



Redruth Action Plan Project (RAPP)

Community Facilitation Agent Workshop Report March 2010

Prepared by

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Redruth Action Plan Project Community Facilitation Agent - Workshop Report

Introduction

Ros Love of CEU Ltd was appointed to the role of independent community agent facilitator for the Redruth Action Plan Project from November 2009 – March 2010 to undertake the consultation work to inform the creation of a 20 year vision for Redruth. This report captures the product of the consultation workshops.

Overview

- I. Four separate workshops were held with different community sectors, as identified by the Redruth Action Plan Project (RAPP):
 - Redruth School (RSch) – 8.12.09 (09:30-14:30), held at The Penventon Hotel;
 - Site Representatives (SR) – 6.1.10 (11.00-15:00), held at Krowji;
 - Business Community (BC) – 6.1.10, (17.30-21:30), held at Krowji;
 - Voluntary & Community sector (VC) – 19.1.10 (10:00-13:00), [the original date of 7.1.10 was postponed due to severe weather] held at Krowji.
2. The aim of the workshops was to consult with these different sectors about their regeneration vision, needs and priorities for the future of Redruth and to help with ideas for and provide support for the Information Exchange Shop. In addition to this, the RSch workshop aimed to assist students exploring the issues of economic regeneration and development planning, to understand the needs of different members of the community and to experience working in groups and making informed decisions.



Redruth School students undertaking the 'Community Empathy Task'

3. Attendance at the workshops was by invitation, with RAPP drawing up an extensive invitation list in (see appendix I). As the workshops were designed to be inclusive, word of mouth resulted in some additional organisations being represented. The exception to this approach was RSch, with the students being selected from across all year groups by the Deputy Head. Attendance lists for all four workshops are shown in appendix I.

Workshop Programme Design

4. Instead of firming up on all four workshop agendas at the outset, our intention was that they may develop and change depending on how each workshop panned out. The advantage of this approach is that it is possible to fine tune workshop activity to ensure optimum results. The process of workshop design and a full account of workshop tasks and activity is captured in appendix 2.

Workshop output

5. Despite the workshop programme developing over the course of the process and the use of various techniques, it is possible to analyse the outputs by generic theme/issue. The majority of feedback helped with the development of the Information Exchange Shop. However, there are some interesting points that stand alone in this report – these are highlighted in red.

6. **Theme/issue: Why people were interested in coming along to the workshop**

Explored by: SR, BC, VC

Key feedback:

- General curiosity and wanting to know more;
- Promote awareness of own ‘cause’/organisation/interest.

7. **Theme/issue: Frustrations/dislikes about Redruth**

Explored by: RSch, BC, VC

Key feedback:

- Depressing appearance of town and its gateways/decline in retail/derelict brownfield sites;
- Persistent negativity/apathy of local people, with tendency to default to entrenched attitudes;
- Lack of awareness of key resources (eg Murdoch House).

8. **Theme/issue: Positive things about Redruth**

Explored by: RSch, BC, VC

Key feedback:

- Existing resource in architecture/heritage/natural environment;
- Strong sense of community (‘friendly’, ‘fantastic’, ‘You’d leave your ladders unlocked in the garden here!’) and active voluntary sector;
- Well placed for development - mainline railway;
- Existing resources eg cinema, Rugby Club, parks, public art, clock tower.



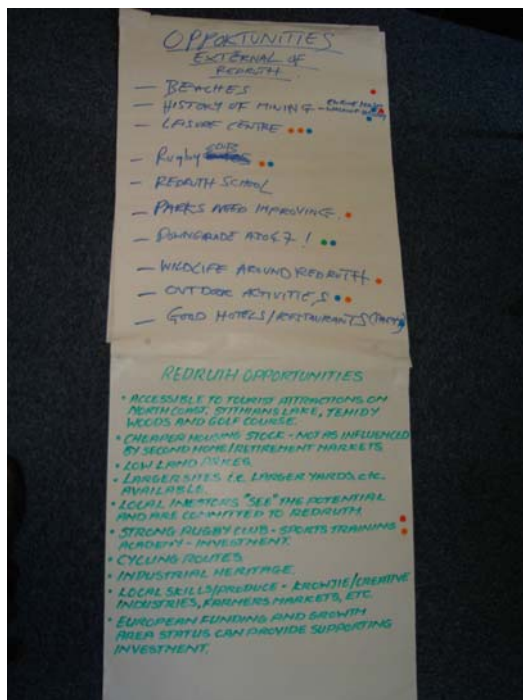
Positive aspect of Redruth captured on balloons by Redruth School Students

