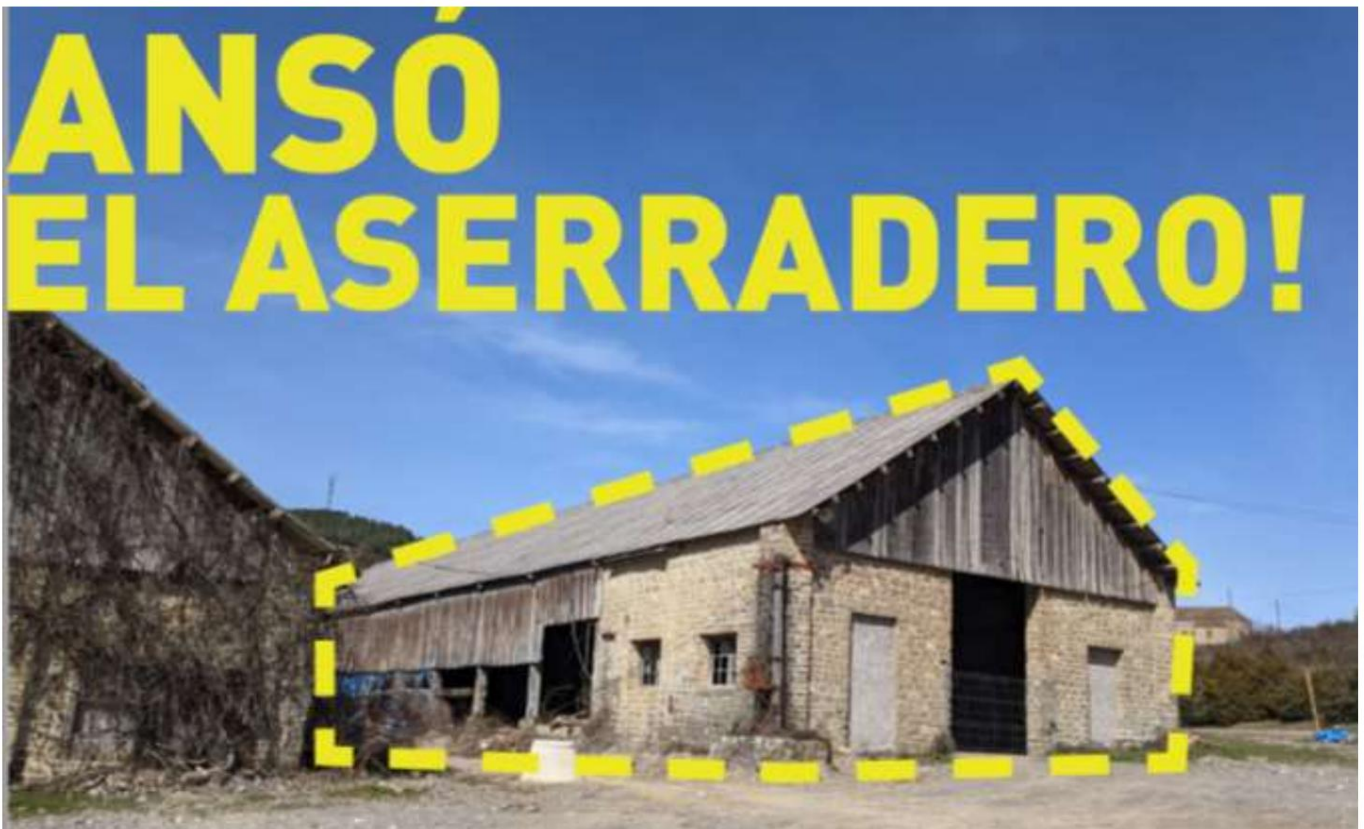


# Management plan for The Sawmill!

## Ansó Multiactivity Center



Prepared in the framework of the project on:

Preparatory Action on Smart Rural Areas in the 21st Century

- SA 2: Support and advice in the definition of programs and concrete uses of the center and its architectural definition.
- SA 3: Advice for the definition of the general activation of the building and recruitment campaign for users and companies to be installed in the building.

## INTRODUCTION

This text contains the proposal of the Management Plan for the El Aserradero de Ansó Multiactivity Center. This document has been drafted based on the results obtained during the implementation process of the Ansó Smart Village strategy, developed during 2021.

The Management Plan is proposed as an organized way of thinking about the what, how and why of the management of El Aserradero, and how we understand its activities. In addition, it will help us to explain why this project is being carried out in a certain way, which will facilitate the definition of subsequent evaluation criteria. In this way, the Management Plan can serve as a mental map that establishes the bases for the future management of the El Aserradero de Ansó Multi-activity Center (hereinafter El Aserradero).

### 1. WHAT IS THE SAWMILL?

El Aserradero is defined as a hybrid and flexible multi-activity center, aimed at revitalizing the socio-cultural and productive activity of Ansó. A space housed in an old logging warehouse where economic activities will coexist with spaces for public activity and basic services as they have not done so far. Thanks to the Sawmill, collaboration and synergies between the historic population, newcomers and entrepreneurs will be encouraged, all bathed in the memory of the logging activity that was home to the valley.

### 2. WHY THE SAWMILL?

El Aserradero is one of the actions included in Ansó's Smart Village strategy. The strategy has been developed from a comprehensive and participatory perspective, so that it has had a broad participation of the population. In addition, it should be noted that in the development of this it proposes a comprehensive approach to the needs, problems and challenges

Among the actions that have been defined are issues related to facilitating access to housing for new residents and their rehabilitation, environmental services, the implementation of renewable energy, the best energy efficiency, or the promotion of entrepreneurship and the attraction of technology companies to the people for the creation of new socio-labor opportunities. In short, the Smart Village strategy developed by Ansó covers all the necessary aspects to attract a new population and stop its socioeconomic decline.

This document develops one of the proposals that integrates the Smart Village Ansó strategy, the Multiactivity Center project, El Aserradero. The Multiactivity Center was born with the aim of boosting entrepreneurship and neighborhood relations in Ansó and for this an old logging warehouse was recovered where productive and socio-cultural activities were carried out.

## PREVIOUS STEPS

The current Management Plan has been developed according to different previous milestones that have been linked to the preparation and implementation of the Ansó Smart Village Strategy and which are described below.

### PARTICIPATION PROCESS OF THE ANSÓ SMART VILLAGE STRATEGY

Within the development of the Smart Village Strategy, an important process of Active Participation in the town has been carried out.

This initial process made it possible to establish the bases of the future Sawmill and its results have been included in this document.

In this section and in the annexes, each of the most outstanding aspects of the process are briefly described.

#### 1. DESCRIPTION OF THE PROCESS

At the beginning of September, the City Council promoted the first Active Participation process with the aim of involving the local community in clarifying local needs and implementing the Strategy.

