



International Conference

Place Matters! The Management Of Open Spaces

9.-10. December 2010 in Hamburg





INTERREG IVB MP4 MID-TERM CONFERENCE “PLACE MATTERS!”

Hamburg, 9-10 DECEMBER 2010

Introduction

The MP4 Making Places Profitable mid-term conference was held over two days, 9-10 December 2010 in Hamburg. The whole event was organised by HafenCity University and Lawaetz Foundation, incorporating a selection of speakers and workshops on the first day, and a visit to HafenCity headquarters combined with a site visit on the second day



The symbol of the Free and Hanseatic City of Hamburg

The conference has been fully transcribed, including the workshops.

The presentations are available on the MP4 website www.mp4-interreg.eu.





INTERREG IVB MP4 MID-TERM CONFERENCE “PLACE MATTERS!”

Day One December, 9th 2010





Interreg IVb MP4 Mid-Term Conference, Day One

Session One, Morning Session, Speakers

**Amerikazentrum
Am Sandtorkai 48
Hafencity
Hamburg**

Wendy Bussey of Groundworks Dearne Valley in the UK and moderator for the Conference introduced the event to the delegates before announcing the first speaker Wilhelm Schulte Director General of the Ministry of Urban Development and the Environment for the Free and Hanseatic City of Hamburg



The MP4 audience, beginning to settle down to listen to what was a very informative beginning to the conference



1. Speaker One

Wilhelm Schulte

*Director General of the Ministry of Urban Development and the Environment
for the Free and Hanseatic City of Hamburg*

‘Opening and Welcome Speech’

Wilhelm began with an introduction to Hamburg, which plays host to 300,000 people commuting to the city every day, in addition to those who already live there. It is a green city – one of two of the greenest in Europe - with 16.5% of its land cover made up of forest, recreation areas and greenspace; 60 square kilometres are national parks; 145,000 square kilometres are nature reserves; and farming and food growing take up a further 6%. Hamburg is home to the largest cemetery – Ohlsdorf - in Europe at 4 square kilometres. The city has recently been awarded the title of Green Capital 2010/11

Part of the Green Capital programme is the ‘Train of Ideas’, beginning in Hamburg in the spring, travelling throughout Europe, collecting ideas from every city it passes through – ideas which cover issues such as climate change and environmental protection



The HafenCity project is expected to be complete in 15yrs and will be home to a further 12,000 workers; 45,000 jobs; and it will attract a larger amount of visitors. Hamburg acknowledges that long term place-keeping is an integral part of sustainable development, and HafenCity is very prominent in the forming of new strategies for place making and place keeping

Open spaces are of important relevance throughout Hamburg and HafenCity is a high profile case, facing daily challenges to caring for its open spaces. Because of the budgetary difficulties that are facing every European city, new ways of paying for the maintenance of open spaces are becoming increasingly important.



The Business Improvement District – a method imported from the UK and US - has been redesigned for use in two housing areas. There are 17 BIDS with around €50m of private money being put into improving Hamburg's public spaces; this is how public/private interests are coming together, with private money helping to care for public space

An important future open space project is the International Garden Show 2013, to be held at Wilhelmsburg, an island district of Hamburg. The Garden Show will be the catalyst for a new people's park

Wilhelm hoped the delegates would enjoy their visit to the Green Capital Hamburg, and that the conference would provide an opportunity to exchange knowledge and ideas throughout the two days here in Hamburg

2. Speaker Two

Tom Wild

Director of South Yorkshire Forest Partnership (SYFP), Sheffield UK

'Welcome!'

Tom's presentation introduced MP4 – Making Places Profitable, Public and Private Open Spaces – a project which concentrates on longterm management of open spaces, involving local businesses and communities. It is funded by the Interreg North Sea Region Programme and involves 6 European partner countries

An example of place-keeping is the public realm investment exercise in the city centre of Sheffield, which incorporates the Peace Gardens and has resulted in a commercial property value uplift second only to London. City centre Ambassadors are the friendly face of Sheffield city and are an integral part of the 'keeping' of city centre open spaces

South Yorkshire Forest Partnership is a keen advocate of community involvement, an important method of encouraging local people to 'take ownership' of their open space. But this presents dilemmas of its own; the enthusiasm of the community is a very fragile thing, requiring careful thought on how to keep members engaged. Island Brygge, Copenhagen was used as an example of the downside of community engagement success where the community that created it was eventually no longer able to afford living there. This case reminds us the purpose of engaging local communities needs mindful consideration

Change is constant; both people and places change over time, with people moving in and out of the area, the environment faces the difficulties of climate change, economy changes – what used to work does so no longer; the manufacturing sector may give way to the commercial sector; to the retail sector;



to the knowledge sector. There has to be a framework for dealing with these perpetual changes



A brief introduction to MP4's pilot projects was given to the conference; Sheaf Valley and Firth Park in Sheffield UK; Barger Compascuum in Emmen Netherlands; Oostkampus in Bruges Belgium; and Eriksbo and Lövgärdet in Göteborg Sweden

The Riverside Stewardship Company (www.the-rsc.co.uk), an MP4 case study, was suggested to the conference as a good example of successful place-keeping; it is a social enterprise caring for the river in the city centre of Sheffield, involving both the community and local businesses

Thanks were given to the Interreg programme. SYFP expressed its appreciation for the support from European projects and is looking forward to working with Interreg in the future in order to ensure that place-keeping becomes an integral part of the application process



3. Speaker Three - Keynote

Simon Ogden

Head of City Development. Housing, Enterprise and Regeneration Service

'Great Places Intelligently Managed: Public Spaces in European Regeneration'

Simon began with an introduction to Sheffield, and explained that Sheffield's experiences of place-making and place-keeping will be shared with the conference, not to define a specific right way, but to help stimulate discussion throughout the time of the assembly

Sheffield is working towards a smarter, more sustainable, inclusive economy to which good place-making is central. There has been much reflection on the importance of place and public spaces; a high quality public environment will have a significant impact on the economic life of city centres and is an essential part of a successful renumeration strategy

Up until the 1980s place-making was concentrated around town halls and parks, but this changed with the de-industrialisation of many cities in the recession era and beyond. Place-making began to take place on vacated brownfield sites. In the '90s a different approach emerged, where the industrial buildings themselves became the focus. Several examples were given; Bilbao; London Docklands; and Liverpool docks

Inspired by the Urban Ecology movement Sheffield began to create green corridors and habitats along the river and canal. Much of the work was both imagined and carried out by a trust, working over 25yrs, fighting for river access and improvements, negotiating with over 60 landowners, raising £7m in funds and working closely with the Council. The result is 20km of urban open space. In addition, Blackburn Meadows, a former sewage treatment plant is now an important wetland nature reserve

Great places will stimulate investment; improve perceptions; retain creative, skilled people; enhance property values; promote coherence; enhance quality of life; draw students and tourists. The views of Richard Florida were cited, suggesting the success of a city relied to an extent upon creative people





The audience engrossed by MP4's keynote speaker, Simon Ogden



By the 1990s Sheffield had been scarred by wartime bombing, insensitive planning and car dominated road networks which severed important pedestrian axes and discouraged movement on foot. Since then, a succession of master plans using the same team of planners and designers has created a chain of new public places, transforming the city centre. A new axis was developed between the railway station and the fast-growing universities where several cultural opportunities were identified – the Gold Route. It passes through the creative industries quarter, the heart of the city, and the new business district. This project is viewed as one of the most successful place-making enterprises in the UK



Part of the Gold Route



The Peace Gardens in Sheffield were transformed from a dangerous open space occupied by drinkers and fighters into a true symbol of regeneration through extensive public consultation. The site was designed to take into account strong desire lines; open space; English gardens; features echoing the history and geography of the city along with its strong water element. Indeed, the water features deliberately invite play. One of the results of the work here has been the subsequent development of highly desirable office space



The Peace Gardens, Sheffield

The city is re-establishing the principle of small city gardens – breathing spaces where people can relax. They incorporate ‘quirky’ features which help to make them more interesting

The current project for the city centre is working on improving links between the city and the area to the rear of the railway station – Sheaf Valley Park. It is an extension to the Gold Route and is part funded by MP4. The park will link with other greenspaces creating a green corridor. The community has been involved in developments from the start and still plays an important part five years later

The Centre Management Team is an important part of the success of the city centre’s open spaces, incorporating a 24-strong City Ambassador team. The Ambassadors are distinctive to Sheffield, keeping spaces safe. There are worries regarding its sustainability in straitened times, and interest was expressed by the speaker in learning more about Hamburg’s model regarding privately owned public spaces





One of the inspirations for place-making for Sheffield is Barcelona, but a recent visit to the Spanish city revealed its city centre management has not been equal to its open spaces and architecture. This could be viewed as a moral tale highlighting the perils of ignoring the importance of place-keeping over place-making

