

## POTENTIAL APPROACH TO THE PROCESS

**Table 1: Overall Process Development**

Approach Component	Stage + Purpose	
Establish the vision, aims + objectives of the project	Stage 1	Why?
Audit and confirm the baseline position		
Provide an overview + context		
Provide an analysis of gaps + constraints + strengths + opportunities		
Assess needs + aspirations + priorities x theme		
Set out the concept + rationale	Stage 2	What?
Set out and assess potential options		
Select the preferred option		
Develop the Action Plan + detailed projects	Stage 3	How? Who? When?
Set out the outputs + outcomes of the project		
State the actions required and by whom		
Set out the programme and required timescale for action		
Set out the funding sources and 'funding mix'		

### Comparative Examples



"Through the development of *Whistler2020*, we have determined our values as a resort community, examined the challenges we face, and established our priorities.

We want Whistler to be the premier mountain resort community. We will continue to build a strong resort community that emphasizes quality of life and respects the diversity of its people. We will develop and implement long-term growth management programs that move us toward environmental sustainability and help us achieve financial stability. Our visitors will enjoy the optimum mix of premier, world renowned recreational opportunities and first-class service in the rugged Coast Mountains."

"Whistler continues to be guided by its vision—Whistler will be the premier mountain resort community as we move toward sustainability. The vision is supported by five priorities:

- Enriching Community Life
- Enhancing the Resort Experience
- Protecting the Environment
- Ensuring Economic Viability
- Partnering for Success."



**“Gussing** is the only city in Europe autonomous in energy. No other city has reached 100% of autonomy yet thanks to the renewable energies ...”

Once upon a time, in 1980, Gussing, a small city situated in the poorest area of Austria, on the Soviet block border, not very generous in business, with high unemployment, high levels of out-migration, no industry, and with only some isolated agricultural farms were the only income of the district, decided the bad tale will no longer last. In 1990, a strong and astonishing decision was taken by Mr Raddach, former mayor of the city - ‘We will become 100% renewable’.

The city of Gussing with 4,000 inhabitants now produces 250% of electrical energy, 160% of biofuel and 96% of heat compared to its needs ... 50 new companies are now established, 1,100 new employments were created...The Gussing district with 27,000 inhabitants is 50 % autonomous in energy, and the objective is of 100 % in the years to come ...

The figures speak from themselves!

### ***Welcome to Sotkamo - Snowpolis!***

“The municipality continually invests in new ideas. One of the more remarkable of these is **Snowpolis**, an international all-year-round centre for winter activities and sport. And our next new, ground-breaking project is waiting just around the corner!

Here you’ll find an excellent environment both for living and for conducting business amidst beautiful unspoilt nature. The constant stream of events and happenings throughout the municipality add attractiveness and spice to life here in Sotkamo.”



**Table 2: Strategy Process Stages, Components, and Discussion**

Component	Process Stage
<b>Stage 1</b>	<b>Specify + agree project vision, aims and objectives</b>
<p><u>Community Aspirations</u></p> <p>The basic key questions which the project must address should be put forward:</p> <ul style="list-style-type: none"> <li>▪ What do the community actually need + expect?</li> <li>▪ What do the community actually want + aspire to?</li> </ul> <p>Answers must be justifiable and evidence based upon data and information.</p> <p><u>Project Vision</u></p> <p>A vision for the town must be established - stating what the project aims or aspires to do:</p> <p><i>“Linlithgow will be a recognised and unique worldwide destination, a vibrant and sustainable centre of community and voluntary sectors, business and tourism, working effectively and in harmony with all stakeholders..... etc.”</i> (Linlithgow Aspires Vision Statement)</p> <p>The agreed key aims should be stated as follows (for instance):</p> <ul style="list-style-type: none"> <li>▪ To find ways to increase economic activity to sustain a good quality of life yet not harm the environment - achieving a balance + aiming for sustainability across the town;</li> <li>▪ To enhance business activities within the town; and</li> <li>▪ To use resources + retain added value within the town across all economic sectors.</li> </ul> <p><u>Consideration should be given to the principles of sustainability defined as follows:</u></p> <ul style="list-style-type: none"> <li>▪ Environmentally Acceptable</li> <li>▪ Technically Feasible</li> <li>▪ Financially Viable</li> <li>▪ Economically Realisable</li> </ul>	
Component	Process Stage
<b>Stage 1</b>	<b>Specify + Determine Baseline</b>
<p>To ensure that the approach is based on accurate and factual information, the following baseline data + information are necessary. This information should include the following:</p> <ul style="list-style-type: none"> <li>▪ Socio-economic</li> <li>▪ Demographic</li> <li>▪ Employment / unemployment / self employment</li> <li>▪ Tourism business</li> <li>▪ Other non tourism business</li> <li>▪ Infrastructure</li> <li>▪ Existing support systems + programmes</li> </ul>	

- Institutional + other co-operative arrangements

Component	Process Stage
Stage 1	Analysis of Strengths + Opportunities

The following questions should be asked to confirm the understanding of the key strengths and opportunities available on which to base the project, and an agreed position reached:

### Special to Linlithgow

#### Strong cultural base

- Strong history + heritage
- Distinctive.....??