It is a tool created with the aim of facilitating two-way communication between the City Council and the community. And to date it has made it possible to address the problem of depopulation with the local community and open the way to provide concrete solutions for the purpose of population settlement and the desired development of the town, learn more about the strategy and be an active part of the development of the proposed actions.

Until now, the format used has been different consultation methodologies to carry out the social diagnosis of the needs from the point of view of the inhabitants. We saw it as essential to include all sectors of the population: from childhood to the people who live in the nursing home. For this reason, we began with the involvement of the educational community (see Roadmap Tool: Children' power for community)

The different spaces and methods used in the consultation process were:

- A first act of public presentation of the Smart Villages 21 project (July 14)
- An introductory letter of the process that was sent to all the residents
- Three reflection workshops at the School (September 8 and 16)
- 200 questionnaires distributed among the population (during the months of September/October)
- Ten interviews with the representatives of the associations, people with a great impact on social life, future entrepreneurs, and new residents. They were led by the students of the school (September 22-25)
- A participatory day where the lines of action of the Strategy were also presented (October 17)
- A meeting with the cattle community (November 18)

For two weeks workshops were held to raise awareness, reflection and collection of proposals on the present and future of the town in the four classrooms of the school (from kindergarten to secondary education). The proposals collected here served to jointly create a question guide between the children's community and the local development agent, and to form an interview model that was subsequently carried out with eleven representatives of the active associations, people of great impact in the social life and new residents. At the same time, 200 questionnaires were designed and distributed to the neighbors. With them, the proposals regarding the current situation of work, housing, social life, entrepreneurship possibilities, quality of life and services currently offered by the town were collected. As well as concrete solutions for its development.

Finally, there was a participatory session facilitated by Julia Gladine, a professional with ties to the town, our technician Jon Aguirre Such, and the City Council's human team. In it, the local community had the opportunity to contribute their vision and proposals in the "World Café" format on three lines: employment and teleworking,

housing, social development. Issues that aroused the most concern in earlier phases. This day also served to expose three technological and innovation projects that have been interested in the Strategy (B Rural, Valuation of Environmental Services, and the ESMO cabinetmaker) and seek to settle in a town like Ansó.

Lastly, a review was made of all the answers obtained in the different phases and the most repeated and in tune with the objectives of this Strategy, were incorporated into the definition of the project.

## 2. INVOLVEMENT OF THE AGENTS IN THE PROCESS

To continue motivating the involvement of the community, it was proposed to continue the participation work by creating small-scale work groups, made up of a member of the City Council team and specific sectors of the population (according to work areas: livestock, entrepreneurs, tourism, etc.). The idea was that in them it would be possible to create small commissions or collaboration groups to redesign and execute each specific action. But due to the sanitary restrictions due to COVID-19, only one has been carried out with the group of farmers. The digital alternative is being evaluated. In the same way, direct contact is maintained with those who offered their predisposition to collaborate in the execution of actions.

For its part, taking as a reference the "Open Kids" project of the Aragon Open Government Laboratory (LAAAB), we are in the process of creating a way to give voice and open dialogue between the child/adolescent community and the City Council. It is a Children's Council and a figure of "School Leader" who will be in charge of directly transmitting the needs and proposals of this population.

## 3. CHANNELS AND SPACES FOR PARTICIPATION

The City Council promotes fluid communication with the inhabitants through an App for the mobile phone "Bando Móvil" the team shares all the news and information of interest to the population.

When there are singular initiatives, open meetings are created and feedback from the entire community is favored, and in the case of having to deal with matters of great importance for the associations, meetings are established between their representatives and the City Council.

For its part, in order to maintain transparency, the commission periodically holds municipal plenary sessions in which access for residents is free. There, issues that affect the people are discussed, but the community does not have the right to vote.

There are also different profiles on social networks: Facebook and Instagram (@valledeanso) and the web: [www.valledeanso.es](http://www.valledeanso.es) where the news or developments in the town are posted daily.

Finally, there are physical information boards at various points in the town.

## INITIAL ARCHITECTURAL PROPOSAL

With the results obtained during the participation process and as part of the Strategy implementation process, a document was prepared with an initial architectural proposal that included a distribution of uses and initial programmatic approach for El Aserradero.

Based on this proposal, a consultation process with agents was carried out, which is summarized below.

## CONSULTATIONS WITH AGENTS

In addition to the participation process linked to the elaboration of the Ansó Smart Village Strategy, during its implementation process a series of consultations were carried out with agents interested in participating in the center.

The conclusions and proposals compiled both in this consultation process and those of the previously mentioned architectural proposal, make up the basis on which this proposal for the Management Plan for El Aserradero has been designed.

## 1. SOCIODEMOGRAPHIC CHARACTERIZATION

Complete the data required by each of the people interviewed.

*In total, 9 interviews have been carried out, of which the distribution by gender has been:*

- Male: 4 (44.4%) • Female: 5 (55.6%) • Other: 0 (0%)

*The distribution of the age range has been as follows*

- 18-35: 3 people •
- 35-50: 3 People
- 50-65: 3 people

*Regarding their occupation or role in the town, it is diverse, although mainly people who have initiatives and proposals to develop in the Aserradero have been interviewed, trying to give priority to young people with an interest in continuing to live in Ansó.*

## 2. NEEDS

Specific space needs

Meeting spaces stand out, especially aimed at young people, as well as storage spaces linked to activities related to firewood/wood and other activities associated with the local economy or associated with mountain activity.

There are also large spaces for indoor physical activity, where the climbing wall is affected.

Other types of spaces would be those more aimed at office-type professional activities, including activities of an associative nature, with spaces for relationships and inspiration. Also spaces to host events and other types of social programs (linked to refugees, for example).

Synthesis of the collected contributions:

- Place in which to hold meetings with the members of the association that I preside over and the municipal corporation, as well as with other associations that may be of interest.
- It would also be of interest to have some kind of social place for the young people of the town • A place in which to store all the means and equipment belonging to the group of volunteers from civil protection of the jacetania
- Space as storage and drying of firewood. • Climbing wall and space for classes and specific training, circus technique workshops • About 100m2 to store carpentry wood • A new physical space that is pleasant and conditioned to develop a project or professional activity
- A space for union, confluence to promote inspiration and feedback between professionals
- About 40 square meters
- Space for workshops and even indoor physical education activities. • Indoor sports center

- Degree of studies, for example, in livestock, monitor of mountain activities • Promote the cultivation of lavender in the area and use this space for storage, transformation into products •
- Space for refugees • Social club for young people. • Coworking and/or a covered venue for events

Other space needs in Ansó and among its population

Spaces or premises for social and leisure activities linked to young audiences are highlighted, as well as those linked to professional and entrepreneurial activities.

Also other types of spaces linked to the automotive industry and storage.

