

## Annex 6: Futures Workshops

### 1.1.1 Objectives

The workshops are intended as an exploratory and self-reflective process for MISTA's stakeholder cities to review how their planning policy, plans, regulation and technical capacity reflect their ambitions.

- Define motivations and priorities for each of the cities.
- Get feedback on how research done to date is relevant for decision making processes.
- Explore the list of inspirational cases.
- Show how to facilitate stakeholder co-creation based on the outcomes of the MISTA project and to create 'Metropolitan Industrial Spatial Strategies' related to 'Economic Sprawl'

The workshops are not expected to generate exhaustive results as this requires an often extensive internal planning processes that must be facilitated by the respective public authorities. The workshop will provide participants with a range of tools to render the research from this project accessible and useful for collaboration in the longer term.

### 1.1.2 Workshop program

The workshop assumes that in a Business As Usual scenario, based on 'experiential learning' (Gibbs 1988) methodology noted above, the following program will be delivered by the MISTA team and will cover an entire day. In the advent of travel restrictions, refer to option B & C below for ways to achieve similar outcomes.

ACTION	TIME	OBJECTIVE	PROCESS	TOOL
<b>Step 1.</b> Opening	30"	- Gain a better insight into the state of the art of the respective city. - Identify objectives.	1. Start with a background briefing which is A) the statistic SWOT analysis (see chapter 4) and B) a summary of the interviews from the MISTA team. Check to see if the conclusions are correct. (45")  3. Use cards to discuss generic trends & forecasts. (15") 4. Translate the chart into a SWOT diagram based on the background briefing. (30")	Cards showing trends & forecasts. This will refer to research extracted from Chapters 2-5.
<b>Step 2.</b> Feelings & reactions	30"	- Target personal positions.	Explore subjective drivers based on the 'Chart of Emotions' exercise. (30")	Chart of emotions.
<b>Step 3.</b> Evaluation	60"	- Identify city's strengths and weaknesses.	Develop the SWOT analysis based on reviewing the work done to date.	SWOT diagram.

<b>Step 4.</b> Analysis	90"	<ul style="list-style-type: none"> <li>- Help refine the ambitions of each respected city.</li> <li>- Focus attention to an area of action.</li> </ul>	<ol style="list-style-type: none"> <li>1. Present four scenarios. Each which will include a written narrative and visual support. The scenarios essentially help connect with a limited selection of patterns cards (20").</li> <li>2. Discuss in smaller groups the most suitable scenario (30").</li> <li>3. Select scenarios (20").</li> </ol>	<ul style="list-style-type: none"> <li>- Scenario descriptions (x4)</li> <li>- Visualisations of the scenarios</li> </ul>
<b>Step 5.</b> Conclusions	90"	<ul style="list-style-type: none"> <li>- Identifying the needs (of the city).</li> <li>- Exploring relevant solutions.</li> <li>- Exploring case studies.</li> </ul>	<ol style="list-style-type: none"> <li>1. The scenarios (above) will be linked to pattern cards. The moderator will present the relevant cards to discuss based on the selected scenarios. (45")</li> <li>2. Use the inspirational cases for concrete examples. (30")</li> <li>3. Combine patterns &amp; examples (15")</li> </ol>	<ul style="list-style-type: none"> <li>- Cities of Making pattern cards</li> <li>- Cards showing inspirational cases.</li> </ul>
<b>Step 6.</b> Defining action	60"	<ul style="list-style-type: none"> <li>- Define key action areas to develop in the future.</li> <li>- Prioritise actions.</li> <li>- Seek responsibilities</li> </ul>	<ol style="list-style-type: none"> <li>1. Review work above.</li> <li>2. Help prioritise action - where to next.</li> <li>3. Reflection and feedback on the process.</li> </ol>	All of the above.

### 1.1.3 Requirements, measures for meeting limitations due to COVID-19 pandemic

To account for potential travel issues and limitations to public meetings, two alternative options have been developed that follow the same program. Basically, the MISTA TEAM considers it possible to run the Future Workshops (task 2) either in person (Option A), or under two different perspectives online (Option B & C), based on the use of a specific online collaborative tools. This would allow to keep this part of the MISTA project according to the original plans, despite possible future restrictions.

	Details / requirements	Workshop period
<b>Option A</b>	Business as usual, MISTA team visits each city. A room for 10-15 people. A fast and reliable internet connection. A large projector screen. Flip-chart and drawing material.	One full day

<b>Option B</b>	MISTA partners participate virtually, city partners meet face to face. A room for 10-15 people. A fast and reliable internet connection. A large projector screen. A camera pointed towards all participants.	Two ½ days.
<b>Option C</b>	Event conducted entirely virtually. Where possible, cameras remain on. Internet speed tested before each session.	Four sessions, ideally on sequential days.

*\*In all cases, the team will expect at least one partner that can support with translations or interpretations. The requirement for an official translator will be subject to the needs of the city.*

## Method

- Communications and discussion via the platform of choice (Teams, Zoom, Skype...)
- Presentations shared before the event.
- For Collaboration using [www.mural.co](http://www.mural.co) (or similar) online tool.
- A few roles designated: note taker, translator, adjudicator.