The benefits of place-making in Sheffield include the following: £210m of public investment which drew in over £1b private investment; 73,000 new jobs created in ten years; knowledge economy grew 27% in seven years; the business & financial sector 57% in ten years; the creative & digital sector grew 32% in five years; city centre office rents increased by 40% in four years; and the city centre population has grown from 2000 -10,000 in ten years. General optimism and pride have increased as a result

Sheffield's innovative approach has been to ensure place-keeping is a part of the comprehensive master plan. Public places can reshape cities, but not on their own. Places must have local identity, and private sector partnerships must be on public terms. Dedicated in-house design teams are essential as is place management with a human face. Sheffield now has an urban thinktank – Place – which brings together universities and the Council in a longterm partnership, with the shared goal of learning the importance of place-keeping together

This part of the conference drew to a close, inviting a presentation on 'Management, Place-Keeping and Funding of Open Spaces'



4. Speakers Four and Five

Mel Burton and Dr Nicola Dempsey

University of Sheffield

'Management, Place-Keeping and Funding of Open Spaces'

As an introduction to Mel Burton and Dr Nicola Dempsey from the University of Sheffield, Tom Wild of SYFP gave a more detailed overview of the MP4 project. Speakers had already spoken about place-making and place-keeping; Mel and Nicola planned to discuss place-making and place-keeping in finer detail



As part of the MP4 project SYFP works in partnership with Göteborg Stad, the Local Authority for Gothenburg Sweden; with the University of Copenhagen in Denmark, renowned for its forestry research; with Lawaetz Foundation and HafenCity University in Hamburg; with Gemeente Emmen Municipality in the Netherlands; with VLM, the Flemish Land Agency in Flanders North Belgium; with the University of Sheffield in England and Heriot Watt University in Edinburgh Scotland; all of whom are working towards understanding both the co-operation aspects and the strategic issues of this project

MP4 is funded by the European Union Interreg North Sea Region, a very significant programme. The focus is on demonstrating how the positive socio-economic benefits of improving spaces can be sustained and how solutions can be provided to address very problematic maintenance and management issues. MP4 is working towards mainstreaming best practice across the North Sea Region – this means understanding what practitioners here at the conference are doing well; what Sheffield is doing well; what's happening in Hamburg; and seeing what the fundamental lessons are - what works and why. It is hoped this will keep Europe together; promote cohesion and growth; make Europe successful, peaceful and a good place to live. MP4 wants to embed its learning into policy and strategies and the most important of all is to develop an agenda which will get the message across to all partners - the importance of thinking about longterm management



After his introduction Tom then handed the floor to Mel Burton of University of Sheffield

Mel began by explaining the difficulties in engaging in place-keeping. For many years there have been funding bodies tripping up over themselves to fund place-making projects, but no-one funds their maintenance; MP4 was born out of this

The speaker first defined place-making as the creation of high quality open spaces with a people-centred approach involving participation and the distribution of the health, wellbeing and other benefits such places can bring

Place-keeping is what happens next: the place has been made, how will it be cared for in the long term? This is a very important aspect of open space; the social, economic and environmental benefits of place-making may not be apparent immediately – sometimes these take a long time to develop. A long term approach is therefore required

The health and wellbeing aspect, and financial benefits of making places now have a place in regeneration strategies but unless there is a longterm approach to maintaining those places, there will be little opportunity for the resultant benefits to develop. Places – and their benefits - deteriorate very quickly

‘Protecting the investment’ – large amounts of money and resources have been spent on the improvement; what then, the cost of doing nothing afterwards? In urban centres there is often the political will to care for shared spaces, but this is not always the case in areas of social housing or parks

Inappropriate design is also an issue, including unsuitable planting. By not thinking about the long term maintenance at the start of the project, places have been created that people don’t want to use. They soon become less valued – and a less valued place becomes an uncared-for place. This is why long term management needs to be considered at the beginning

A diagram explaining the process of place-making and place-keeping was presented to the conference. It showed the process MP4 is trying to promote – where place-keeping becomes part of the process of place-making; and where the design and the maintenance of the design, along with the involvement of community groups can be sustained over long periods of time

Place-making and place-keeping should be considered a dynamic and cyclical process. The first part of place-making is about the place itself. The second part is the process; the actors – authorities and local communities – need to come together. For MP4 the physical making of a good place is not the only part of place-making. There are all the other processes that make the place happen, and at the end of the process is the product - a valued, sustainable, high quality place



MP4 has been very busy so far, looking at what has been happening in the field of place-making; where is the good practice? All the partners have provided case studies, giving MP4 the opportunity to look at how this process takes place; learning from those processes; taking those transferrable lessons; and applying them to demonstration projects. The academic partners have been working very closely with the practitioners to attempt to understand exactly how the process works, and to identify the lessons that can benefit others. The projects are being evaluated as they progress, and they are encouraged to share their mistakes as well as their successes. The final purpose of MP4 is to share this knowledge; influence people; change policy; change practice; and change the way things are done so the problems experienced by open space projects no longer occur.

The delegates were asked for their input – tell MP4 how the re-creation of open spaces can be changed

MP4 has gathered a lot of information through case studies, and has tried to analyse and draw out the key themes. MP4 wanted to share its findings, to compare and contrast with the experiences of others.

MP4 has five cross-cutting themes across the project and is studying practice through them:

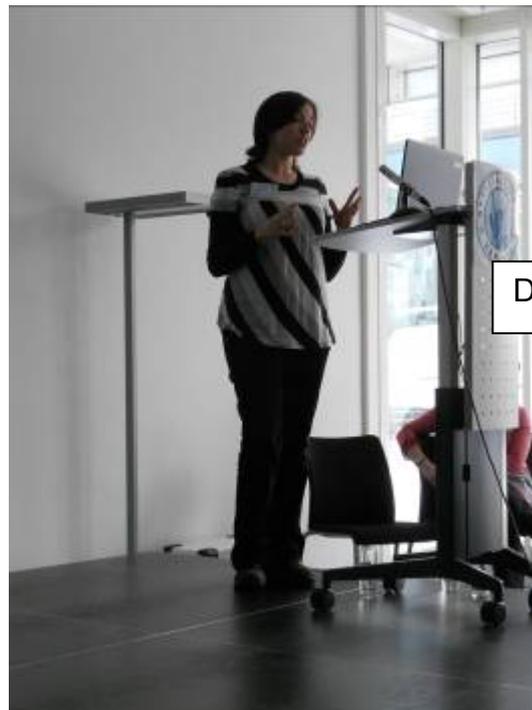
- Partnerships – what kinds of partnerships are involved where practitioners work?
- Governance and engagement – how do people engage their communities, what are the different kinds of people involved?
- Maintenance – what needs to be done; how are things done; what lessons need to be identified
- Finance – lack of money is the main message, but how have people done things differently to make up for this
- Evaluation – most projects do not evaluate their success
- Policy



Mel then handed over to Dr Nicola Dempsey, who presented academic research on place-keeping so far

Partnerships

Research so far has shown that partnerships are most effective when they have a combination of actors; not just community and Local Authority, but also the private sector. There are also different partnership types: public sector led; private sector led; and third sector led. If a partnership has an identity of its own, it has strength of its own. There are benefits in a number of partners; projects with several partners were more likely to make projects happen that might not otherwise have taken place. Also imperative are passionate staff members. It is their passion and their skills that make things happen



Dr Nicola Dempsey

There can be challenges however; consensus among several partners can become difficult to manage with everyone having their own motivations and working practices. A project will thrive when people are working towards a goal, but what happens when people move on – does the passion go too?

Governance and Engagement

Closely related to partnerships are governance and engagement. This is the interaction between different sectors

Place-keeping is no longer about local government working alone, but involving a wider range of stakeholders. Getting the community involved in the decision-making is now taking place all over Europe, with the emphasis on consensus. The plus side to community engagement is that it sometimes brings in new money and more resources in terms of volunteering



Decision making is successful when there is a good link between stakeholders. If there is a mediator it helps if he/she is apolitical, not attached to the Council, public sector or agenda led



An engrossed delegate

Common ownership arises from the fact that everyone is involved in the decision-making and this is the basis around which place-keeping can be organised. It is not just the physical place that is important, but its legacy, its long term presence, allowing generations to continue the passion to keep places protected and cared for. A sense of community can be the result of engagement, or perhaps it is a two-way relationship. Is it the community that brings about the places or is it the places that engender that passion?