9. **Theme/Issue: SWOT**

Explored by: RSch

Key feedback:

- Strengths – community spirit, good schools, railway station;
- Weaknesses – stigma, poor reputation;
- Opportunities – history of mining, leisure centre;
- Threats – Truro, reputation.



Opportunities for Redruth captured by Redruth School Students

- Develop Development Trusts and Social Enterprises;
- Better signposting/signage;
- Realistic business rates;
- People taking care of own environment;
- Do up derelict buildings;
- Relax planning regulations for commercial premises;
- Landlords more responsible for properties;
- Positive promotion;
- Provide finance for heritage buildings;
- Create tourist centre (possibly based on heritage or cycling);
- Use World Heritage Site as opportunity and connection to Carn Brea;
- Reinvent as market town;
- Preserve historic townscape;
- Use empty shops creatively;
- Involve young people;
- Improve signage;
- Develop non-car access routes and corridors;
- Create an 'in your face' resource close to station;
- Make town more family friendly;
- Improve general access and car parking (too many traffic queues for small town).

II. **Theme/issue: Positive promotional slogan for Redruth – 'Redruth is . . .'**
Explored by: BC, VC

Slogans favoured by BC

'Redruth is a friendly place'

'Redruth is the future informed by the past'

~ placing Redruth within context of Cornwall; community aspect - words like 'friendly', 'heart', 'cradle'

Slogans favoured by VC

'Redruth is rich in history and waiting to be (re)discovered'

'Redruth is building on the past, valuing the present and developing for the future'

~ very oriented towards the town's heritage as its Unique Selling Point.

Other suggested slogans:

'Redruth is . . .'

living history

on the up

rich in history and waiting to be (re)discovered

building on the past, valuing the present and developing for the future

a wealth of Cornish heritage and a town of hope

awash with history

a friendly place

the backbone of Cornwall

Cornwall's mining capital/the mining capital of the world

the heart of Cornwall

the Cornwall experience

the future informed by the past

a place to explore

fiercely independent

the cradle of innovation.

Helping you to make a difference

12. **Theme/issue: Practical changes**

Explored by: SR, BC, VC

Priorities:

- Develop office/small factory outlets in Fore Street (like Clarks Village) and night time opportunities;
- **Create link footpath/route from Station to Great Flat Lode;**
- Introduce Farmers Market;
- Develop murals/lighting project;
- Pursue relocation of Cornish Records Office/Archive;
- Employ Town Centre Manager;
- Reciprocal signing between Rugby Club and town centre;
- Advertising campaign for small businesses;
- Widen involvement and improve quality of Murdoch Day;
- Tidy up derelict buildings at Penryn Street/Cross Street.

Other ideas

- 30-60 mins free parking in town
- Make West End one way (downwards)
- Guerilla gardening at bottom of Station Hill
- Rent free period/subsidies for businesses
- Bissoe Cycle Way through town
- Re-establish original town plan
- Introduce tram or similar system
- Allow vehicle access in High Street before 11:00 and after 16:00
- Regenerate Post Office Site
- Develop public town square
- Pursue relocation of Cornish Records Office/Archive
- Develop gateway at Coastline/Avers
- Open Nettle Hill junction
- Open up Plumbase/Tax Office - could this be an anchor store?
- Dig up old by-pass
- Low rate enterprise zone
- Silent wind turbines at gateways
- Use compulsory powers to purchase Redruth Brewery and develop retail parks possibly similar to Clarks Village
- Redruth Website
- Premium retail outlet for town eg Primark
- Advertising campaign for small businesses
- Widen involvement and improve quality of Murdoch Day
- Tidy up derelict buildings at Penryn Street/Cross Street
- Make more of Krowji.