ACTION	TIME	PROCESS	Option B	Option C
<b>Step 1.</b> Opening	30"	1. Start with a background briefing which is A) the statistic SWOT analysis (see chapter 4) and B) a summary of the interviews from the MISTA team. Check to see if the conclusions are correct. (45") 3. Use cards to discuss generic trends & forecasts. (15") 4. Translate the chart into a SWOT diagram based on the background briefing. (30")	Day 1	Session 1
<b>Step 2.</b> Feelings & reactions	30"	Explore subjective drivers based on the 'Chart of Emotions' exercise. (30")	Day 1	Session 1
<b>Step 3.</b> Evaluation	60"	Develop the SWOT analysis based on reviewing the work done to date.	Day 1	Session 1
<b>Step 4.</b> Analysis	90"	1. Present four scenarios. Each which will include a written narrative and visual support. The scenarios essentially help connect with a limited selection of patterns cards (20"). 2. Discuss in smaller groups the most suitable scenario (30"). 3. Select scenarios (20").	Day 2	Session 2

<b>Step 5.</b> Conclusions	90"	1. The scenarios (above) will be linked to pattern cards. The moderator will present the relevant cards to discuss based on the selected scenarios. (45") 2. Use the inspirational cases for concrete examples. (30") 3. Combine patterns & examples (15")	Day 2	Session 3
<b>Step 6.</b> Defining action	60"	1. Review work above. 2. Help prioritise action - where to next. 3. Reflection and feedback on the process.	Day 2	Session 4

### 1.1.4 Scenarios

The scenarios are intended to help the public authorities to take a position on how they will be involved with their local economies. These scenarios are simply intended as an opening discussion and will not provide all the answers. These scenarios will need to include the role of third parties such as NGOs or universities that may share responsibilities in addressing issues of public interest.

<p><b>1. Clustering activities within well protected zones.</b> Developing manufacturing clusters based on a limited number of well defined and protected sites can help nurture a particular type of activity (such as pharmaceuticals) or based on businesses that are heavily embedded in their local context through interdependent services.</p>	<p><b>3. Facilitating a patchwork of making.</b> By ensuring that a wide enough variety of spaces are available with flexible land uses, the most suitable activity will find its place. In this way, policing and zoning are prioritised.</p>
<p><b>2. Sustaining foundational productive services.</b> Focusing on creating space for foundational activities that the city depends on, on a daily basis. Specific buildings or sites may be developed to ensure that they fit in comfortably into their surroundings. This can include food, waste management and construction.</p>	<p><b>4. Developing a maker city.</b> The city gains from having a wide variety of manufacturing and productive activities that are distributed across the city. By supporting networks, investing in R&amp;D, providing a level playing field for less profitable (but essential) businesses and distributing activities across the city, it is possible to build on spill-overs, hybrid businesses and cross-overs between different sectors.</p>

The following scenarios are proposed to be used during the workshops. In the light of the COVID-19 pandemic, there could be the need to think if and how these scenarios remain relevant, or if alternative scenarios should be developed. The scenarios will need to be discussed with the cities in the lead-up to the workshops to test their validity. To prepare for the workshop, the scenarios will be developed in terms of both content and visual support material. This will come in the form of a booklet (around 20 pages) which the participants will be expected to have reviewed before the workshop.

What will be included:

- An extended description of each of the four scenarios below.

- Accompanying inspirational cases.
- Moodboards and visualisations that will help to render the material tangible for a wider audience.

<b>Ambition</b>	<b>1. Clustering activities within well protected zones.</b>	<b>2. Sustaining foundational productive services.</b>	<b>3. Facilitating a patchwork of making</b>	<b>4. Developing a maker city</b>
<b>Description</b>	Developing manufacturing clusters based on a limited number of well defined and protected sites can help nurture a particular type of activity (such as pharmaceuticals) or based on businesses that are heavily embedded in their local context through interdependent services.	Focusing on creating space for foundational activities that the city depends on, on a daily basis. Specific buildings or sites may be developed to ensure that they fit in comfortably into their surroundings. This can include food, waste management and construction.	By ensuring that a wide enough variety of spaces are available with flexible land uses, the most suitable activity will find its place. In this way, policing and zoning are prioritised.	The city gains from having a wide variety of manufacturing and productive activities that are distributed across the city. By supporting networks, investing in R&D, providing a level playing field for less profitable (but essential) businesses and distributing activities across the city, it is possible to build on spill-overs, hybrid businesses and cross-overs between different sectors.
<b>Opportunity</b>	Focus investment and communications on a very specific site	Solve the city's basic needs locally to help boost resource based resilience.	Market driven. Flexible.	Lead by example. Encourage diversity, redundancy & resilience
<b>Policy</b>	Protection of industrial land. Strong integration of industry, education and research.	Protection of industrial land. Public ownership of land	Facilitate negotiations. Provide flexibility	Facilitate policy for mixed use. Using financial stimulus and land ownership to orient markets.
<b>Public investment</b>	Supporting services. Financing branding and communications to stimulate the cluster. Public support for linking education and research with businesses	Public investment in securing a limited amount of space to protect foundational functions.	Largely involving facilitation.	Investment in real estate. Subsidies. Communications. Linked up education and research actors.
<b>Examples</b>	To be developed through showcasing examples from the inspirational	To be developed through showcasing examples from the inspirational cases (section 6.2).	To be developed through showcasing examples from the inspirational cases (section 6.2).	To be developed through showcasing examples from the inspirational cases (section 6.2).

	cases (section 6.2).			
<b>Challenge</b>	Businesses that operate outside of the cluster or that want different types of spaces may struggle. High dependence of performance of the businesses in the cluster.	There is not sufficient critical mass of manufacturing to make it viable. Spaces need to be fiercely protected to benefit the most suitable actors.	Short-term wins can be costly. Poor coordination and piecemeal action can lead to a lack of a network.	Costly and time-consuming. May not have huge short term pay-offs compared to some market-oriented development. Politically challenging.

### 1.1.5 Outcomes

1. **Testing the methodology.** This involves showcasing discussion processes and tools for reflexive planning.
2. **Scenarios booklet.** A short document (~20 pages) that will describe and illustrate the four scenarios.
3. **Testing and prioritising the inspirational cases.** This using the inspirational cases within the context of a discussion so that the team can refine the contents and application of the cases.