The challenges of engagement are that it takes time and money. There may be the feeling that these resources would be better spent putting the project into motion. Different sectors have different interests which sometimes compete, making consensus difficult. Does the community want to be engaged – especially in poorer areas where there is no tradition of getting involved? Sometimes the local community's negative attitude towards its open space can make community members difficult to engage. Often there is a lack of clarity regarding ownership; responsibility for maintenance can then pose a problem

Maintenance

The condition, cleanliness and robustness of a place are important. If the park is fitted with furniture that looks nice now, thought needs to be given to what it will look like in a year's time. Issues may arise that may not have occurred to practitioners in the first instance. When maintenance is poorly carried out it produces the perception that the space is not cared for. If a space is being used every day, with maintenance carried out every day, people feel welcomed and that it is somewhere they can use with the knowledge it is going to be maintained longterm



Funding

This is crucial to place-keeping and comes up time and again. If the funding isn't in place how can one even begin to think about maintaining places longterm? Funding for maintenance needs to be in place from the beginning. Funding is easy to find for capital projects, but where is the longterm revenue going to come from? Place-keeping costs are not given consideration as much as they should. At the moment financing tends to come from the public sector, but funding for place-keeping is not statutory; if there are large budget cuts, the care of parks goes first

Funding is critical to success but it is limited; practitioners need to think more strategically or more creatively, exploring ways of funnelling it through other channels. Creative, low-maintenance, low-cost methods of place-keeping should be found

A key finding was that all practitioners also need to maintain their own financial viability. Practitioners may find the resource for place-keeping but still need to find a way of keeping themselves

Evaluation

Evaluation is one of the least considered parts of place-keeping; when discussed with practitioners, they all knew of the concept, but only through surveys and the winning of awards and competitions. It is not statutory to evaluate; it is not a priority; it is costly; and it is time-consuming.



However, awards such as Green Flag can secure further funding from the landowner for maintenance. There are some aspects of place-keeping that are difficult to measure eg aesthetic value. According to practitioners some methods of evaluation are:

- Was the project delivered on time
- On-site staff receiving resident feedback
- In-house assessment
- People counts at events
- Unprompted user feedback
- Award schemes
- Satisfaction surveys
- Crime figures – has anti-social behaviour decreased as a result of place-keeping, for example

Evaluation is not carried out regularly, and because it is not statutory it rarely takes place. Nor is there much information on which evaluation is the most useful

Policy

This is in reference to area-based policy initiatives. It is an increasingly popular way of dealing with issues such as anti-social behaviour and environmental problems within neighbourhoods, which is a form of place-keeping. But it is not statutory to include place-keeping in local policies. And only some aspects of



place-keeping are included, not all. Place-keeping is often cited in guidance and good practice, but its lack of statutory protection means its profile needs to be raised with policymakers

A lot of these needs identified as part of place-keeping overlap; how can they be co-ordinated? When considering maintenance, for example, what does it involve eg various land management techniques; a range of stakeholders in partnership; varying levels of available resources; a need to follow specific regulations: and a need to undertake ongoing evaluation

Key Questions:

- How are we going to make place-keeping happen and ensure it is considered at the place-making stage?
- How do we get the partners who were involved in the early stages continue to be involved in the ongoing improvement of a site, or is it more about getting new people involved as the old ones move on?
- Is funding the main problem, or are there other problems?
- How do we get people to work together more effectively?
- How do we find alternative ways of doing things?
- How should we make the best use of limited resources?
- Community involvement doesn't always work; is this the best use of resources?
- How can we translate what we have learnt into action? Or is it already happening?

This part of the Conference ended with a short break before moving on to Session Two, the panel discussion.



Panel Discussion

Moderator: Wendy Bussey

Groundworks Dearne Valley, UK

Paul van der Sluys

Regional Sector

Vlaamse Landmaatschappij, Bruges

Wilhelm Schulte

Public Sector

Ministry of Urban Development and the Environment, Hamburg

Lena Tunborn

Private Sector

Fastighetsägarna i Gamelstaden, Göteborg

Jan Nilsson

Private Sector

Poseidon Bostads AB, Göteborg

Harry Pijnaker

Community Sector

Chairman of Residents' Group, Barger Compascuum

Cecil Konijnendijk

Science Sector

University of Copenhagen, Copenhagen



The MP4 panel



Wendy Bussey, moderator, introduced the second session of the conference which took the form of a panel discussion. This presented an opportunity for delegates to hear from practitioners their experiences of place-making and place-keeping, and how it really happens in the different towns and cities of Europe, followed by an opportunity to ask questions

The six panel members first introduced themselves to the conference, followed by questions proposed by the moderator

Q: How important is it for your organisation to have good place-keeping as part of both social and environmental regeneration?

Jan Nilsson: The organisation takes care of the buildings and tenants, and when the parents are out at work, it cares for their children aged 1-6yrs old. But the organisation wants to provide somewhere for them to go when they are older, away from the apartments, due to the noise factor. Poseidon also now works in partnership with another housing company, Stena. This was not the case in the past, when they were rivals

Q: What are the partnerships the Residents' Board of Barger Compascuum has created within the life of the project, aside from the Municipality and the Water Board?

Harry Pijnaker: The Board works mostly with the Municipality, working together since the start of the project. This is not a formal partnership and works on a voluntary basis



L-R Harry Pijnaker, Cecil Konijnendijk, Wilhelm Schulte

Q: There has been a lot of research into strategies and policies for place-keeping and greenspace strategies. How can we do more to influence policy and what are the main issues for place-keeping?



Cecil Konijnendijk: One thing that has been missing from the discussion of place-making and place-keeping is the way people feel about their open spaces, which is hard to capture, as it is about emotions. It is also a dynamic notion with both people and places changing all the time. Place is an intangible concept for many people, thus creating a challenge for policy in terms of implementation. Promotion of good practices is a good way to begin influencing policy. Cities are keen to see examples of these

Q: With regard to HafenCity and the new approaches to creating and maintaining places and working closely with the private sector, how does this differ from the rest of Hamburg?

Wilhelm Schulte: HafenCity has its own development agency which is responsible for planning for the place-making and place-keeping in partnership with HafenCity. The responsibility of both place-making and place-keeping must be considered together, leading to creating places that are easy to maintain



L – R Paul van der Sluys, Lena Tunborn, Jan Nilsson

Practitioners and policy makers must learn from historical cities – those in Italy, for example. Their open spaces have survived from the 16th Century until present day. They don't change the design from year to year, unlike other European cities which try to rebuild their open spaces using new, eye-catching designs. The result is open spaces that are purely for the benefit of the designers themselves, giving them the opportunity to 'show off', thus creating a space that looks fantastic but is not fit for purpose

Open space and public space should rank higher in policy. In the past open spaces were representative of the whole city and the whole community, places where people could come together for a multitude of reasons. If places are treated thus, they will become more important politically, leading to more money, better quality and hence acceptance by the population



Q: How do you work with the private sector to ensure that if they are creating a space they are listening to what people want?

WS: Hamburg is engaging in the Business Improvement District model which is being transferred to housing. The owners of the housing have to recognise that the quality and attractiveness of open spaces, playgrounds etc produce benefits, and they should pay for these – they are their benefits. Housing companies are increasingly accepting this concept

Q: In reference to rural and peri-urban areas which methods are used to balance the different needs between agriculture; industry; the community; and the environment. What are the challenges?

Paul van der Sluys: One of the big challenges is that the most important stakeholders are farmers and nature conservation groups which, historically, have been polar opposites, so the first thing to do is to begin with a positive process, bringing them together, explaining that for a win-win situation they need to create for the future together. For farmers the important thing is their crops - not only for people in the villages and cities, but now also for nature conservation. They have to understand that they need to change, that soil quality and biodiversity are now also important. But citizens also have to understand they have responsibility to the rural and peri-urban areas. These groups have to be brought together where it can be explained that they need each other. In the past the rural areas were considered as an agricultural area used for production, but this has now changed. The use of the land is not just about provision now. There are good examples to draw on: London has a Food Strategy, and Amsterdam has a Food Strategy whereby farmers are directly linked to the retail outlets in the city, reducing the need to import

Q: Fastighetsägarna is a not-for-profit organisation acting as an independent mediator between the Local Authority and the people in the area. How does this work in practice? What role does the company play in place-keeping?

Lena Tunborn: Over the past two years the company has identified places that are not especially cared for. By keeping a dialogue with the local community, such issues can be raised with the Local Authority. The company creates a platform for the community and the authorities to share thoughts about its open spaces. The company tries to help with this by finding out what people want to do. The process is voluntarily financed by the property owners who pay 6-10 Swedish Kronor per square metre every year

Q: How has the company made the argument to the property owners that they should invest?

A large property owner stepped forward with the realisation that this was the way to go. Then small property owners joined. There are economic motives, but the social capital of this kind of network is also crucial for both the people and the private property owners. There are still some property owners who do not understand, however, unable to see the benefits and preferring to free-ride



It was suggested that this is where the Housing Improvement District model would be useful. HafenCity offered to advise Fastighetsägarna on possible implementation

The floor was opened up to the delegates

A question for the panel



Q: We have heard a lot of good practices regarding place-making and place-keeping; what are the barriers to making quality places top priority in our cities? Why is it not happening?