Synthesis of the collected contributions:

- The already named social or youth leisure venue. • Spacious, away from the core, and at an affordable rental price for new entrepreneurs and youth or installation of any business
- Meeting space for young people • Storage rooms, woodsheds and garages. • Entrepreneur who would have needed 100m<sup>2</sup> • An "electro-gas station" with some basic service to repair and change tires, oil, etc. Even with "small shop"
- A gas station with a Carrefour store and a mechanical workshop

### 3. PROGRAMS AND USES OF THE CENTER

Proposed activities and programs

In addition to the activities and needs already exposed, other activities compatible with the proposed uses are proposed, such as Tai-Chi and yoga classes (linked to the physical activity space) or training or educational activities, highlighting those linked to the sustainable exploitation of the resources. local resources.

Synthesis of the collected contributions:

- Project on innovation in the rescue of victims in the mountains • Mainly it would be the modification of existing equipment, so there would not be a great need of space and means. • Tai Chi and Yoga classes • Some new venture (if you have a space for a small restoration workshop or set up a mini recording studio) • A place to store and dry firewood • Workshop related to wood, eg furniture restoration • Climbing wall. • Office space • Spaces for people who can come here to live and undertake



- *Workshops with school children, • The lavender company • Medium level of studies related to livestock or physical activities in the environment • Shelter for refugees, creation and training of volunteers.*

Other proposed uses or activities

As part of the Ansó Smart Village strategy development process, the following uses and program proposals were discussed

- Productive/private
  - Workshops (enclosed dirty space)
  - Offices (clean semi-open space)
- Sociocultural / public
  - Space for associations
  - climbing wall
- Common services
  - Toilets-WC
  - Facilities room Storage
  - space (firewood, others).

In general, all the people interviewed have agreed with these proposals.

Synthesis of the collected contributions:

- *I agree with the proposed uses by adding those proposed above. • Yes, I agree to all proposed uses. • They seem fine to me, I can't think of anything else. • The space of the climbing wall (or similar) could also be used to carry out different physical training sessions indoors during the cold months of the year • Those uses seem fine to me • Mini museum of the old sawmill • Electro-gas station*

Other activities and uses of interest that allow fixing the population of Ansó and attracting new

It stresses the need for a good Internet connection as well as spaces for sports use (for maintenance or practice of sport).

Synthesis of the collected contributions:

- *A paddle court, either indoor or outdoor*

- A small space dedicated to the repair and maintenance of sports equipment (such as bicycles and skis) for the residents of the town and with the possibility of using it for people outside the town.
- Solve the deficiency of internet service,
- Good internet connection
- The shortage of spaces and the poor broadband network in ansó

#### 4. DESIGN OF THE SPACE

##### Space and material needs

Although not going into too much detail, material needs related to the Internet connection and the comfort of the spaces are raised.

Synthesis of the collected contributions:

- Currently it is impossible for me to foresee the space and means needs that I would have if I were to settle, since the project I have is still in a very early stage of completion.
- Good quality and good air conditioning and acoustics of the spaces.
- Router, WIFI repeaters or similar
- Space to share with plugs, light, work tables, etc. And cabinets to store tools
- Space to make small repairs at home ("DIY" type), fix bicycles, skis, etc.
- Self-sufficient in terms of energy

##### Space Proposals

There is a broad agreement on the proposal of the space, and the flexibility and adaptability of the space that guarantee a mixed use is advocated, as well as the incorporation of sustainability measures.

Synthesis of the collected contributions:

- Of flexible design, allowing modifications as progress is made and the problems are established.
- members and users of the sawmill.
- Sustainability measures are all the right ones
- In accordance with the mixed use proposal, and I believe that flexibility must be maintained
- The initial distribution and the possible evolution according to needs seem good to me
- Distribution of mostly private use but adaptable enough so that it could be make it public
- Three well-defined blocks:
  - o Social area: associations, climbing wall
  - o Office area
  - o Craft and small industry area
- I think the proposal is great

#### 5. MANAGEMENT MODEL

##### Proposed management model



There is a broad consensus, practically unanimous in relation to the fact that the management model is semi-public, implying shared management between the City Council and the people/groups/associations that use the space.

Synthesis of the collected contributions:

- *Management model mostly public, having the capacity to propose and influence the decisions of the different associations, companies and collective users of the Sawmill.*
- *Semi-public. • Semi -public • Semi -public • I tend to think of semi-public • Entirely public. • Semi-public*

Agents, people, groups, associations, companies, etc. to involve

In general terms, all the people interviewed have shown their interest or willingness to get involved in the space and its management.

Synthesis of the collected contributions:

- *In the event of having a project within the Sawmill, I would be delighted to participate in its management together with the City Council and the other users that integrate it, collaborating in proposals and decision-making.*
- *It would be interesting to have, to a greater or lesser extent, all possible users of the center, at least in an advisory capacity, so that they help those responsible for management to continue evolving and improving the services that are integrated. • Might be interested in participating in the management of the space. • I am interested in participating • Yes, I would be interested. • Regarding the climbing wall, it would be easy for some guys who currently work as a mountain guide and are climbers to get involved in its management.*
- *It would be nice if all the users of the space participate in some way in the management. • Management by the City Council would be the most appropriate... • I would lend a hand in whatever way I could.*

## CONCLUSIONS OF THE CONSULTATION PROCESS FOR THE SAWMILL

As a conclusion to the process, there is a need for the Multiactivity Center to be able to incorporate both social uses (meeting and relationship spaces), as well as productive ones linked to the second sector and crafts (workshops, storage, etc.), as well as linked workspaces. to the services sector of different types (offices, coworking, etc.) and finally spaces linked to physical activities (climbing wall, Tai-Chi, yoga, etc.).

In addition, it is stressed that these spaces are flexible and adaptable over time, according to the development of the project itself and the people or agents that join it.

Consequently, it is proposed that El Aserradero have the following spaces and associated uses:

- Work and training spaces or  
Coworking, office area  
or Classrooms
- Production spaces or  
Workshops
  - o Repair and maintenance of sports equipment o Storage
  - o Car repair and gas station o Shop
  - o Lavender Manufacture
- Relationship spaces
  - o Social club for young people.
  - o Space for associations o Spaces for events o Spaces for refugees • Spaces for physical activities o Climbing wall
  - o Tai-Chi classes. Yoga or Space for indoor physical education activities
- Common services
  - o Toilets-WC
  - o Fourth facilities or storage space

Regarding the management model, he mainly advocates a mixed management model that is led by the City Council, but in which the agents and people who participate in the Multiactivity Center can also participate.

# MANAGEMENT PLAN PROPOSAL

Based on the 3 processes and documents described in the previous section, the following proposal is made for the El Aserradero Management Plan

## Stake

El Aserradero is a space based on the active participation of its inhabitants and users; understood this as a collective action of a community to improve its environment and its relationships. In this way, it is not only considered as an improvement of a territory, but as an ecosystem, understood as the environment and the relationships that occur in it (cultural, social, political, environmental, economic, etc.).

