Vision

**To improve the economic viability of the city by reconnecting place and business and to make public spaces more attractive and reconnecting people to Aberdam.**



Using Aberdam's history to move the city's development forward

They identified that there was a willingness for inhabitants to engage with the city's development and the festival and this energy should be used. The best way this could be accomplished was building a common vision, based on a strong economy, being inclusive, sustainable and connected with the outside world. In addition there needs to be a legacy after the medieval festival, one that continues to connect future development with its rich heritage and past. This they said could be achieved through co-production management models to oversee the implementation of projects and realise this vision.

The consultancy identified the key stakeholders as shown in their overhead.



## Stakeholders

- Aberdam Heritage Association
- Young people
- Small and medium sized businesses
- College
- Railway company
- Environmentalists
- St Peter's Classical Music Society
- Schools
- Residents
- Gay community
- Older people
- Buttercross market traders/shop owners
- Religious groups
- Housing Association
- Europe/Interreg
- Tourist Industry

They explained that they would develop a strategic visioning group – based on top down leadership, using champions from different interest groups provide the balanced bottom up approach. This would include the following:



## Stakeholder Engagement

Develop strategic visioning group (top-down leadership)

- The Mayor
- Albert Forman
- Chamber of Commerce
- College Principal
- 'Champions'

The champions would allow for “bottom-up” participations and they identified the following candidates:-

- Festival Director
- Economic Regeneration
- Social Regeneration
- Public Place Making
- Creative Cluster

The Objectives being

- To create a legacy from the Festival that connects future development of Aberdam with its rich heritage and past.
- To co-produce a long-term management model to lead and oversee implementation of the Aberdam's vision.
- To underpin physical and social developments in Aberdam with the principles of a sustainable economy and environment

and to

- Reconnect people/stakeholders through a common vision - immediately
- Use legacy and regeneration for Wool Bay as a catalyst project – medium to long term

- Connect through canal axis – immediately and long term management
- Integrate old and young – immediately
- Brand the city product (wool)/cluster – immediately
- Festival is launch of an annual event

In terms of development priorities they explained that there were two:

**1. Wool Bay Warehouse and Canal Axis.**

- Management model for long-term development
- Creative industry involve in development
- Use industrial heritage to give a distinctive USP
- Economic development through clusters and visitor spend.

**2. South East Shopping precinct:**

- Hold a competition for design and redevelopment
- Occupier driven
- Sustainable development design
- Affordable eco-housing to attract families/ young people

They emphasised that all developments should be based on a sustainable development design strategy and include affordable eco-housing (to attract families and young people) with the idea of having a design competition for affordable sustainable redevelopment of the South East of the city. They explained the importance of integrating old and young people, recognising that uncertainty hampered confidence and development potential. They outlined the following challenges: -

- Demographic change/ageing population
- Shrinking city
- Adaptation of space for families/younger people
- Transferring heritage knowledge to younger generation

They suggested developing volunteer programmes to unite different groups, using the festival as a focus for different volunteering opportunities.

They went on to promote concepts of adopting new technologies to achieve the following:

- ‘Virtual regeneration’
- Apps (festival information and wider city context)
- Broad Internet access
- New designs/uses using/based on old material (wool)  
*e.g the idea of using the city’s creative industries to brand the city and develop new applications using traditional materials, such as modern carpet designs, insulation material from wool. They explained that these ideas could be integrated into the festival and that in the following years there could be an annual event to celebrate the city’s creative industries.*
- New way of collaborating (sustainable)
  - Champions
  - Clusters
- Use technologies to connect/network development for stakeholders

**The team finished their presentation by inviting the Mayor to champion new technology by having her inauguration on Facebook**