WS: Open space quality has to be given a higher ranking. Sheffield is a very good example. Policy is changing because mistakes of the past have been identified, and changes are being made for the future. Industry and road traffic played key roles in economic development but it has now been realised that open space and its attractiveness can play a leading role in urban and economic development, If a city is not attractive, no-one wants to work there and no company wants to settle there. This is a key role for quality spaces and politicians are now recognising this. There are plenty of examples of good practice where cities have identified the problem. Unfortunately it is often not until cities hit rock bottom that they might see there is a different way of doing things. This is one of the things that act as a barrier. The process of deterioration in a city means its leaders don't realise they can turn things around until they reach the lowest point of development

JN: In Lövgärdet there were 300 empty apartments, but now all flats are taken and the company doesn't want to be the first company with an empty apartment, so the greening process is encouraged

PvdS: Ownership is also an important part of the process. People must be given a voice. They must be responsible, engaged, and authorities must take a step back and follow a bottom up method. Villages need squares and meeting places as do cities, which helps breed success. A small research project was undertaken by an Amsterdam professor which found that the most successful villages were those with public spaces that were restored and maintained by local people through the community ownership approach



MP4 works its magic on its audience

HP: The community must be able to say what it wants to achieve and the Municipality must help achieve it. The way forward must come from the people

CK: One thing may explain why we are generally unsuccessful is we chase after big, prestigious projects, we follow Richard Florida, we talk about the ephemeral city. We must be aware that there are people living in cities other than 'creatives'. While there is a place for big projects – and Hamburg is a successful – there is a need for smallscale place-making projects too

Q: In your city or region is environmental quality moving up or down the agenda as a result of the economic crisis?

CK: In Denmark it has moved down the agenda. Economic and social topics are high on the agenda, but the environment has been going gradually down despite its connection to health, regeneration and economic development



The panel deep in discussion

Q: It is Christmas in a few days' time, which is a time of wishes. If you had a wish for the public bodies responsible for open spaces, what would it be?

HP: A comment is that Local Authorities ask communities what they want, and then when there is no money they ask the inhabitants to do the work

LT: It is always a question of raising funds. It is important to change the minds of the property owners; you cannot expect the community to raise all the funds. There are so many areas that need improving, that thinking like this is a luxury. More money should come from the private sector. There are at least two projects that will not take place next year because of lack of this kind of investment

JN: The company runs a community house which is open over Christmas for lonely people. Hopefully it will be full

Q: How do you work with young people to get their ideas and find out what they want?

WS: There needs to be a shift in the way we think, by creating learning alliances in the city with all people, not just elected representatives. They are not the only ones responsible for the city. And they should be responsible for the city throughout the year, not just at election time. These learning alliances should include every generation

HP: In Barger Compascuum the schools were invited to submit drawings; they were very creative in their ideas. They were involved in the beginning so were aware throughout of what was happening in their community

JN: Bring young people to the debate

LT: Fastighetsägarna is trying to create a playground and sports centre, in which young people especially have been involved, through nurseries, schools, kindergartens, football associations, bowling groups, skateboarding groups etc, and it has been a successful process. Plans are currently being drawn



up from the drawings they have done, which will be presented back to the young people for approval

CK: Some of today's delegates visited Steilshoop the day before the conference and met 'Get Move', a group of basketball-playing young people. Their kind of enthusiasm is needed and every effort must be made to get this on board. They are young people's ambassadors, which is essential

LT: Young people are very important for place-keeping too, which is being discussed as part of Fastighetsägarna's play area project

PvdS: As a regional organisation VLM tries to gather the thoughts of young people as one of our target groups. They are given the opportunity to put forward their own projects in their own villages, for which they receive subsidies

HP: Place-making needs to take place with the next generations in mind

Q: There seems to be a lack of evaluation; what kind of data do practitioners think needs to be collected that may not currently be collected and how should it be measured?

CK: There are tools being developed now that measure how people experience their open space, how they perceive their place and whether that fits the original objectives. Policy requires numbers, but qualitative data is equally important, and social science must play a part. There are some examples of this, but there is still a long way to go

Q: Who should be responsible for the collection of this data?

CK: Those carrying out this kind of evaluation should be the people who are using the places with the support of academics who can help them with the tools

Q: In terms of the tenants Poseidon cares for, how are they involved in evaluating the success of place-keeping?

JN: The company meets with the tenants regularly, giving them the chance to feed back. They tell us how they want to live





The panel in full swing



L – R Harry Pijnaker, Cecil Konijnendijk, Wilhelm Schulte, Wendy Bussey, Paul van der Sluys, Lena Tunborn, Jan Nilsson

Q: Given the difficult economic climate and the fact that everyone is experiencing reduced budgets should places still be created if there can be no commitment to keeping them? Is there an argument for if one cannot place-keep, one should not place-make?

PvdS: A project should begin with the discussion about what money is available for place-keeping. This will then dictate the place-making, by taking into account place-keeping costs. Partners should consider this at the beginning, thus hopefully avoiding unsustainable place-keeping costs

Q: Is a place-keeping budget a requirement for place-making projects in HafenCity?

WS: Before the place making takes place we look at what kind of keeping would be required. Any place-making must be long term and therefore multifunctional and should not need redesigning every few years to adapt to change. It must have a longterm perspective. The place must be accepted by the people living there as well as those who are visiting. Therefore these opinions must be included in order to encourage ownership. Don't sell the space to private owners, but privatise the public demand. Therefore the owners and the users are responsible for the attractiveness around their apartments. They are no longer responsible for just their home, but for the



open space too, which becomes their 'living room'. When people have ownership, they will take care of it. Then the costs of place-keeping are not as high. Private owners will realise it is to their benefit that open spaces are of good quality



The weather outside, which everyone was trying to ignore

CK: Place-keeping should be discussed at the same time as place-making. It is also important that places are not too well defined. Practitioners don't make places, people do, and places need to be flexible. It is often seen in cities where teenagers will take over the use of a place and other users might not like it. There is a lack of flexibility and dynamics. A place should have lots of space for different kinds of people, not just one user group

Q: What makes a place feel safer and people less fearful?

LT: The presence of people. Therefore, make it feel safer in order to encourage a higher footfall. A small park lay between houses and the tramstops, but people were loath to cross it in the dark. The company put in a dogwalking area which encouraged local dog walkers. Once dog walkers started to use the park regularly, non-dog walkers felt safer and began to use the park too in order to reach the tramstops. There are always people there, hence they feel safer

CK: UoC carried out research in residential greenspaces to find out what the safety issues were. Most important was the ability to see other people and to be seen themselves. Second, maintenance of vegetation. Visibility was very important, as was the presence of maintenance staff; the community knowing who they are; and being able to talk to them

LT: Fastighetsägarna paid for fencing and lighting in the parkland populated by dogwalkers, but the place-keeping is carried out by the people themselves, keeping it clean, grazing their horses there and they have begun to socialise with each other



Q: Can good design of a new place change a state of mind or behaviour of others? Or must behaviour be changed through mentoring eg encouraging people to become more active? Can good design have this influence? Open spaces in Italy or Spain work well even when they are poorly designed. Is it the effect of the enabler or good design?

WS: First of all public spaces and squares must be frequented. In order to get people to use it, it must have a reason for being used, such as restaurants and shops. The shops should put their wares outside, the restaurants should put their tables outside. People will then visit the square to visit them. The place must also be multi-use, allowing it to be frequented and attractive

PvdS: In villages, those who move in are more 'driving' than those who have always lived there. It is important to have newcomers, as they look to make changes for the better and have enough drive to find ways of achieving it. Good design is always helpful but it should be created in relation to the needs of the people, who should be involved at the beginning of the process

CK: There are examples of good design where communities have not been involved and have still worked well eg the Millennium Park in Chicago which is now a hugely popular open space. Good design will always draw people in

JN: Posiedon wants to provide a playground for the housing estate; the company is looking to build one that is appropriate for winter use as well as summer use, so children have somewhere to play all year round

WS: Spaces must be attractive. In HafenCity all the water edges have public promenades, which is very popular with tourists as well as residents. With tourists come more restaurants, thus making the area even more attractive

PvdS: In a rural area there was a large forest which was inaccessible to everyone. There was the opportunity to buy it and people were given the chance to say what they wanted to do with it, beginning with small projects. The Local Authority supported it by providing money. The woodland has become a very popular place and now has its own identity; it is very successful

WS: Places are made more attractive by a reduction in traffic. If traffic cannot be removed completely, then the concept of shared space should be introduced. This makes places more human-oriented





Professor Angela Hull,
Heriot Watt University
Edinburgh UK, with a
question for the panel

Q: What challenges is climate change bringing to place-keeping? How should places respond?

CK: Thought must be given to the choice of plants. In cities there has already been a local climate change in that they are warmer and drier, and are therefore a good opportunity to try out different kinds of plants and trees

WS: The fresh air in the city is now becoming more important; it makes a place more comfortable. Traffic should therefore be reduced. One should also consider the sun and its positive effects, but there should also be shade

LT: Provide the wherewithal to grow one's own food, close by rather than a car journey away

Q: What is Sheffield doing to take climate change into account?