13. **Theme/Issue: RAPP Business Case Future Opportunities and their resonance**
Explored by: SR, BC, VC

Results

Very strong resonance < ----- > No resonance

Creative Town	Market Town	Food/Gourmet Town	Modern Industrial Town
Cultural Heritage	Tourism	Innovation	Growth Town
Sustainable Town	Independent Retail	Real Town	
		Outdoor Activity	

Note: outdoor activity was not included in the RAPP Business Case, but suggested by CPR Regeneration for inclusion.

The results are broken down by community sector in appendix 3, which shows that there are some differences with how some words resonated with different community sectors.

14. **Ideas for Information Exchange**

Explored by: All

All suggestions, by theme:

Timing

- Attract school students during 15:00-16:00 slot - by having seats and refreshments so they can hang out;
- Open in the evenings, 7 days a week;
- Open much longer than one week.

'Carrots'

- Some form of reward for answering questions;
- Prize draw - all ideas entered;
- Provide free snacks/coffee;
- Play music to attract people;
- Competitions eg prize for most creative idea;
- Testers and samples of products.

Involvement

- No theme days as discourages other age groups - go for mixed age instead so that OAPs and teenagers work together;
- Get the local schools involved with designing the front of the shop;
- Specific days for specific ages;
- Have Redruth School students to help organise it;
- Make connections/have presence in library and other possible satellite locations eg industrial estates, Tesco's;
- Use Kerrier District Council trailer to take consultation 'to the people';
- Make connections to BME communities eg Polish Shop.

Activity

- Graffiti wall;
- Internet cafe type thing/free wifi;
- Voting on a website;
- Snooker table for teenagers;
- Link with film at cinema/free movie nights;
- Wall for business cards;
- Fun day;
- Mini casino;
- Give away cheap cameras and people can take photos of the good and bad things about the town;
- Continuous video stream - showing parts of Redruth;
- Different activities on different days;
- Postcards for ideas;
- Provide 'dating agency' between landlords of empty properties and possible tenants;
- Message trees;
- Simple voting;
- Ideas Board;
- Facebook page.

Focus

- Celebration of all things Redruth - local products like pasties.

Shop design

- Arty, pictures, cartoons. Interesting and attractive to all;
- Attractive lighting;
- Posters , billboards;
- Bright, colourful.

Promotion

- Advertise all around the local area eg cinema, Carn Brea, churches, schools, on roads;
- Something that gets passed from person to person eg t-shirt;
- Advertise in school newspaper - The Carn;
- Go on TV & radio;
- Email network;
- Ribbon cutting ceremony;
- Leaflet the Info Exchange at the station;
- Promote Info Exchange in paper;
- Email about Info Exchange to all workshop participants and encourage a snowball effect to all contacts;
- Controversial, hard-hitting posters in empty shops;
- Reinforce location ie opposite Regal Cinema.

Other

- Paint white wall behind Pennoweth School to put ideas on;
- Post-it type board in community areas - eg school, cinema, community centre;
- Representatives visiting popular places to gather ideas eg school, parks, cinema, Tesco;
- Have a space in main street to write ideas on pavements;
- Find out more about the people that are coming into the shop.

15. **In Summary:** There was limited preparation time between the four workshops and the Information Exchange Shop, which meant we were unable to take on board as many of the ideas as we would have liked. However, a number of them did become reality and others will be taken forward as part of the ongoing RAPP process.