In this way, it is necessary to differentiate two stages of participation in El Aserradero. On the one hand, it can be understood as a promoter and connecting element of relationships and projects that have the neighborhood, the city and its people as a range of action. And the other stadium attends to the life itself that occurs within the walls of El Aserradero through the direct implementation of a process of participated nature, based on the self-management of the actions that take place within the space.

These are some of the characteristics that participation in El Aserradero should meet:

- It must be organized with the capacity to carry out common actions.
  - Community participation must be voluntary, without pressure or authoritarianism.
  - The political climate must be favorable and if it does not directly favor the participation of the community, therefore unless it doesn't prevent it.
  - There must be intersectoral coordination, that means that all formal and informal organizations can participate together.
  - The community should clearly know beforehand what role it is going to play in the process.
- of participation: the limits, objectives and returns must be clear and previously defined.

Regarding the internal organization of space, it starts from a basic question: Space is defined by use. And it is the use that will set the standards. For this we have defined this "liquid" Management Model: with the ability to adapt and vary depending on who they are who integrate in El Aserradero. It is a project that has to be built from diversity, making its management and promotion key factors.

For this reason, it seems interesting to us to recommend a series of guidelines to be able to carry out this daily participation within the space through the theory of «intelligent groups».

## smart groups

An intelligent group is one that collectively manages to be more than the sum of its parts. We understand that this collective construction opens a multivariable dialogue, where the collective and individual are in continuous tension.

We can consider that a group is intelligent when:

- Collectively performs what it has been formed for and does it well.
- Integrates the well-being of individuals individually with that of the group in general. People know the pleasure to work collectively.

- Socializes the brain of each of its members and gives rise to a collective intelligence. Use the advantages of group thinking and overcomes the limitations of the individual.
- Take advantage of the diversity of the people that make it up: abilities, brains, sensitivities, affections, etc. instead of considering it a problem. Not every difference is turned into an opposition and conflicts are raised to optimize their approaches and their structure.
- It makes the meaning of the group, that is, its *raison d'être*, the result of a real collective construction, not imposed, figurative or non-existent.
- It has a structure oriented to the task and meaning, decided and designed by the group itself. Tends to build a horizontal structure in which people can participate, decide, work and learn.
- Implements instruments, resources and approaches that facilitate cooperative interaction and multiplicative, contrary to work systems that overlap, oppose or divide the effort of the people.

Finally, it must be taken into consideration that El Aserradero arises from a previous citizen participation process that has allowed the establishment of a series of criteria for its development, which are defined below.

## diversity map

In order for this initial process of establishing the determination of the driving agents, it is interesting to recover the idea of «Diversity Maps», as a tool that allows us to carry out an x-ray of the plurality and heterogeneity of the actors and agents that make up the cultural and social ecosystem of the neighborhood and the city, as well as their relations, distribution, etc.

It is recommended that participatory workshops be used to create this map that combine techniques such as network analysis and the sociogram, which are included in the bibliographical references in the annexes. Within the composition of the map, the categories and agents described below must be taken into consideration and included.

## Incorporation of new agents

The work carried out and the established guidelines make it necessary to establish these criteria and, above all, a mechanism for this incorporation; although El Aserradero will be permanently open to everyone.

To this end, it is proposed to create a Welcome Commission that attends and explains the project to people interested in joining the Users' Table or the space. Furthermore, in the case of proposals for activities, this same body will be the one that receives the proposal, make a first assessment of its adaptation to the objectives for later transfer it to the assembly of the Users Table.

Bearing in mind that during the Opening phase a Welcome Commission will also be established within the group and this will be incorporated into the Users Table, it is recommended that the El Aserradero creative space draw on the previous experience and procedures of that . However, it is recommended that an evaluation of these be carried out in order to resolve any problematic aspects that may have arisen and adapt them to the particularities and contents of this phase.

It is important that the agreements, objectives, dynamics, participation structure, etc. adopted for the space are transparent and that this information is easily accessible to those people or groups that want to join.

## Structure and participatory model

Participation in El Aserradero will be governed by the principles established at the beginning of this section, guaranteeing transparency, openness and horizontality in its development.

In order to define the structure and participatory model of El Aserradero during this phase, one must not lose sight of the very "liquid" nature of the project. In this sense, the participation mechanisms will have to be adapted to the different stages of its evolution (beginning of public management, transition to co-management until reaching community management and cultural self-management) and intermediate or transition situations between them. In this way, the different dynamics, tools and participatory methodologies that are adopted must be in step with the level of empowerment and training that the community is reaching.

Initially, participation will have to meet the conditions of public management to gradually transform towards more open and community parameters, until reaching the stages of co-management and, finally, cultural self-management.

Due to the close link between the participation structure and the management model defined for this phase, both are explained in the management section.

### External and internal mediation

For the correct development of internal relations in the space, both with the municipality and with the City Council, it is considered necessary to establish a mediation task that leads these relations. But not from a classic perspective of dissolving the conflict, nor as a neutral figure or space, but rather as a strategy that formalizes, makes visible and leads relationships (inhabitants, municipality, Public Administration). A job that goes beyond communication and is aimed at overcoming conflicts and rebalancing powers. For this, it is necessary to overcome the classical notion of mediation from a collective and co-responsible perspective, understanding mediation more as a process than as an object.

## Management

Due to the experimental nature of the project, the building management model proposed for this phase will mutate according to the level of empowerment and training of the community, starting from a public management model initially until reaching a model of cultural self-management. To achieve this last level, a series of intermediate stages will be established in which hybrid management models are tested.

In any case, it should be noted that even at its initial level of development, the public management model will already have various elements that enable the participation of cultural agents in the internal functioning of the building.

The initial public management model of the building will have the following models, structure and characteristics:

## MANAGEMENT AND ORGANIZATIONAL MODEL

The basic structure that allows the operation of El Aserradero, the levels of participation of the different agents involved, the coordination mechanisms and communication channels and relationship between them.

As stated in the consultations with agents, the implementation of the project would necessarily require an initial semi-public management model.

We recall below the reasons for this proposal:

- The guarantee that El Aserradero orients its activity towards the proposed uses: if at the beginning of its activity  
The Sawmill is forced to finance itself, it is probable that it will lead to a more  
close to that of a coworking space, which would take her away from her goals.
- The very economic viability of the start-up: the project itself does not offer great  
exploitation opportunities, so it must be assumed that it would be very difficult to hope that in their  
first steps El Aserradero is not in deficit.
- The sustainability of its development: the implementation of El Aserradero with the support of a work team  
and municipal budget does not expose the project to the risk of collapsing if for any reason the response  
initial before it is not adequate.
- The absence of groups linked to this activity profile with sufficient capacity to assume the  
volume of work required to put a project like this into operation.