Simon Ogden: Climate change affects Sheffield through the risk of flooding as the city is built in a narrow valley. Therefore the city is looking to create new open spaces that can serve as flood protection or as increased space for water

WS: In HafenCity the public spaces are the protection area

Tom Wild: Through our shared interests, we are looking at the catchment approach through forestry and land management practices. The solutions do not lie just with the city; one of the important parts of MP4 is that it draws together both rural and urban

PvdS: VLM is trying to restore winter flood areas. The mistakes of the past must be avoided – putting them right is now costing a lot of money

Q: How do different cities adapt to climate change, using a strategic framework as a whole to connect the public spaces as a whole?

CK: There is a need for strategies, and it has worked well in places such as New York, but the difficulty with this approach is that it can become a 'one size fits



all'. Therefore adaptations should be more local and should take into account local culture

WS: Hamburg produced a new strategy which includes only five goals; the leading goal was not to lose open spaces either within or without the city. This led to an initiative for public greenspace, particularly as more city dwellers now need better, higher quality space

PvdS: Ghent has a strategy for city parks and is trying to make use of the old textile areas to create new open space. In the area surrounding Ghent city forests have been established. In Bruges different communities have signed a charter to create a green belt in Bruges and the surrounding area

Q: Are we fit to make places and keep places? Do we need to change our community organisation in order to be fit and do we have the people qualified for this? Have organisations had to reorganise themselves in order to do this? Is it best to centralise, putting the place-makers (or planners) and place-keepers together? Planners don't take place-keeping into account and they should work together to ensure that they do

JN: Yes, we now have a department that takes care of maintenance, but we need to educate it to take care of it in other ways. Previously they only did the cleaning, but they need to take care of it too

Q: What is the biggest challenge for place-keeping in the next few years?

HP: Most people in the community are working full time, which creates a problem as it is difficult to get people involved when they are already so busy

CK: Continuity

WS: Organisations want to centralise, but to be more effective and encourage ownership and responsibility of the people and private owners, a more effective way of working is to decentralise

PvdS: Effectiveness and efficiency are very important, but to be effective requires creativity and adaptivity

LT: Continuity. A lot of work has been done in Göteborg by the residents and now the area where they live is cleaner, safer and more attractive. The difficulty now is that they may feel they have 'done their bit' and cease to be involved

JN: The teens and older children meet via the 'net now, not necessarily outside on the green. How can they be encouraged to get out and meet together? How can places be created where they would like to meet?

The discussion was then closed, and the morning's session finished with a reminder to delegates that if they wished to learn more about MP4's case studies, they could access them on MP4's website www.mp4-interreg.eu.



6. Thematic Workshops on place-keeping

The afternoon of the first day of the conference was spent in three workshops. Below are the notes made from the discussion that took place within each workshop

Workshop One

Stefan Kreutz, Dr Marcia Pereira

'Private Stakeholders in Place-Keeping'

Workshops 1 and 2 aimed at presenting **practical experience** from the MP4 partnership as well as to get wide feedback from conference participants on the **model agreements** discussion. Workshop 1 focused on those model agreements where **private stakeholders** are involved.

Introduction

An introduction to the topic was presented in two parts:

1. Background information on “private stakeholders in place-keeping” based on the **literature review and the transnational assessment / case studies** (presented by Nicola Dempsey / University of Sheffield).
2. Brief introduction to the **Model Agreement Analysis**, explaining why we are investigating model agreements, what we mean by “model agreements” and how we are doing it (presented by Marcia Pereira / Heriot-Watt University Edinburgh).



Workshop one, led by Stefan Kreutz and Marcia Pereira, considering the thorny problem of private stakeholders

Presentation of Model Agreements

The following model agreements from the MP4 partnership were presented:

1. The Business Improvement District (BID) and Neighbourhood Improvement District (NID) experience in Hamburg (Stefan Kreutz / HafenCity University Hamburg)



2. Partnership for a safe and beautiful city / Gothenburg (Christian Lindholst / University of Copenhagen & Liv Sonntag / City of Gothenburg)
3. Involvement of landowners and farmers in peri-urban development / VLM Belgium (Marcia Pereira / HWU Edinburgh & Hendrik Vermeulen / VLM Bruges)

Workshop Discussion

The presented models were widely discussed by participants in an attempt to develop a SWOT analysis of those, identifying strengths, weaknesses, opportunities and threats for each of them. The following summary was generated:

	VLM	Beautiful (City Goteborg)	BID/NID (Hamburg)
Strengths	Clear accountability in delivery of public goods	Attitude change of stakeholders	Clear policy
	Environmental benefits	Public money available in a flexible 'pot'	Economic activity
	Long-term management		Direct benefit of investment
Weaknesses	Capital investment	Uncertain funding, only annual budgets	Hidden costs
		Need for constant success	
		Design led by proprietors	Applicability only in wealthy areas
		No private investment in place-keeping	Lacking public consultation
			Public standard of place-keeping not defined Difficulties to clarify what kind of activities are 'on top' of public services as requested
Opportunities	Public subsidies trigger private investments / Public stimulation of private stakeholders	Educational aspect	Private investments activate 'public' & community action (post BID)



	Attitude change among 'farmers'	Building collaboration	
		"Branding" as a way to focus on the positive characteristics/culture/values of an area and generate a "valuable" image/identity.	
Threats	Competition for land	Dependency on people involved	Lack of wider participation
		Informality of process and communication	Declining public investment in open spaces
		"Branding" as an attempt to create an "artificial image" of an area can have the opposite effect and cause a lack of identification.	Long-term management not guaranteed (limited duration of BIDs)
			Transfer of problems to other areas
			Displacement of uses, people...

Some general comments and comparisons made were:

- The requirement of capital investment in the VLM model may be a weakness because capital is expected up front.
- While the risk and responsibility in the BID is spread among different stakeholders, there are potential hidden costs of the BID for the public sector.
- Strength of the BID is the policy support and the legislation in place (in six German Federal States and in the UK)
- The uncertainty of funding in the Safe Beautiful City model can be seen as a weakness and a threat. The BID model has more secured funding, i.e. a BID is created to lever funding from all affected proprietors.
- The funding mechanism of the Safe Beautiful City model is based on a short-term approach, while a longer term approach is taken in the BID model and more so on the VLM model.
- BID weakness is that it is mostly applicable to wealthy areas, i.e. the wealthier the area the higher the possible BID budget.
- The BID model in Hamburg has the strength of being focused on land owners and not tenants (businesses) as in the UK. This would be



beneficial when applied perhaps in the UK to avoid problems of proprietors passing on the costs to businesses, and can potentially facilitate more long-term investment and commitment in an area.

- On the other hand it was said that the BID model in Hamburg could also learn from examples of BIDs in the UK that have an involvement with local communities.
- There may be a threat of the public sector reducing the quality of management to attract private sector money and the BID model. The opposite effect of this can also take place, when problems get pushed out of an area into another neighbourhood.
- The BID depends on the public sector having a clear city-wide management plan for open spaces defining the public standards of place-keeping. This is strength but may not be an applicable model where a clear public management plan is not in place...
- Another weakness of the BID is the lack of public consultation
- Clear strength of the VLM model is the clear delivery/ accountability of the aims and objectives.
- Opportunity for BIDs: when a BID is not renewed, is there a chance for the community and public sector to assess what will happen next and how they can perhaps take on the management?
- Branding can be a strength and an opportunity for a place, for a community, to give it a sense of identity
 - This may also be a weakness/ a threat when local identity may be lost – in the shopping mall model, things go too far and the nature of the public, democratically used space is lost.
 - While branding is important and perhaps a sign of the times, people can see through the branding and may seek authenticity, rather than the 'Anyplace' branding/ design which is prevalent...
- Is long-term management a threat for BIDs as proprietors see the value of their properties increase and they sell them on to other proprietors, does this new owner see the same value, the same importance in being part of the BID consortium, over the long term?
 - A strength of the VLM model is that the public sector will continue to manage the spaces over the long term (e.g. 20 yrs) – is this something that can be claimed by the BID model...that the spaces will be managed over the long term? This is less secure despite the 5 yr window of the BID.
- Potential threat to the VLM model is competition for land for nature and farming, as farms are quite small in Belgium.
- Weakness of the BID model could be the protectionism where people may be excluded from spaces (see democratic spaces note above), particularly when applied to the neighbourhood [perhaps like gated communities?].

Finally, it was clear that all models have their strengths and weaknesses as well as their specificities due to their own contexts. The **VLM model** seem to have been seen as one of the most positive as it presents the opportunity for a long-term management within a more holistic planning approach. The **Safe Beautiful City model**, although innovative in its own way, using an educational approach



to improve entrepreneurship and marketing, was seen as something “uncertain“ due to the short-term availability of budget and non-financial commitment of private businesses. The most debated was the **BID model**. At the same time it represents a good opportunity to have the private sector investing in public open spaces, improving both the design and the standards (place-making and place-keeping) of these, people also fear the “privatisation” of these public spaces, with the lack of a wider participatory approach in decision-making and the challenges it can pose to long-term holistic planning being one of its main criticisms.