#### Built heritage

- Old houses
- Building styles + materials
- Historic form + layout.....??

#### Existing community activities

- Previous tourism initiative
- Web pages and information strength.....??

#### Proximity + access to transport routes

- Accessibility to all transport modes - road, rail, airports, + sea
- .....??

#### Geographic centrality

- Proximity to Edinburgh, Falkirk + Stirling
- Ability to use location creatively - promotion of ease of access
- .....??

### More General issues

#### Awareness of future threats

- Data must be collected on this + a Development Strategy or Plan prepared
- .....??

#### Willingness to explore new ideas

- There is potential for this but currently not used so much.....??
- The project offers a route to explore new ideas

#### Existing businesses + entrepreneurs + innovators

- Yes but could be more.....?
- Must help people to be self-sufficient
- Increasing competition + quality on offer

#### Natural / unspoilt environment

- Diverse nature but under threat from congestion
- No major industrial development to spoil the environment

#### Potential for local co-operation

- Maybe not so strong currently but much to build upon
- Perception of public + private sectors willing to work together as equal partners

#### Potential for funding + co-operation

- Motivation for people to work together
- Various funding sources potentially available

- Interest in sustainable development

Component	Process Stage
Stage 1	Analysis of Gaps + Constraints + Problems

Key Gaps + Constraints + Problems experienced in Linlithgow need to be understood, as follows:

Constraints on services + facilities?

- Limited capacity in Academy and Health Centre
- Lack of facilities for younger members of the population

Continuing decline in activity + footfall in the town centre?

- Reduction in the number of independent retailers in the centre
- Reduction in numbers of businesses in the centre
- Reduction in the range of services + activities in the centre
- Competition between the town centre + retail park
- Business activity focused on Avonmill Industrial Estate + the periphery

Shortage of affordable housing?

- Need for reasonable quality accommodation for people when moving to the area
- Need for more housing association property?

Constraints on infrastructure?

- Limited access to motorway creating through town traffic congestion

Need for engagement with wider dormitory population?

- How to engage with those sleeping in town but working elsewhere?

Co-operation between multiplicity of community organisations?

- Potential but have to work hard to gain acceptance
- Need to create a structure which all parties can buy into

Component	Process Stage
Stage 1	Needs + Aspirations + Priorities

Questions need to be answered to confirm understanding of the key Needs + Aspirations + Priorities on which to base the project, and in particular the key questions to be addressed.

Providing views in terms of:

- A case for action?
- A direction?
- What is the priority - the economy or environment?

The agreed position might include a variety of aspects including as follows.

- An environmentally friendly economy - (how can this be achieved?)
- Providing workspace + yet good environment to generate economic activity
- Promote tourism as the key attractor to Linlithgow - but in what ways?
- Find ways to improve the economy yet not harm the environment - achieving a sustainable balance?
- Prioritise key projects for action - this requires an overall Strategy to provide a structure and direction
- Consciously attract people to become involved + find volunteers and paid participants as appropriate
- Stop doing 10 things at once and concentrate on what can be done well + effectively?

<b>Component</b>	<b>Process Stage</b>
<b>Stage 2</b>	<b>Concept +Rationale</b>

The core components of the Concept and Rationale for the project should be considered

- What is the essence of Linlithgow?
- What is the defined project area in terms of scale?
- Where is Linlithgow going now?
- What is the Linlithgow brand - do we have one + do you want one?
- How can the area be drawn together - through the Group and the community?
- Describe what you wish Linlithgow to be like in 5yrs + the following period?
- What type of community would you wish your children to enjoy or indeed to retire into?
- What is your concept for town development?
- What comparative examples are there from which to draw?

<b>Component</b>	<b>Process Stage</b>
<b>Stage 2</b>	<b>Project Themes</b>

A range of themes should be put forward to form the core components of the project upon which other elements would be based - for instance:

- Tourism
- Environment
- Business + entrepreneurship
- Labour Market
- Housing
- Community services + infrastructure
- Energy resources + sustainable development
- Other economic sectors - services + manufacturing etc

In establishing what is a strategy theme + what is the key issue within the theme the following provide examples