In coherence with the above and with the objective that El Aserradero becomes a space in which users also participate in its management, the need to establish, in the first steps, a participated experimental scheme, in which This management of El Aserradero counts from the beginning with the participation of users and neighborhood fabric when it comes to outlining the contents of the center, through a Users' Table that facilitates it.

From there, this model can be reviewed, trying to gradually give users a greater role, not only in content design, but also in other areas such as the use of space, its configuration, operating mechanics, etc.

This progressive process should tend so that, by the time it can face the recovery of the building as a whole —thus offering new possibilities for self-financing—, El Aserradero has already consolidated a collective management system that could be formalized in form of association, trained to face the integral management of the regular activity of the space. It is difficult to try to predict a period for reaching this objective, although it would be desirable for this process to be completed within a maximum period of two years.

## Legal framework

It is worth determining the legal model that supports the internal organization, operation and management of El Aserradero, as well as the Users' Table (legal figure, statutes, etc.). This document provides different legal possibilities associated with this gradualness and the different possible scenarios depending on the experimental nature of the process:

- Participated public management
- Formal constitution of the Users' Table

### Participated public management

During this period, the City Council will be ultimately responsible for the space, developing its management according to the criteria described above.

For its part, the Users' Table will be a non-formal body: an agreement on its constitution and the guarantee of the City Council could be sufficient at the beginning. During this time interval, responsibilities will be delegated

in the Users Table according to their level of training and empowerment, according to which the following legal frameworks can be formalized.

For this, it will be interesting to take as a reference other existing models such as Collaboradora, Harinera ZGZ or Naquerant Espais.

## Formal constitution of the Users' Table

Although the Ansó City Council does not contemplate intermediate management models between Public Management and Self-management, in other contexts it has been tested with other mixed figures, such as the Citizen Council of the Náquera Multiactivity Center or the ZGZ Flour Mill Users Table.

These two referenced bodies arise as a result of a participation process similar to that of El Aserradero, so it is convenient not to lose sight of this experience and try to implement it based on the development of the project itself.

At a practical level, the Board is formally constituted through some standard statutes that are included in the Annexes section. It would be made up of the same members as the Users' Table, better adjusting to the type of open and participatory operation foreseen for this phase.

Taking into account the experimental nature of the process, it is recommended that the Users Board adopt this legal figure, in order to test intermediate legal frameworks, facilitating the transition from the initial period of public management.

## users table

Participation in the space will be carried out through the Users' Table, a body that will be in charge of the management of the building and its operation. In this way, the Users' Roundtable will be, in a future space co-management phase, the decision-making assembly body in all areas related to its operation: programming, production, communication, space maintenance, etc. Therefore, it must be made up of the creatives installed in El Aserradero, as well as representatives of the neighborhood fabric that can provide a citizen perspective, mainly in the ideation of content.

In this way, in an initial stage, the Users' Table will be a space for participation governed by the criteria of public management to gradually hand over powers that mark the path towards cultural self-management in the next phase. However, the decisions that are adopted, even in their most embryonic phase, will have the participation and decision-making power of its members.

In order to guarantee that the User Desk gradually acquires the necessary skills to reach this self-management objective, during this phase of public management it is essential that, on the one hand, as many concrete decisions as possible are already taken in this forum (content, communication, identity, daily management of space, distribution of powers and responsibilities); and on the other, that the municipal officials permanently expose in this forum the procedures followed in the effective development of the decisions made, even involving the members of the Bureau in this process as much as possible. In this way, the agents involved will acquire the necessary training and learn all the ins and outs of managing a creative space.

## Composition

Collegiate body, made up of spokespersons for associations, collectives, groups, companies linked to Ansó and the City Council, where decisions are made by consensus and which is responsible for the shared management of the Multiactivity Center.

- The City Council, the associations and collectives and the groups that make up the Board will share the responsibility and decision-making capacity regarding matters concerning the Multiactivity Center, through their respective spokespersons.



- The decisions within the Board are adopted by the majority of votes, with the representatives of the administration (political and technical) having the same weight as the citizens (associations and users).
- Who forms it:
- Representatives of the areas of the City Council that are represented in the Center: culture, youth, employment, tourism, etc.
- Representatives of local associations that want to be part. Each association will elect a spokesperson.
- Representatives of local groups that want to be part.
- Representatives of the companies associated with the activities that take place in the center that they want to be part of.
- User representatives.

(Possible clause: all Associations, groups, professionals or companies that make permanent use of the building must be responsible for the operation of the building as part of the Board).

### Requirements

- Reside in Ansó.
- Be registered in Ansó.
- Be part of a group, association or company that makes use of or participates in the Center
- Carry out any activity in the Center

### Objectives

- Promote citizen participation in the Center's decisions.
- Create communication channels between the parties involved in the use and management of the Center.
- Coordinate and select the activities to be carried out at the Center.
- Promote cultural activity through public initiatives.
- Identify the needs of the Center, with the associations, collectives and groups that participate in it, and Make proposals.

It will meet once a month and in extraordinary appointments for calls for receipt of applications. This periodicity may be adapted to the evolution of the project.

The Users' Table will be in charge of setting the strategic lines that will mark the objectives of the Multiactivity Center, likewise it will be in charge of designing the Center's Operation Plan.

### Functioning

The Users Board will be the decision-making body in charge of the management of El Aserradero. To do this, it will meet periodically (once a week, for example), although extraordinary meetings may be called if necessary. In order to carry out these meetings, a quorum and some prior preparations —existence of an agenda, that this agenda be sent to the participants sufficiently in advance so that they can review it and make contributions, etc.— will be necessary. These meetings will have an assembly format, always trying to establish operational dynamics through the methodologies included in the Annexes.

Among its powers will be from the management and decision on daily aspects related to the proper functioning of the space, to the determination of the strategic lines and general work of El Aserradero, going through the determination of programs and activities that fit within the predetermined objectives. . The

more operational and executive tasks will be carried out through commissions and working groups, whose work will be subject to and evaluated by the Board.

At the practical level of the development of a proposal, activity or program, it could be the following: In the meeting of the Users' Table, some general guidelines and basic questions about a proposal are determined —which may come from one of the agents that integrate it or may arise in the assembly itself through a dynamic of collective ideation. Once defined, they will be referred to the commissions or working groups for a more concrete development of the proposals, and these in turn will raise the progress they make for verification and contributions. From here on, each commission will be able to carry out the different tasks autonomously, although in coordination with the rest.

This procedure may be reviewed and modified depending on the specific development and the various problems that arise during its implementation.