Workshop Two

Mel Burton and Marilyn Higgins

‘Community Involvement in Place-Keeping’

Workshops 1 and 2 aimed at presenting **practical experience** from the MP4 partnership as well as to get wide feedback from conference participants on the **model agreements** discussion. Workshop 2 focused on those model agreements where **community participation** has a higher relevance.

Introduction

An introduction to the topic was presented in two parts:

1. Background information on “community involvement in place-keeping” based on the **literature review and the transnational assessment / case studies** (presented by Mel Burton / University of Sheffield).
2. Brief introduction to the **Model Agreement Analysis**, explaining why we are investigating model agreements, what we mean by “model agreements” and how we are doing it (presented by Marilyn Higgins / Heriot-Watt University).

Presentation of Model Agreements

The following model agreements were presented:

Emmen Revisited (by Wietse Hermann / Municipality of Emmen & Marilyn Higgins / Heriot-Watt University)

Friends of Firth Park (by Mel Burton / University of Sheffield).

Workshop Discussion

The presented models were discussed in groups, resulting on the following summary:



1. Emmen Revisited

Strengths	Weaknesses
<p>Long process of capacity building, there are no ‘quick fixes’ and this needs to be recognised from the start, with commitment that long-term gains can be realised</p> <p>Strong, small communities in Emmen district, so the issues here are probably different to big cities, with community involvement reaching everyone/almost everyone perhaps easier to achieve</p> <p>Emmen used a tried and tested model, with continual refinement that seems to be successful; this makes it easier to roll out to other local communities</p> <p>Quality of life was at the heart of the aims of the project from the beginning; the scheme integrated a number of things that people in the community thought important – this drove the project and it’s important not to lose sight of this</p> <p>There were three different sources of funds: process money to help generate the scheme, money for capital works, money from various other agencies targeting various activities; it is important to fund the engagement process</p> <p>There seemed to be a culture of participation in the Netherlands/Emmen; this is important for it to be sustained</p>	<p>The success of the project generally pointed up the lack of skills and poor communication of some stakeholders; there was a measure of success to live up to and some didn’t when the public had expectations raised</p> <p>These projects always depend on enthusiastic volunteers</p> <p>These projects open up the possibility of prolonged emotional discussions that need to be sensitively handled with skills like emotional intelligence</p> <p>Discussions varied in different communities: some were very long, difficult and resource intensive</p>
Opportunities	Threats
<p>Local organisations and individuals have the potential of getting more involved in the community</p> <p>New people can be continually trained in a number of stakeholder groups</p>	<p>The project leaders could be seen as “whizz kids” being successful at things that go beyond their usual boundaries – this could aggravate any power struggles</p> <p>The process was innovative, risky, not</p>



	<p>easy and quick; you need to accept the risks</p> <p>People move on and knowledge can get lost</p>
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Workshop Two, led by Mel Burton and Marilyn Higgins, concentrating on the work in hand

Lessons to/from elsewhere

1. Gothenburg – used outside mediator from another Council department to help resolve conflict between skaters and residents in a city square. Year-end rigid Council budgeting forced the issue for the good – they could not hang around to make decisions.
2. Participants all agreed that there were useful lessons from Emmen to take home.
3. The example of Vauban, Freiburg was given as bottom-up engagement based on a masterplan exercise. There is commitment to rolling this out for 10 years but then a danger of important things being lost.
4. Other places don't have funding/culture for ongoing, extensive engagement.

Friends of Firth Park

Strengths

Caters for move towards decentralisation

Local people get to know who is responsible, who to talk to

Route for local people to have direct access to those responsible

Provides mechanisms for informal monitoring

Hands back responsibility to local people

Get information in an informal way, but may not happen in a meeting (local people like to complain but may be shy – intimidating talking in a meeting)

Organisation translates to 'local speak' - mediator

Weaknesses

Different 'language' – Council speak

Differing priorities / 'agendas' of 'individuals' stakeholder groups

Council benefits 'PR' – may not recognise involvement

Impatience of people on site

Partners all the same goal – need these

Continuity – what if lose interest – need champions (Denmark not have traditional – reason don't have is fear of)

'Expect' – we pay tax, you should do this attitude – cultural

You do it!

Easier if historic park – not easy in deprived areas, don't know where to start

Opportunities

Mediator to talk to people further – different countries/cultures – social cohesion?

Feeling responsible – engender responsibilities

Questions

Is it important to reach everyone? Or leave responsibility to others? Champions: form 'Friends' or do own thing?

Friends groups include children / work with?



Workshop Three

Sara Parratt-Halbert, Dr Harry Smith, Professor Angela Hull
'Strategies and Policy-Making for Place-Keeping'

The outcome of this workshop was to find out from practitioners how MP4 could help practitioners in a practical manner. What do they need from a toolkit/handbook? What kind of information would help them run a successful place-making/keeping project? Secondly the workshop wanted to find out from policymakers how MP4 could best influence their policy decisions



Prof Angela Hull gives an introduction to the workshop

What would make them sit up and take notice? What sort of information or proof would they need?

The workshop began with an introduction to MP4 with an explanation as to why MP4 needs this information, followed by a presentation by Professor Angela Hull which outlined good practices when delivering a community open space project.

Finally, the delegates were asked to consider three questions for practitioners:

- How do practitioners get the information they need
- What evidence do practitioners need in order to influence policymakers when applying for funding
- What is the best way to make this information available? How can we channel this
- How could practitioners use this information?

And for policymakers:

- What kind of evidence/information is needed on place-keeping to inform their policy-making?
- What's the best way of making this information available?
- How can MP4 influence place-keeping policy?

The following bullet points were consolidated from the ensuing discussion:

PRACTITIONERS

How do we get the information we need?

- Speak to the community
- Site visits – officers and community. Officers should not hide behind their desk; they don't live there, the community does and it can tell officers what's required
- Set up local interest groups
- Quality control – involving community and officers; the community sets the control that suggests whether the place-keeping is good, bad, indifferent
- Dedicated contact point for community to report to. This means officers are constantly updated on on-site issues
- Appraisals. These will give a running commentary before, during and after the project on what's working, what's not, what needs doing next



Dr Harry Smith of Heriot Watt University UK encourages delegates to generate ideas

What evidence do we need in order to apply for funding to influence policy-makers?

- Good examples. Provide examples of similar projects that worked well
- Show the benefits:
 - Cheaper ways of information gathering because more community members are involved and they can help collect the information practitioners need
 - Increased volunteer numbers because they see positive change. More volunteers will get on board when the project actually starts to make a difference



What's the best way to make this information available? How can we channel this?

- Benchmarks:
 - To allow comparison
 - Prove there is a crisis. Often the only way to get funding or financial support is to show it is desperately needed, that there is a problem, that there is a crisis because action hasn't been taken

How could you use this information?

- Urban planning process – need to be able to influence planners and politicians. Give them success stories
- Downloadable final report – 'Read this, Mr Politician!' This can be given to politicians as proof of a successful project
- Something to refer to in action plans. When writing action plans, it always helps if they can be backed up with referenced hard facts
- Proof provided to communities so they have a 'weapon' to hit politicians over the head with – 'This is what we want!'. They can then show their decision makers why action is required
- Manual – 'How to...' Many community members will have never run a project. To have a manual with a step-by-step guide on what to do and how would empower communities and break down the skills gap barrier
- Key principles of place-keeping – explain them. We know what they are, others might not

POLICY-MAKERS

What kind of evidence/information on place-keeping to inform their policy-making?

- Greenspace handbook – remind policymakers of the green gems we have in our towns/cities – pinch Hamburg's idea! If there is an attractive list of the city's greenspaces (like Hamburg has done), it reminds policymakers of the importance of beautiful open spaces and underlines the importance of keeping them that way
- Prove the monetary value of good spaces. Policymakers often see things in monetary terms. What is the cost of not running a project, against the cost of running it? Prove that the former is much more expensive than the latter
- Create envy! Provide proof of a town that has more successful projects or prettier open spaces than your town. It creates a rivalry; policymakers know they have to offer more than the town next door if they want a healthy economy
- Virtual tours – instead of 'junkets' – videos etc. In straitened times, trips to see good projects are seen as expensive, unnecessary, paid holidays. Either create a website or a DVD which provides virtual tours. People are often influenced by what they see, and if they can see a good project rather than just read or hear about it, there is a better chance policymakers will react positively



What's the best way of making this information available?

- Provide the proof – cities that have done well through good place-keeping. Show how their economies have improved through better place-keeping
- Handbook – visuals – see how lovely we look! It is always best to be very visual
- Financial proof that not place-keeping is more expensive than place-keeping. Looking after greenspace is a not only a money saving device, but a money making one!

How can MP4 influence place-keeping policy?

- Media – newspapers, radio, TV. Create a permanent record of what we did, how we did it, why we should continue doing it
- More noise from communities. Vocal communities are the ones politicians are most eager to keep quiet
- Negotiation. Consider a bit of leeway to get what you want
- All applications, plans etc must include place-keeping as a pre-requisite (as you must include environmental assessments)
- Use our information – financial proof – to show that this place-keeping and its enforcement are important. Don't let those who break the place-keeping pledge within their planning applications get away with it. Show it is important by imposing levies on those who break it

Once the workshops had all been completed, the delegates convened for feedback.