<b>Tourism 1 (example - simple)</b>	<b>Possible Results - suggested</b>
Linlithgow attracts significantly more tourists	
What might be the implications for the economy + community?	
Greater demand for visitor accommodation	Possibly positive
Greater congestion in the town centre	Negative
Greater income and wealth	Positive
Greater exposure to international markets	Positive
Increased litter + anti-social behaviour	Negative
Greater understanding of other cultures	Positive
Widening local people's 'horizons' + appreciation of others views	Positive
<b>Tourism 2 (example - more complex)</b>	<b>Possible Results - response</b>
Tourism markets + attraction	
What might be the implications for the economy + community?	
Tourism + the tertiary economy is what Linlithgow requires	Positive
Those things that bring lots of tourists are both positive + negative	Positive + negative
If more money is available from tourists then money flows throughout the economy	Positive
If tourism businesses are prospering then greater income will lead to the overall quality of services increasing	Positive
Seasonal labour in tourism might potentially be a problem	Negative
Large numbers of tourists will create pressure upon the environment	Negative
Tourism might change cultural habits + the culture then becomes dependent upon the economy - performing for the tourists	Negative
A quality tourism offer is more difficult to sustain in the market as the market is more limited than that for mass market tourism	Potentially positive
The balance between the scale of tourist activity and community acceptability of compromising their environment will be difficult to manage - the requisite capacity must be established	Positive + negative
'Look, learn, and do' tourism is the best / preferred market + is good for micro-business in the sector - these tourists could act as 'myth-busters' removing misconceptions about the area visited	Positive
Need to increase the number of tourist providers + tourism infrastructure - to retain overnight stays + related expenditure	Current deficit to be addressed
Must avoid segmenting the culture / product to respond to the view that certain elements will appeal to tourists - hence overall culture becomes forgotten	Potentially negative without caution
Need to define commercial and 'mass' tourism	A challenge!

Business + Entrepreneurship	Possible Results
Investments from outside the town encouraging local development projects to induce greater wealth + profit in Linlithgow	
What might be the implications for the economy + community?	
Increased need for labour	Positive
Increased salaries	Positive
Local people need to compete to obtain these resources + improve their technical / professional skills	Positive
Promotes use of services in the area - local community facilities and provides demand / market for such facilities + underpins personal services in the community	Positive
Pressure for consumption of natural resources + potentially threatens environment through resource depletion + the capacity for area regeneration	Negative
Increase pressure for importation of migrant workers who are less concerned with quality of environment	Negative
Attracts entrepreneurial / innovative immigrant labour but brings different + conflicting cultural attitudes	Positive + negative
Bigger external investors have the potential to dominate the local economic sector and act monopolistically undercutting local businesses and acting against the priorities of the strategy	Negative - but could weigh the investors' influence against the benefits to the economy
If the incoming investor is using + depleting the primary resources of the area then these must be discouraged or their activities managed + amended	Negative
Technology based activities are welcomed + attract well educated high quality / skilled workers who can appreciate the environment - leads to an enhanced local knowledge base	Positive
This approach improves possibility of conservation of primary + secondary resources	Positive
Provides opportunity to host research based activities + supports vitality and sustainability of creative works + increases area's competitiveness	Positive
Support of entrepreneurship - should support diverse sectors and at a micro-level increases the area's economic flexibility and diversification - a mixed economy ensuring the spread of knowledge - an 'economy of scope' providing width + quality	Positive
Production of products which support the essence and rationale of the area - sustainable development + activity	Positive
Assurance that high value tourism should be the focus of marketing action + business attraction	Positive

<b>Environment</b>	
What might be the implications for the economy + community?	

<b>Energy Resources + Sustainable Development</b>	<b>Possible Results</b>
What might be the implications for the economy + community?	

<b>The Labour Market</b>	<b>Possible Actions</b>
What might be the implications for the economy + community?	

<b>Housing</b>	
What might be the implications for the economy + community?	

<b>Community Services + Infrastructure</b>	
What might be the implications for the economy + community?	

<b>Other Economic Sectors</b>	
What might be the implications for the economy + community?	

**Table 3: Forward Process Stages, Components, and Discussion**

<b>Component</b>	<b>Process Stage</b>
<b>Stage 2</b>	<b>Options</b>
<p>It will be necessary to decide and state and agree the potential options for the project and its Themes. These could include the following options:</p> <ul style="list-style-type: none"> <li>▪ Is the Strategy focussed upon the economy, the environment, or a mix / balance of both? If it's a balance, at what point is this found?</li> <li>▪ What if Linlithgow was intended for major expansion? Would this be agreed by the community?</li> <li>▪ Should the town be focused upon tourism as the key driver or diversified into a new high-tech clean energy sustainable community? What consequences would flow from either of these options?</li> <li>▪ What is the consequence of not taking action through the project? Is this a major loss of opportunity in the context of circumstances changing in Linlithgow's favour?</li> </ul> <p>The Preferred Option would need to be agreed.</p>	
<b>Component</b>	<b>Process Stage</b>
<b>Stage 3</b>	<b>Joint action through Aspire Group + Other Partners</b>
Action Plan + Projects	For future consideration in a Funding Application
Products	To be determined
Outputs + Outcomes	To be determined
Actions	To be determined
Programme	To be determined
Funding	To be determined

**Example of Forward Themed Projects + Strategies**

<b>Whistler2020 Strategies</b>			
	<b>Arts, Culture &amp; Heritage</b>		<b>Materials &amp; Solid Waste</b>
	<b>Built Environment</b>		<b>Natural Areas</b>
	<b>Economic</b>		<b>Partnership</b>
	<b>Energy</b>		<b>Recreation &amp; Leisure</b>
	<b>Finance</b>		<b>Resident Affordability</b>
	<b>Food</b>		<b>Resident Housing</b>
	<b>Health &amp; Social</b>		<b>Transportation</b>
	<b>Learning</b>		<b>Visitor Experience</b>
			<b>Water</b>