### commissions

In order to guarantee the efficiency in the effective promotion of the decisions made in the Users' Table, as well as for the previous work of possible strategies or lines of action of the space, El Aserradero will have different commissions that undertake this function. They will therefore be teams in which to carry out these functions, specialized in specific areas. These commissions will submit their proposals to the Users Table for their consensus; and they will not have decision-making capacity except in minor aspects, related to specific aspects of projects already agreed upon in said body.

Currently, the group of driving agents of El Aserradero is already working under this structure, through three different commissions: Programs and projects, Communication, cooperation and networks, and Identity. It is intuited that, in the "Opening" phase, it will probably be necessary to increase the number of commissions and reconfigure the existing ones, perhaps unifying those for Communication and Identity and creating others such as Production, for example.

The composition of these commissions must be open and fluctuating, depending on the availability of the agents involved and their skills. Understanding that they must be agile and executive in nature, the frequency of their meetings will also vary, according to the needs that arise.

### Specific working groups

For the implementation of certain specific projects and initiatives (festivals, meetings, conferences, etc.), small specific work groups will be formed, on a temporary basis and linked to the duration of these initiatives, which will be in charge together with the municipal staff of make them viable This formula offers a double advantage, by streamlining processes and at the same time serving as training for the agents involved in all facets of a project (pre-production, production, accounting and administrative management, etc.).

## Financing model

The financing model will be based on a mixed model that involves sources of public and private financing (which can be obtained through sponsorships and the contributions that agents can make for their own projects). The financing model will also adapt to the progressivity of the management model based on the different scenarios foreseen.

Taking into account the initial phase will be based on a public management model and that El Aserradero will not have the capacity, in accordance with its conceptual approach, to generate sufficient resources to be financially autonomous, it will be essential that it have sufficient economic endowment in the budget municipal for the production and promotion of its contents, as well as for issues related to the daily operation of the building (replacement expenses, consumables, miscellaneous and unforeseen, others).

Which is not an obstacle so that, always thinking of progressing towards a self-managed model, this public contribution can be replaced with other private financing channels, in which the work of the driving agents (through the Users' Table, the Commissions or even individually) acquires a fundamental role.

Thus, different options should be explored as complementary ways: private financing by users, payments for activities, rentals, contributions from the driving agents themselves, possible contributions in kind and crowdfunding, collaborations from other public bodies, subsidies and aid, sponsorships linked to the whole of El Aserradero ("Friends of El Aserradero") or to specific activities, time bank, *crowdfunding campaigns*, etc.

In the same way, it would be convenient to manage, in specific activities or in the management of the different spaces, other agents who could request them, the possibility of charging for them; not so much with the aim of obtaining important resources as testing its possibilities, so that the group can know its pros and cons and thus train all the feasible options.

With these criteria, it is expected that El Aserradero will gradually obtain a greater amount of external resources, thus facilitating the transition to the next phase, in which El Aserradero must be able to self-finance its contents without counting on a municipal budget.

The participatory public management model to be followed during this phase entails, logically, the rigorous monitoring of the obligations that come from the current legislation regarding contracting, administration and accounting from the public sphere. For this reason, and as stated previously, it will be essential that the personnel assigned to El Aserradero fulfill this double function of executing the management, while at the same time involving the Users' Table in it through decision-making and information on the procedures to follow.

## Means

The resources contributed to the project will have to be adapted to the times of crisis, combining and justifying them in relation to the times of the parties and the annual budgets.

It is understood that the contribution of resources must overcome the welfare logic of the Public Administration. That is why the position of the City Council in a space like El Aserradero should respond to the logic of "letting go" and provide the elements so that citizen initiatives and projects can happen, can develop autonomously as an essential condition for El Aserradero to be able to generate «active subjects».

In this way, an attempt will be made to generate a new framework of co-responsibility between the citizens and the City Council for the management of public resources that installs them in the logic of the commons, thus allowing the dichotomy between public and private property to be overcome.

## Human Resources

Bearing in mind that for practical purposes, during this phase, it is a publicly-managed building, and that it would not be convenient or feasible to burden the group of driving agents with all the responsibilities involved in opening a building of these characteristics to the public, It is concluded that the sawmill must have, during this phase, personnel who assume the tasks of concierge, maintenance, and in general everything related to the physical space (maintenance officers).

The inclusion of these personnel must be carried out in harmony with the established line of progressive empowerment and training, involving the agents in this type of task or proposing experimental formulas such as those developed in other spaces with similar characteristics: granting scholarships that include among their conditions some tasks of concierge or maintenance of the building.

# Space

The physical space has to respond to the characteristics and values of the project as far as possible.

However, there are some general issues that must be considered:

- That your physique can already be integrating from the start, that is, that it favors the action of different people.  
and age ranges; in which differences can be bridged and worked through mediation,  
encounter and cultivation of affections and emotions in a processual way.
- That addresses the different needs that groups may have according to age, gender, culture,  
psychology etc And gradually cultivate mutual respect and understanding. For example  
arranging different inputs.