7. Feedback Session

All three workshops fed back to all delegates in the plenary



Mel Burton (L) and Marcia Pereira (R) feed back to the conference

8. Summary and Conclusion of the Day

Tom Wild

Director of SYFP

Sara Parratt-Halbert

Project Manager of MP4, (SYFP)

Tom introduced Sara Parratt-Halbert to the conference as the public face of MP4 project before inviting her to sum up the key points from the first day.

Sara gave the following summary:

- Partnership is very important. There is no place-keeping without it, whether it be public/private, or community/officer
- Finance is important, but are there other ways of place-keeping without it?
- Allow place-making and place-keeping to be organic. It must be fluid, allowing for lots of different people, for lots of different ways, for lots of different needs
- The car must not rule
- Prove the benefits – more visitors, more money coming in, more wealth, more health, more happiness
- Prove the cost of not place-keeping; its probably higher than place-keeping
- Design – it is for the people, not the designers
- Be dynamic in our place-keeping
- Create an identity if there isn't one already
- Remember the ethereal and intangible evidence as well as the hard stuff
- Make policymakers jealous
- Remind policymakers of our spaces
- Place-keeping needs lots of people. Find ways of bringing them in and keeping them there. Loitering really is OK
- Good design and good planting. Think about place-keeping first, then design the place-making on the back of it
- Be creative – which leads to adaptive – which leads to effective
- Prepare your case - if MP4 needs to influence our place-keepers, our place-makers, our politicians, our policymakers, our communities, we need to take a leaf out of Abraham Lincoln's book; if you only have 6 hours to chop down a tree, you spend four hours sharpening your axe



Sara then handed over to Tom, who picked up on some of the highlights of the day:

A number of the speakers spoke of the importance of groups of dedicated individuals, and of providing continuity over a good period of time. Time and team is a phrase to remember

The importance of evaluation tools: Mr Schulte had talked at length about evaluation tools and mentioned how vital it was to have simple tools that allow not only professionals to be part of the evaluation process but the public too. This links to the justification for investment

A strong message that came across was that the Italian/mediaeval model has lasted well. Many towns and villages have squares that have lasted the test of time, robust and multifunctional. An example of this was given as Hamburg's own square outside the town hall



Hamburg's Town Hall and square during the Christmas Market



Small organisations such as the SMEs, the social enterprises, and the trusts have a vital role to play. They are quick on their feet and much better at responding to opportunities. In literature they are referred to as bridging organisations. Big heavy corporations such as government organisations; government departments and agencies; and public sector organisations cannot respond quickly enough. Some of the small organisations therefore have a very important role to play

There is very clearly a strong relationship between the public realm and economic cycles, and the resulting cause and an effect. Cities don't always not realise they need an open space strategy until it's too late. It could also be said that those cities that have excelled themselves have always had such a strategy in place even if not obviously so

This links clearly with how firmly open space is on the agenda. In this economic crisis hard work is paramount in order to keep public realm at the top of the agenda – greenspaces, woodlands, public town squares. An effective way to achieve this is by linking up with other social agendas eg crime, fear of crime. Focussing on these issues can demonstrate the contributions place-keeping can make

The conference heard about part-time users; dog walkers; market businesses; people involved in maintaining areas; and safer pedestrian access all contributing to a safer environment

Finally, transnationality should be given consideration, along with the broader aims of why those at this conference are working together. Even within the conference there was an example of knowledge transfer in action – Business Improvement Districts and the conditions that could allow transfer from Hamburg to Gothenburg. This emphasised just how important the fundamental themes are. MP4's model agreement proves what an asset transnationality is. Despite the jargon, long days and weekends away from family, transnationality is still an extremely valuable experience

The hosts, moderator, participants and the speakers were thanked for their hard work and input to the day's proceedings

To end the first day's session Stefan Kreutz from HafenCity University gave a warm thankyou from the organisational team from Lawaetz Foundation and HafenCity University; it had been a good day and had given the delegates much to digest





INTERREG IVB MP4 MID-TERM CONFERENCE “PLACE MATTERS!”

Day Two December, 10th 2010





Interreg IVb MP4 Mid-Term Conference, Day Two

Session Six, Morning Session, Speaker

**HafenCity Kesselhaus InfoCentre
Am Sandtorkai 30
HafenCity**

Stefan Kreutz from HafenCity University and part of the organisational team for the conference explained the order of the day before introducing Jürgen Bruns-Berentelg, CEO of HafenCity Hamburg GmbH, who gave a presentation on the HafenCity Project

1. Speaker One

Jürgen Bruns-Berentelg
CEO of HafenCity Hamburg GmbH

'The Significance of Public Spaces for the Placemaking of a New Downtown'

Hamburg has a total population of 4.3m, 1.8m of whom live in the city itself. It is the third most important port in Europe, it has the third largest civil aviation plant in the world and has a strong mixed economy whose emphasis is on trading. HafenCity covers an area of 157 hectares

HafenCity has 10.5 km promenades, 27 ha publicly owned open spaces. The area will provide residential and office usage, homes for 12,000 residents and more than 45,000 jobs. Culture and entertainment facilities expect to bring in 2.5m visitors every year

24% of Hafencity is open public space, although not necessarily greenspace. They are historical openspaces however, their materials echoing the city's past. 13% of the city is publicly accessible open space; 8% of the city is privately owned space which is also privately accessible; the majority of HafenCity's open space is publicly accessible

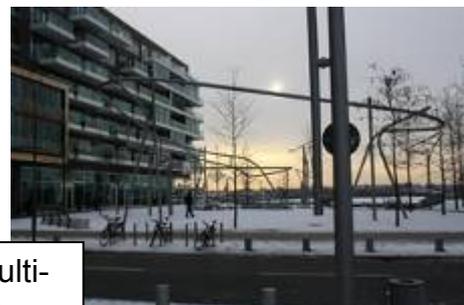




Jurgen Bruns-Berentelg presents the HafenCity project to the MP4 conference

The streetscape which provides for traffic is restricted. The promenades have been deliberately constructed to allow people to get closer to the water using graded terraces. The promenades are wide enough to allow cycles, push chairs, and pedestrians and their surfaces are 'friendly' surfaces, allowing their easy passage

The HafenCity public space design incorporates flood protection, which is also publicly accessible space. The historical context of the city is not lost, some of which is 800 years old



An example of multi-use spaces in HafenCity



The open areas are not small spaces, and are multi-use, used by people who walk, cycle, skate, read. One space, close to a school, is used by the children in

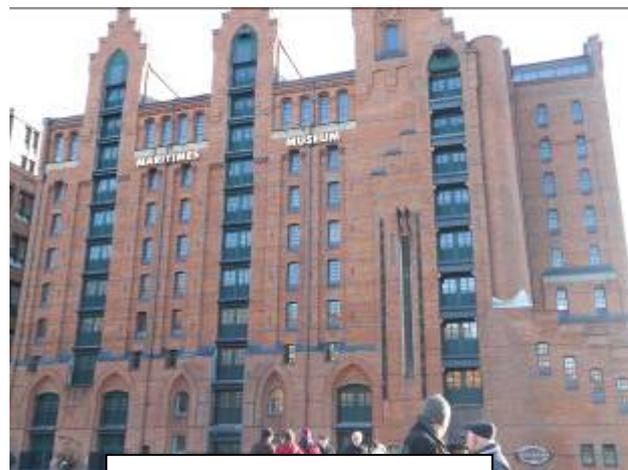


which to play. It is the first time the Authorities have allowed an unfenced, unprotected open area to be used by school children

There is a temporary playground, with a playhouse managed by the parents, partly financed by Hafencity, partly financed by local companies. The parents were part of the planning process, thus leading to a high level of visitors

Public spaces and private spaces have the same design layout. Many of the public spaces will be privately owned, but under public regulations. Because the design of public and private spaces is the same, there are no physical boundaries between the two; there are individual agreements with the buyers of sites and the developers to ensure the design guidelines for the public spaces and other small spaces are carried out

Public spaces are not often integrated into the use of local buildings. But in Hafencity, however, on the ground floor of the surrounding buildings office, residential and restaurants are combined. The Maritime museum is open till 11pm, and so becomes part of the public open space. Boundaries between corporate and public spaces are also being dismantled. The public can access the Unilever headquarters, walking through to the other side where there are terraces on the river front. The ground floor is public space and is used at weekends for markets



The Maritime Museum

In order to make space lively it is important to create a system of linkages, so Hafencity will be a system of spaces based on the idea of the 'walkable city'.