16. **Other feedback/issues that arose during all workshops**

- Balance between community aspirations and regeneration professionals;
- Problem of legacy - 'same old', 'heard this all before and nothing has happened' - time to lose it?;
- Frustration with process;
- Cynicism about CPR and other organisations - better communication needed and need for clearer working together (how does RAPP relate to Area Action Plan?);
- Rumour mill 'Rugby Club moving to town' 'CPR wanting to move Redruth businesses to Pool';
- Perceptions - decisions already made;
- Need for clarity on what RAPP and Convergence can deliver;
- Need for action but recognition that things do take a lot of time;
- Individual frustrations of site representatives;
- Importance of everyone pulling together - individual and community responsibility - workshop participants can be ambassadors for change.

17. **Workshop issues for RAPP to address moving forward (not dealt with at Information Exchange).**

The following issues were not explicitly addressed through the Information Exchange Shop process, but they are all worth considering as RAPP is taken forward.

- Potential to create link footpath/route from Station to Great Flat Lode;
- Potential for Redruth to focus on Outdoor Activity as an opportunity;
- Problem of legacy - 'same old', 'heard this all before and nothing has happened' - time to lose it?;
- Cynicism about CPR and other organisations - better communication needed and need for clearer working together (how does RAPP relate to Area Action Plan?);
- Rumour mill 'Rugby Club moving to town' 'CPR wanting to move Redruth businesses to Pool';
- Need for clarity on what RAPP and Convergence can deliver;
- Importance of everyone pulling together - individual and community responsibility - workshop participants can be ambassadors for change.

18. **Relating the workshops to 'the Information Exchange'**

The experience of and results from the workshops were fed into the preparation for the Information Exchange Shop. The recommendations for the Information Exchange Shop therefore reflect the output from the workshops.

Appendix I - Redruth Action Plan Project Business Community Invite & Attendance List (6th January 2010)

Contact Name	Organisation Role	Site	ACCEPTED	ATTENDED 6th January 2010
	Chamber of Commerce			
	Mark Smith - specific contacts			
	Chantelle - to all the Redruth Businesses			
Peter Bishop FBDO	Peter Bishop	The Bond Street Optician	YES	NO
David Bishop .	Walker Moyle		YES	
Paula Thomas			YES	
Roj Knight	The Bike Barn	Elm Farm Cycle Centre	YES	
Gerald Ellenbrook	DP Engineering	Treleigh Businesses Watch	YES	NO
	David Bishop	Walker Moyle	YES	
David Proctor	Paula Thomas	Walker Moyle	YES	
Barbara Ellenbrook	Barbara Ellenbrook	Arts & Graphics + Draftline	YES	YES
	Richard Goldring		YES	
Mark James	Community Network Manager		YES	
	Joysanne Thatcher	Cornwall Council		YES
	Mary Anson	R R Chamber		YES
	Russell Hancock	R R Chamber		YES
	Janet Dallmore	R R Chamber		YES
	Jane Hooper	R R Chamber		YES
	George Saint	R R Chamber		YES
	Richard mowl	R R Chamber		YES
	L Saint	Mysterious Lady		YES

Appendix I Redruth Action Plan Project Site Representative Invite and Attendance List (6th January 2010)

Site Number	Contact Name	Organisation Role	Site	SENT	ACCEPTED	ATTENDED
1	Andie Barrington-Smith	Site Owner	Town Mill Foundry	LETTER	Yes	YES
1	Michelle King				Yes	YES
3	Paul Humphries	Site Contact	Tesco Redruth	EMAIL		
4.1	Michael Cox	Site Contact	Kimberley Foundry Row (Dwelling that forms part of Brewey Site)	LETTER		
4.1	Horace Yao	Site Owner	Redruth Brewery	EMAIL		
4.1	John Siese	Site Contact	Redruth Brewery	EMAIL		
6.3	Geoff Greaves	Owner	Regal Cinema	EMAIL		
7.1	Mark Pascoe		Penventon Hotel	EMAIL		
7.1	Aaron Pascoe		Penventon Hotel	EMAIL		
7.2	Darryl Hendley	Fulfords Land & Planning	Charles Andrew Clinic	EMAIL	-	
8	Mark Renshaw-Smith	Excel Parking	Fairmeadow			
9	Mssrs G Tressider, K Tressider & J Simmons	Freeholders	1 Station Hill/ 5 - 6 Penryn St	EMAIL		
9	Robert Burrows	Agent	1 Station Hill/ 5-6 Penryn Street	LETTER		
10	Justin & Lisa Palmer	Owner	The Old Fire Station	LETTER		
11	Messrs Simpson		Fairfield Dev Site	EMAIL		YES
12	Michelle Foster	Coastline Housing	The Elms	LETTER		
13	C Johns		Post office site	LETTER	Yes	YES
14	Richard Williams		Gas depot	LETTER		
16	Roger Watson	Redruth Rugby Club Secretary	Redruth Rugby Club	LETTER		
16	Dave Simmons	Link Trustee on Club Executive	Redruth Rugby Club	EMAIL		
16	John May	Chairman of Club	Redruth Rugby Club	EMAIL	YES	YES