## Functional

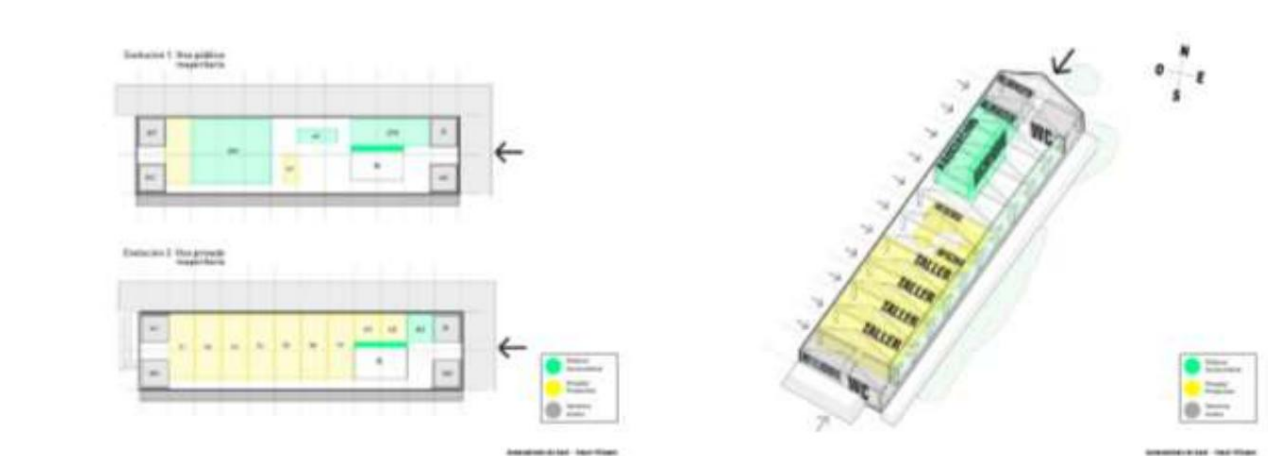
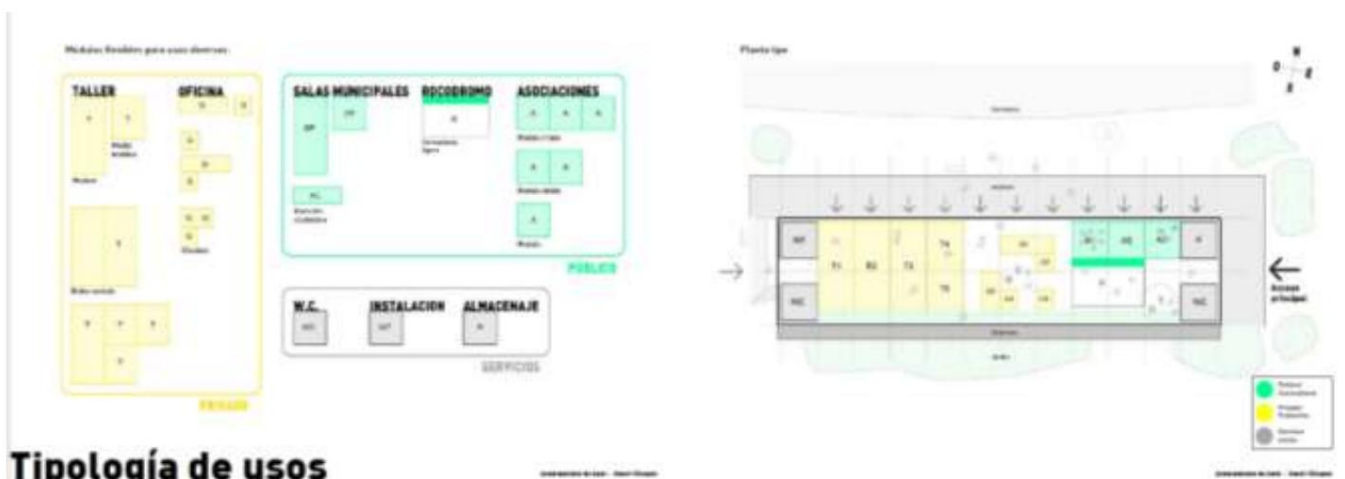
This section contains an initial distribution of the ground floor of the building, a proposal for an access system and a description of the types of spaces determined during the process (needs, users, conditions, etc.):

Consequently, it is proposed that El Aserradero have the following spaces and associated uses:

- Work and training spaces or Coworking,  
office area or Classrooms
- Production spaces or Workshops
  - o Repair and maintenance of sports equipment o Storage
  - o Car repair and gas station o Shop
  - o Lavender Manufacture
- Relationship spaces
  - o Social club for young people. o
  - Space for associations o Spaces for
  - events o Spaces for refugees •
  - Spaces for physical activities
  - or climbing wall
  - o Tai-Chi classes. Yoga or
  - space for indoor physical education activities
- Common services
  - o Toilets-WC
  - o Facilities room o Storage
  - space

## ground floor layout

Another of the results of the consultation process has been the adaptation of the architectural project to the needs and proposals that the community has raised.



## access system

Both in this phase and in the self-management phase, it is considered necessary to adopt an access system that allows driving agents to access smoothly at times that are not open to the public and without the need for the presence of maintenance officers. This access system is proposed with a double objective: on the one hand, as a strategy of appropriation and co-responsibility for the maintenance of the space; on the other, so that the agents involved and installed creatives have all the facilities to carry out their initiatives (personal or collective).

Obviously during the public management phase, the opening to the public must be supervised by municipal staff. But this condition should not be an obstacle for the driving agents to access the building at other times, to be able to work (on their personal projects, or in the preparation of El Aserradero projects, etc.). That is why it would be convenient to solve the access through an opening system with identification cards or some similar system.

Similar systems have been put into practice in other benchmark spaces such as El Campo de la Cebada in Madrid or Jazar in Pamplona, and have allowed for greater community involvement in them as well as developing more respectful and responsible conduct.

## Accessibility

The space has to be functional and be adapted to the needs of the different groups. For which the following aspects must be taken into consideration:

- Space adapted to universal accessibility at all levels. For this you can have of  
Mobile elements that allow the free movement of disabled people or people with reduced mobility through  
The sawmill.
- Furniture adapted to the ages: that girls and boys can move it.

## Space Types

The different types of spaces that have been defined thanks to the participation process are described below. For them, a series of basic needs and conditions of use are established, which will have to be reviewed, completed or modified depending on the use of the spaces or how their operation evolves.

### WORK AND TRAINING SPACES

The work and training spaces will be used both for the development of activities that could be considered "clean". It is proposed that they be prepared to carry out different activities, which may be required within projects consistent with the space:

- Conferences / Presentations / Videoconferences.
- Offices for companies
- Coworking
- Meetings
- Streaming
- Bank of time / Tables of time and mediator.
- Others

## Needs

Since some activities that require a quiet space have been detected, it is proposed that there be, in addition to the common open work area, a quiet room. There could be a mobile system that would allow compartmentalizing the space. Other detected needs:

- Mobile projector and screen. •  
Computers.
- Cork or magnetic board. •  
Shelves and storage area (lockers). • Work chairs  
and tables. • Digital whiteboard, video, audio,  
editing equipment, 2D printer of different sizes and 3D. (to value). • Photo study (could enter open workshops),  
video, audio (to be assessed).

## Conditions

The use of these spaces will be free for the installed creatives, respecting reservation shifts for the silent room. Other users may request its use after payment in money or time (activities).

Anyone can carry out training workshops in the hours reserved for it, once they are accepted by the Users' Table or the group in charge of programming El Aserradero.

Holding workshops will be one of the returns of the installed creatives.

If the activity generates an economic benefit, the return to the El Aserradero fund will be valued:

- Registration fee: A percentage (to be determined) of the benefit, payment in kind or bank of time
- Respect for the facilities, cleanliness of the space, maintenance and care (follow responsibility rules). There will be a user registry.

## PRODUCTION SPACES

The production spaces will be used to carry out activities and workshops of the so-called "dirty".

Depending on the demand, workshops dedicated to various disciplines may be launched:

- Carpentry
- Repair of sports equipment, cyclist, etc.
- Storage
- Others

## Needs

Since workshops of different disciplines will be generated, there will be a series of equipment common to all and other particular ones:

- Blackboard or cork for organizing workshops with schedules and visible
- Ticket offices
- Basic work furniture to work standing up: high tables, large tables
- Water area with large laundry room
- Waste area: chemicals, paper, organic... Waste collection by weight
- Warehouse area
- First aid
- Mobile lighting
- Sufficient and adequate electricity/power outlets
- natural light
- Basic tool for workshops

## Conditions

There will be a manager or group responsible for the workshop, who will tutor on the use of tools and will take care of the space in exchange for using it permanently. Anyone may use the tools during the scheduled free opening hours and always under the direction of the person in charge or responsible group.

