KNOWLEDGE PARK TWENTE

- an eco-tech vision -

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Group 2: economic efficiency and pervasive impact of IT

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CONTENTS

INTRODUCTION
SWOT ANALYSIS
INTERPRETING THE SCENARIO KEY POINTS
FUTURE VISION
MANAGEMENT PROPOSALS
DESIGN PROPOSALS
CONCLUSION
INTRODUCTION

The scenario key points for group 2 –economic efficiency and pervasive impact of IT- shape a difficult (demanding) context for the design proposals. The planning and design proposals we made were supposed to reach a high degree of economic efficiency, based on dynamic and versatile systems (rapid changes, different flows) due to the high impact of ICT on the future society.

SWOT ANALYSIS

By doing the SWOT analysis, we tried to describe the main features of the present situation, and identify trends and possible developments (opportunities, threats) in the particular context of our scenario key points (economic efficiency and pervasive impact of IT).

The identified strengths are generated by four main characteristic of site: the presence of extensive green areas, that of companies (and especially big companies), the Twente University and some other local advantages. The presence of green areas provides an identifiable image for the campus, but it also means clean environment and a quite low density of buildings, and these two factors are extremely important in our scenario. The companies located in the Business Park (Texas Instruments, OCE, Ericsson, KPN, CMG, Lucent, Hollandse Signaal etc.) are important partners in the future development of the area; their presence impulses economic development; they act as attractors for local labour force, students, services, etc. The other location advantages are mainly the vicinity to Germany and the good connection with Amsterdam and Rotterdam (which means that our site is located on one of the possible corridors to be developed in the future).

<table>
<thead>
<tr>
<th>STRENGTHS</th>
<th>OPPORTUNITIES</th>
</tr>
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<tbody>
<tr>
<td>Extensive green areas</td>
<td>Ecological Site</td>
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<tr>
<td>Clean Environment</td>
<td>Dynamics of the Technical Park</td>
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<tr>
<td>Low Density</td>
<td>Vacancy of land</td>
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<tr>
<td>Companies</td>
<td>Multifunctional use of space</td>
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<tr>
<td>Texas Instruments, OCE, Ericsson, KPN</td>
<td>Maximise use of space</td>
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<td>CMG, Lucent, Hollandse Signaal</td>
<td>Better connection</td>
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<td>Twente University</td>
<td>International environment</td>
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<td>Human Capital</td>
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<td>ICT Know How</td>
<td></td>
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<td>ICT Students</td>
<td></td>
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<tr>
<td>Location advantage</td>
<td></td>
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<tr>
<td>Proximity to Germany</td>
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<tr>
<td>Good Connection with Amsterdam and Rotterdam</td>
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<table>
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<tr>
<th>WEAKNESSES</th>
<th>THREATS</th>
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<tbody>
<tr>
<td>Stereotyped Image</td>
<td>Little economic growth</td>
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<tr>
<td>No major events</td>
<td>Decrease of higher educated young population</td>
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<tr>
<td>ICT is periphery in Netherlands Organizations</td>
<td>Companies move away</td>
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<tr>
<td>Exodus of the youngest</td>
<td>Nasdaq goes down...ICT are in trouble</td>
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<td>Small market</td>
<td></td>
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<td>Missing parking places</td>
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<td>Lack of enough meeting points</td>
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The weaknesses concern both local, regional and global level. On a local level, we identified a stereotyped image, the lack of major events (also works for the regional level) and the lack of meeting points. On the regional level, the main features are the exodus of young people
and the small market. On a higher level, we can speak about the peripheral role of ICT in Netherlands organisations.

In our context, the main development opportunities are: promoting the university campus as an Ecological Site, promoting the dynamics of the Technical Park, taking advantage of the vacancy of land, making a multifunctional and maximised use of space, improving the connections and extending them to an international level.

The threats for this future developments are related to global economic factors (global trends which could influence our site and region): a too little economic growth, a decreased amount of higher educated young population, the companies that move away. Especially if Nasdaq goes down...ICT are in trouble.