Site Number	Contact Name	Organisation Role	Site	SENT	ACCEPTED	ATTENDED
		Trustees				
17	Simon Williams		The Tolgus Growth Point Site	LETTER		
17	Justin Dodge		The Tolgus Growth Point Site	LETTER		
18	Chris Beech	Deputy Head Teacher	Redruth School - A Technology College	EMAIL	YES	
20	John Archer/Andrew Parsons	Agent	Jubilee Gardens (Also known as 24 Drump Road)	EMAIL		
20	No Name		Jubilee Gardens (Also known as 24 Drump Road)	EMAIL		
21	Ross Williams	Site Owner	Krowji	LETTER		
22			Clothworthys Unit 12 Fore St (Former Clotworthy Unit)			
23	David Ellsmore	Site Owner	Avers	EMAIL	YES	YES
23	Leigh Gething	Site Owner	Avers			
24	Robert Pulford	Site Owner	Alma Place, Fore Street	LETTER		
25	Geoffrey Gay	Owner	The London Inn	EMAIL		
26	Nigel Atkins	CSA Architects		EMAIL		
27	Mark Dawes	CAD Architects	Tolvean House (nxt to Penventon)	EMAIL		
28	Bec Applebee	Local Artist		EMAIL		
29	Mark Pascoe	Penventon Hotel		EMAIL	YES	YES
16 & 25	Richard Goldring	Rugby Club & London Inn Agent	Redruth Rugby Club	Phone	YES	YES

Site Number	Contact Name	Organisation Role	Site	SENT	ACCEPTED	ATTENDED
22 & 24	Richar Eddy	Agent	Clothworthys Unit 12 Fore St & Alma Place (Former Clotworthy Unit)			YES
4.2 & 6.2	George Lewis	SWRDA	Chapel Street West & Chapel Street East			

Appendix I: RAPP Voluntary & Community Sector Invite and attendance list

Name	Organisation	Organisation Role	SENT	ACCEPTED 7/1/ 10	Accepted 19/1 /10	Attended 19/1 /10
Kevin Hawke	Redruth North Partnership	Housing Group	Email	YES	No	
Carole	Redruth Community Centre	Community Centre	Email			
	Redruth Youth Centre	Community Centre	Email			
Tarn Lamb	The Elms	Chief Executive	Email		Yes	YES
Bill Phillips	The Elms	Finance Director	Email			
Claire Brown	The Elms	Environment & Community Learning Manager		Yes	No	
No name	A B C Project Housing Association	Housing Group	Letter			
No name	Anchor Trust Housing Association	Housing Group	Letter			
No name	Kerrier Homes Trust Housing Association	Housing Group	Letter			
No name	Redruth Foyer Housing Association	Housing Group	Letter			
No name	The Guinness Trust Housing Association	Housing Group	Letter			
No name	Redruth Cricket Club	Sports Club	Letter			