Anyone may carry out training workshops in the hours reserved for it, once they are accepted by the Users' Table or the group in charge of programming El Aserradero, and with the consensus of the person(s) responsible for the workshop.

Holding workshops will be one of the returns of the installed creatives.



If the activity generates an economic benefit, the return to the El Aserradero fund will be valued:

- Registration fee: A percentage (to be determined) of the benefit, payment in kind or bank of time
- Respect for the facilities, cleanliness of the space, maintenance and care (follow responsibility rules). There will be a user registry controlled by the person(s) responsible for the workshop.

## RELATIONSHIP SPACES

The relationship spaces will be used both for the meeting and meeting of different groups and associations, as well as for individual relaxation. To this end, the ground floor will have adequate areas for the following activities:

- o Social club for young people.
- o Space for associations
- o Spaces for events
- o Spaces for refugees

## Needs

The relationship spaces will have to have the appropriate conditions for holding meetings or events, having spaces of different sizes and possibilities.

The needs of the different types of relationship spaces proposed for El Aserradero are outlined below.

### MEETING SPACES

- Tables and chairs
- Shelves
- Computer material and projections
- Hammocks, sofas, swings and/or beanbags, differentiating a space for thinking and another for meeting.
- Carpets and cushions.
- Plants/vegetation.
- Bookshelf

### SPACES FOR EVENTS

- Scenario
- Audiovisual material, music equipment
- Lighting
- Chairs
- others

## Conditions

It is a space in which the conditions of use are the same for all associations and users who want to carry out activities in them.

The conditions of use will be those established by the Users Table, always taking into account that it is a public facility, so a behavior according to it will be maintained: the facilities will be respected, it will be kept clean, schedules will be respected and Other users...

## SPACES FOR PHYSICAL ACTIVITIES

Within the consultation process with agents, the need to have Spaces for physical activities was established, such as:

- Climbing wall
- Tai-Chi classes. Yoga • Space  
for indoor physical education activities

### Needs

Counting on the fact that these spaces must be versatile enough to host activities of various kinds. However, it will be necessary to adapt more closed spaces and to guarantee adequate hygrothermal conditions, with others for broader uses and without the need for so much air conditioning. basic furniture

## General conditions of use of spaces

### Conditions of use of the spaces of the Sawmill

- They will present their project with the details required by the Users Table and it (or the Commission determined to do so, always without the applicant) will assess its suitability for El Aserradero, decide the returns and the period of assignment.
- The users of the spaces must be involved in the management of the Center through the Users Table and forming part of a Work Commission.
- They will carry out a periodic return, established by the Users Table, contributing to the programming of El Sawmill activities during your stay.
- The Users' Table will establish visiting hours for private spaces, taking into account the privacy that may require a creative process, but allowing visitors to show your project and way of working.
- They are responsible for their spaces, for maintaining and caring for them, as well as for making responsible use of them. Center resources. In this sense, it is strictly prohibited to make structural changes or irreversible in the given space.
- The Users Table will establish for each stay a period of rotation such that it allows stability of the El Aserradero project and the execution of the personal project, although always avoiding privatization from space.
- They may share the space with non-inducted creatives, but will in no way sublet the space.  
In any case, they are responsible for everything that happens in the space that has been assigned to them.
- They undertake to carry out a final activity of their work at El Aserradero, which justifies their stay.

## Codes and aesthetics

The variables of the configuration of the space (architectural, aesthetic, functional, etc.) that establish a neutral and inclusive sphere of relationship. Minimum physical and architectural conditions will be defined to accommodate the functions of El Aserradero, which will have to be assessed together with the Technical Management of the building's rehabilitation works.

In order to design an aesthetic typical of El Aserradero, as well as the possible decoration of the space, it will be necessary to take into account the contributions collected during the consultation process.

## Degree of citizen appropriation

The margin of intervention that will be allowed to citizens from the completion of the rehabilitation works.

It is recommended to generate citizen involvement strategies with the (physical) space through enabling interventions in it and generating emotional ties with El Aserradero.

Likewise, it is suggested to incorporate other types of strategies that allow the agents involved in the decoration of the space to be incorporated, such as the artistic intervention on the walls of El Aserradero with graffiti, mural paintings, canvases, artistic installations, etc.

## Relationship with urban space and city

The Sawmill cannot be considered as a space alien to its urban context, the physical environment in which it is implemented will be decisive for its own configuration. Therefore, it will be necessary to determine the different possibilities with the surrounding urban space, both at a relational and urban level.

# Communication

This section includes the internal and external, physical and digital communication channels of El Aserradero.

## communication model

Being a space that will generate a significant volume of activity to communicate, El Aserradero must have agile communication mechanisms. The creation, for this, of a communication commission, will be decisive. Currently, some strategic lines of communication are being drawn and, therefore, it is presented as the natural germ of this commission.

However, the work of this commission must be in permanent coordination with the municipal communication structures during this phase, as it is a public facility. For this, it would be convenient for the City Council to accompany the work of this commission, exposing the mechanics and global criteria that should be followed in these communication and dissemination tasks.

With this general pattern, a procedure similar to the one established during the participation process could be followed, leaving a wide margin of autonomy to the committee in the management of the most immediate communication channels (social networks, communication of the daily activity of the space, etc. .), and working together on more global aspects (press releases, possible presentations, etc.).

## Collaborative network management

In relation to the very open and collaborative nature of El Aserradero, it is recommended to adopt some type of collective network management protocol. This would allow the community to be actively involved, strengthening its ties also in the digital sphere.

## Communication plan

The development of a communication plan is proposed in which the different audiences and objectives to which the work of the group is directed are taken into account. Within this communication strategy, communication protocols will be collected.

## Communication channels

Internal and external, physical and digital channels. The following crossovers and possibilities are raised.

- Physical and internal: Posters, bulletin boards, pamphlets, etc.
- Physical and external: External signage (municipality and key places such as home portals), brochures and pamphlets.
- Digital and internal: Email, email lists, social networks (Facebook groups, for example), instant messaging groups such as Telegram or Whatsapp; Mumble, Skype, etc.
- Digital and external: Email and newsletters, website or blog

## digital identity

Communication channels and digital networks and web platform that make up the identity of El Aserradero in the digital sphere.

- Website or blog • Social networks: profiles Facebook, Twitter, etc.

## social identity

Define an identity and communication channels that facilitate the incorporation of El Aserradero as a space for use in the agenda of the spaces of the territory, so that the value and differential qualities that it contributes to the municipality can be reflected. For this, it is considered necessary to establish periodic coordination with other groups, entities, institutions, community spaces and informal groups of the municipality and the region. In this regard, it will be very useful to set up the Coordination Group referred to in a previous section.

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