**INTERPRETING THE SCENARIO KEY POINTS**

**Economic Efficiency**
- An economic system oriented towards new technology and knowledge investments
- XS companies provide research and new ideas to XL enterprises
- the city never sleeps

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<tr>
<th>Economic Domain</th>
<th>Socio cultural Domain</th>
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<tbody>
<tr>
<td>New technologically embedded products/services XXS and XXL companies and enterprises 24/7, working in shifts</td>
<td>From face 2 face -&gt; time 2 time New nomads New demands -&gt; Yuppie-fication Intra -&gt; Gate &lt;- Extra gate (security) New technologically embedded products/services XXS and XXL companies and enterprises 24/7, working in shifts</td>
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<tr>
<th>Policy Domain</th>
<th>Physical Domain</th>
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<tbody>
<tr>
<td>Flexible rules Autonomy New demands from the population</td>
<td>Eco sites &lt;-&gt; techno sites Meeting places Flowing connections Flexible space (architecture) Borders (spatial segregation)</td>
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Implications in physical space
- Integration of ecology and technology into eco-tech site
- Flexible space provides responsive medium to the changing demands
- Connections between sites will change in relation with main mobility needs of the settlers/nomads
- Meeting places will function as rigid points and local landmarks for a flowing urban system

Policies
- Autonomy: actors (students, companies, etc.) decide about their environment
- Flexible rules that quickly adapt to the new developments
- Population that will demand new functions, new facilities new types of services

FUTURE VISION

MANAGEMENT PROPOSALS

Knowledge Park Management: a public-private joint venture
The core idea is that the Public Agency will shift its role from administrator into enterprise partner. Public Agencies can reduce start-up costs for new firms in exchange for a share in the future profits. Creating wider choices of financial mechanisms to attract growth in the region. Methods of Public Assistance can include:
- Development Loans
- Performance Oriented Tax-Credits
- Zoning and Development Permits
- Land Write Down Cost Subsidy
- Ease and Reduction of Red Tape Regulations
- Lease of Public Property as Financial Mechanisms

Incentives for Public Agencies to enter in a Public-Private Joint Venture
- Create an environment that could help Enschede become an undisputed leader in Telematic and Innovation Technology
• Increase Local Tax Base
• Diversify Local economy with a both Large Companies and micro-enterprises clusters
• Increase High-Skill Labor opportunities
• Bring new money from “Out of the Region”
• Make Best Use of Under-Utilized of Vacant Property and Increase Land Values
• Bring the benefits usually associated with the creativity and innovation that characterizes private enterprises.

Incentives for Private Sector to enter in a Public-Private Joint Venture
• Local Government Support
• Proactive economic development policies
• Clear and Defined rules for business enterprises
• Reduce risks involved with business Start’ups
• Benefit from synergy derived from the Tecnological District

Incentives for Academic Institutions to enter in a Public-Private Joint Venture
• Provide more opportunities for students for specialized training
• Increase research cooperation efforts with Corporate Labs “Big Companies”
• Integrate International Expertise in Academic Programs

DESIGN PROPOSALS

Scenario implementation strategy
The “knowledge park” needs a very well shaped, specific image, one that could attract small and big companies, and especially ICT related companies. Our proposed image consists of four main points: eco-sites, water-connected micro-places, the reshaping of the present business park according to the campus features, so that they would provide a whole, homogenous image, and new “connecting places” (various types of meeting points).

Eco - tech sites and water connected micro-places.
The water becomes a landmark for the knowledge park.

The presence of a dynamic university campus supposes an important benefit, both from the viewpoint of ICT knowledge and from that of urban life events. The future knowledge park could take advantage of the situation and host a series of important events (annual, biennial etc.) like: ICT related international congresses and seminaries, design festivals, digital art festivals and biennales, etc.

The knowledge park could include a thematic park related to ICT and/or its applications in industrial design; a place where visitors can explore (using ICT instruments) the newest prototypes of cars, home equipment (like “the house of the future”) and communication devices.
These events should make the site attractive permanently, using a year-schedule of activities and *time to time, face to face* meetings.

**CONCLUSION**

The **knowledge park** will be a dynamic place, a place that never sleeps, a place for the “new nomads” (highly educated young people, organized in XS firms related with XL ICT companies). Their training and internship period will take place at the **knowledge park**.