Name	Organisation	Organisation Role	SENT	AC CEP TED 7/1/ 10	Acc epte d 19/1 /10	Atte nde d 19/1 /10
No name	Redruth United Football Club	Sports Club	Letter			
No name	Redruth Tennis Club	Sports Club	Letter			
Rick	Real Base Training		Email			
No name	Volunteer Centre Cornwall		Email			
PCSO Moya Tompson	Statutory Agencies	PCSO, Redruth/ Devon and Cornwall Constabulary	Email			
Simon Cade	Faith Groups		Email			
Kez Salmon	RedYOUTH Community and Youth Group		Email	YES	Yes	YES
Doug Polman	Inter-Link Cornwall		Email	YES	No	
Bec Applebee	Krowji		Email	YES		
Richard Hocking	Volunteer Centre Cornwall		Email	YES	Yes	YES
No name	Murdoch House		Email			
Chris Hailey	Redruth Charity Trust	Chairman	Email		Yes	YES
Andrew Green	Learning Partnership		Email		Yes	YES
Louisa Jenkins	Learning Partnership			YES	No	
Pam Peyton	Redruth Library Manager			Yes	Yes	YES
Maureen Twose	Reader Development & Outreach officer			Yes	tbc	YES
Kerry Raymond	Cornwall SPACE & Social Inclusion Service	Area Co-ordinator West			No	
Colin Saxton	?			YES	Yes	YES
Joan Biscoe	?			YES	Yes	YES
Rosie Hawking.	?			YES	Yes	YES
Emma	Think Public (Part of				Yes	YES

Name	Organisation	Organisation Role	SENT	AC CEP TED 7/1/ 10	Acc epte d 19/1 /10	Atte nde d 19/1 /10
Gasson	DOTT)					
Gavin Bolton						YES
Rolf Rainer						YES
Harry Sheppard						YES

Appendix 2 – Development of Workshop programme

- Redruth School (RSch) – 09:30-16:30, 8.12.09 (Penventon Hotel)
- Site Representatives (SR) – 6.1.10 (Krowji)
- Business Community (BC) – 6.1.10 (Krowji)
- Voluntary & Community sector (VC) – 19.1.10 [the original date of 7.1.10 was postponed due to severe weather] (Krowji)

Because of the dual aims of the RSch workshop, our intention that it should be varied, creative, empowering, inclusive and challenging for the students, and also because it was longer in duration than the other workshops, we were able to include a wider selection of specific workshop tasks, as outlined as shown below:

Redruth School Workshop 8.12.09	
Time	Activity
09:00	Students arrive/meet and greet/direct to group tables
09:10	Introduction to day including domestics and groundrules; introduction to CPR and RAPP
09:30	Icebreaking session: working with neighbour, find out name, one good thing and one bad thing about Redruth, write on blown up balloons (10 mins), share with whole table (10 mins), keep good things on mass washing line, all let go of bad thing balloons at same time (10 mins)
10:00	Community empathy ‘competition pace task’ - all groups handed a series of community ‘segments’ eg workless, people living in outlying villages and hamlets, pre school families, one by one and asked to come up with five things that each ‘community’ would need from Redruth.
11:00	Introduction to Information Exchange Shop and brainstorm for ideas
11:15	Refreshment Break
11:30	SWOT Analysis - Each group to look at one element of SWOT; brainstorm to generate ideas (15 mins), match against RAPP SWOT
12:30	Lunch
13:15	Regeneration Apprentice – Redruth Brewery - using site plan each group comes up with a development plan for the site majoring on the needs of young people, but taking into account other community needs.
14:30	Close

Having reflected on the RSch Workshop, we concluded that, for the remaining three workshops, we wanted to try and keep focus on the positives (ie strengths and opportunities, rather than weaknesses and threats) as we felt there was a danger that we might get drawn into a cycle of negativity. In addition we decided that, although the site focus of the Regeneration Apprentice task was a very valuable community planning exercise for the students, it was too specific at this stage of the consultation. So, for the remaining workshops our intention was to broaden out more on the vision.

To this end, we designed the following programme to be used for the SR, BC and VC workshops:

Proposed programme for Site Representatives (6.1.10), Business Community (6.1.10) and Voluntary and Community Sector (7.1.10)	
Time	Activity
30 mins	Arrival , welcome and introduction to Workshop – Ros Introductions – name, organisation, interest in attending, positive thing about Redruth
20 mins	Introduction to CPR and RAPP - Mel

30 mins	SWOT Analysis - focusing on Strengths and Opportunities only. Strongly agree/agree/disagree – anything else? (using different coloured stickers)
60 mins	Visioning an Iconic Future for Redruth Decide what the main focus or vision for the town will be (Hints - how will you promote the town? How will the town feature in peoples' minds?) Build up picture – mind map/pictures/words etc
20 mins	Introduction Information Exchange Shop and brainstorm
10 mins	Potential for the direct involvement from community?
10 mins	Wrap up & Close

However, things didn't go according to this plan at the SR Workshop. During the initial introductions, prompted by the question of why people were interested in attending, there quickly arose a need for individuals to get a lot off their chest about Redruth and how they felt about previous attempts to regenerate the town. In addition, some individuals needed to air their own personal issues in relation to what they had experienced on their own sites. As facilitator, I decided to let this process run as I clearly felt that we would get no further until this cathartic process took place. This proved the right thing to do, as having had a refreshment break we re-grouped and adapted the focus as follows:

Working in 2/3s –

- What do you recall from previous visioning that is still relevant? (SR participants felt that a visioning exercise had already been done through previous similar processes and they were asked the question 'which elements of the existing vision for Redruth are still relevant?')
- A good idea previously discussed that hasn't happened?
- Something that would unlock development potential

Working in different 2/3s

- Jointly come up with a marketing promotional slogan for Redruth by finishing the sentence *Redruth is ...*
- All come up with a good idea for practical change

These were captured and displayed alongside the RAPP Business Case Future Opportunities and everyone was asked to vote on them using a traffic light system (green - strongly agree; yellow - agree; red - disagree; no limit on number of stickers).

With the above approach proving successful and useful, I decided to use more or less the same approach for the remaining two workshops (BC and VC):

Finalised programme for Business Community (6.I.10) and Voluntary and Community Sector (19.I.10)
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Time	Activity
30 mins	Icebreaker – working in 2/3s Name, interest in coming this evening, what would you get on your soap box for about Redruth (frustration), what would you shout from rooftops about Redruth (celebration) Report to group
15 mins	Introduction to CPR and RAPP
15 mins	Open discussion – what resonates for people so far.
15 mins	Refreshment Break
45 mins	Working in 2/3s Jointly come up with a promotional slogan that captured the essence/identity of Redruth and would be well know in approximately 5 years time, by finishing the sentence – ‘Redruth is All come up with a good idea for practical change In addition the Business Case Future Opportunities were displayed. Using stickers, everyone voted on the above using a traffic light system (green - strongly agree; yellow - agree; red - disagree; no limit on number of stickers).
15 mins	Info exchange & continued Involvement
	Wrap up & Close

Appendix 3 – Future Visioning by community sector

There were some differences with how some words resonated with different community sectors:

Summary Table

	Information Exchange		Site Reps		Business Community		Voluntary Sector	
	Total	Position	Score	Position	Score	Position	Score	Position
Independent Retailing	43	I	3	9	4	3	3	4
Creative Town	41	2	7.5	I	5	I	1	7
Cultural Heritage	40	3	5	5	3.5	4	9	I
Market Town	22	4	5.5	4	2	7	2	3
Sustainable Town	19	5	6	3	3	6	3.5	2
Food / Gourmet Town	9	6	3.5	8	3.5	4	-0.5	II
Tourism	8	7	7	2	1	9	3.5	2
Innovation	7	8	4	7	2	7	1	7
Real Town	7	8	4	7	2	7	0	9
Growth Town	6	10	2	10	0	10	0	10
Modern Industrial Town	6	II	1.5	II	-1	II	2	5
<i>Outdoor Pursuits</i>	Not asked		5	5	4.5	2	Not asked	
Total	208							