All the open spaces are linked and as a result have a high level of use. Hafencity chose to spread the shops out over a large area, rather than create a central shopping area – an integrated spatial design system

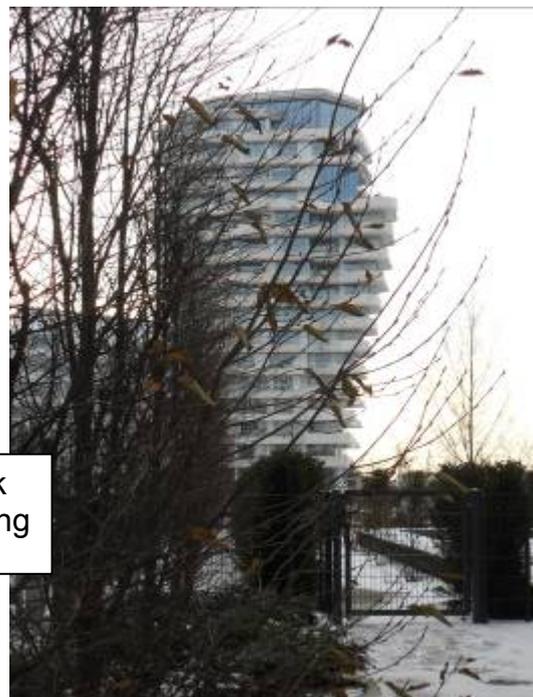
Regulation of open private spaces is the same as public streets. The management of the open private spaces is private, but the legal structure is



public. Therefore people can distribute leaflets; play music; political parties, community groups, activists etc can hold information tables; and people can hold demonstrations, just as they can in a public street. There is an area management committee of four members of public and a city representative which ensures public character and there is a complaints committee consisting of the site owner, a judge, and a city representative. Public use of private space is guaranteed by easement, and will not therefore be affected should the owner go bankrupt

Hamburg owns all the land and can define all the public and private spaces. The city is responsible for all infrastructure and is therefore able to link all the open spaces to the private spaces and negotiate contracts

Public spaces are financed by the city; it finances itself through sale of land to developers. There is a special development fund, 'City and Harbour'; its obligation is to not only to acquire investors but to develop the public features of HafenCity which will be handed over to the different city authorities. In 15yrs when HafenCity is complete, HafenCity the company will then dissolve



An iconic apartment block close to the Unilever Building

HafenCity incorporates private spaces and three different kinds of spaces which are being used for public use. The spaces available to the public take the following forms: corporate spaces where there is public access, a private owner and private rules; private open spaces with public access, private management and public rules; and private in-between spaces which are a public right of way under private care and provide the linkages between the streetscape, open spaces and waterfronts. These last are not normal public spaces, but are very important in the service they provide as linkages. There are publicly owned



spaces which are publicly used and there are publicly owned spaces which are privately used. HafenCity Hamburg GmbH manages the promenades, plazas and waterfronts; it is the general rule that HafenCity Hamburg GmbH would transfer these areas to the Local Authority but it has been decided that this will not take place at present. Management of the terraces, plazas and promenades will be carried out by a private company for public purposes. The company has five state ministers on its Board and must therefore follow strict public executive rules

Parks will be managed by a system which is currently under discussion. Residents' institutions based on voluntary co-operation have come into being elsewhere in HafenCity and it is hoped this will be the case for the parks. The question is how the social management of spaces can be enhanced using building owners, tenants, and residents' organisations, which will be placed under contracts in some areas

The floating plaza has already been handed over to a maritime organisation



The floating plaza, HafenCity



The spaces must be transferred to different legal entities of the city. The streets should be transferred to Local Authorities. But Local Authorities have no management or monetary resources to enhance the encounter capacity of open spaces. It is hoped that part of the current enhancements and cultural/social capacities will create a learning process for the different actors involved, so that when HafenCity finally transfers the spaces to the Authorities, the enhancement will continue

Another important consideration in the handover process is the very rigid system of public management based on a fee structure based on square metres. The city budget currently transfers a certain amount of money to the relevant Local



Authority for the management of open spaces. However, due to the fact that these spaces are very specialised, this system would not work. It is for this reason transfer of the open spaces to Local Authorities will not yet take place. To date there is no solution to this

Stefan Kreutz of HafenCity University closed the presentation and opened up the floor for questions and a suggestions of a possible solution for the problem of future management for HafenCity's open spaces

A comment came from the floor regarding the use of social enterprises for the management of open spaces in the UK; because of the ability of these small organisations to innovate and move quickly they have access to different opportunities. The River Stewardship Company in Sheffield was given as a good example of this. Delegates were invited to attend the MP4 conference in Sheffield, September 2012 to find out more

Q: With regard to the different levels of open space along the waterfront; has there been a point where the lower levels have been covered in water and what was the result?

A: The system worked well, but there was an issue with some of the floodgates failing to close, so there was some flooding. Accessibility to the area was not affected, however and the flood defences had plenty of height in reserve. Further space will be designed to take floodwater, and there will be additional flood defences as HafenCity continues to be developed the next 25 years

Q: How frequently are the floods expected to take place?

A: The frequency is usually around once or twice a year; the last one was 2008. The flood season is between Sept-April

Q: With regard to the extent to which HafenCity ensures private owners must legally provide public space (especially in the retail areas): what is the private sector reaction to this?

A: When companies are looking for investment opportunities, discussions take place commencing with the company assuming it can demand the best space for the minimum price. HafenCity insists that the company must allow for public accessibility. Discussions sometimes take up to a year, with HafenCity eventually succeeding in its demands of the company. With a company that is particularly sensitive to public criticism it is easy to negotiate terms; for them, as in the case of Unilever, it is important to woo their future customers with accessible open spaces. The interaction between the company and the public is an important one, and of great interest to the business concerned. The issue to argue is not just the benefit to the public, but particularly the benefit to the firm

The question and answer session was then closed and delegates were taken on a **guided tour around HafenCity** before arriving at HafenCity University, Lohseplatz, for a final plenary session



Session Seven, Afternoon Session, Plenary

HafenCity University HCU
Lohseplatz 1a
HafenCity
Hamburg



Delegates mingle and share thoughts before the final leg of the MP4 mid-term conference

The final session of the conference was introduced by Stefan Kreutz of HafenCity University. A final debate was invited: what has the conference learnt; what focus does MP4 need over the next two years. The speakers from the previous day were asked to give their feedback on MP4 – what were their impressions?

Simon Ogden: There is a strong but perhaps simplistic view or belief in public space and management, which is the principle that was followed in Sheffield. There was some personal scepticism of the ideas that had been heard about but had not been seen with regard to the gradation between public and private space. But Jürgen Bruns-Berentelg's presentation impressed on the conference the rigourousness of how this relationship between public and private has been thought through, the legal protection of the rights of people and the diversity of the use of public spaces and the physical way it has been thought out, particularly in relation to the water and allowing for climate change and different conditions even in summer. Personal preference is for public space to be properly public, but it is obvious to see that this is a very serious attempt to blend public and private using a very subtle gradation of situations and conditions. This has generated a broadened vision and given food for thought

Wendy Bussey: The way the business improvement districts and neighbourhood improvement districts work in Hamburg has been a new experience. These models are very encouraging, highlighting the necessity of policy to ensure



such models work. They are also a reminder of the importance of global context. Whilst they are very good models they will have limitations. The desire to invest in a city is a requirement and it might be difficult to negotiate with the developer. There is plenty that one can transfer, but one needs to remain aware of limitations



Delegates take part in the final plenary

Paul van der Sluys: Our agency has been involved in a project such as MP4 for the first time. The feedback and the report given by Nicola, Mel and Tom was impressive. A lot of work has been done, with a good summary and a good starting point for the next two years. Place does matter, but place-keeping matters more. Thanks to the Hamburg colleagues for the experience of Hamburg, for the organisation of the day, for the good food and good company. Poseidon hopes to attend the final conference in Sheffield in two years' time

Harry Pijnaker: I have come to the MP4 conference from a village of 1800 people to Hamburg with 1.8m people. The experience has provided the opportunity to see the huge project going on here in comparison to the small project at home. What is happening here is still recognisable, however and the experience will be taken back to Barger Compascuum, with a view to considering how place-keeping there will continue

Lena Tunborn: It has been fantastic to see what is going on and Fastighetsägarna is looking forward to hearing about further developments. If anyone comes to Gothenburg, they are invited to call, whereupon Fastighetsägarna would be pleased to show what has have achieved in the last ten years



Comment from the floor: The conference has been very interesting, and has not only given delegates a lot of hope but has shown the conference some very erstwhile work

The plenary was drawn to a close by Sara Parratt-Halbert, UK MP4 Manager, who considered it to be very important that SYFP knows how to push MP4 forward. Positive and negative comments are always gratefully received. Thanks were extended to the conference before handing over to Tom Wild SYFP Director, for a final wrap-up of the MP4 Place Matters Mid Term Conference 2010

Much has been learnt from the conference today:

The massive scale of HafenCity dwarfs many other projects, but there were still some common themes that have emerged from discussions during the conference and from the different participants in the MP4 project, underlining the importance of the knowledge networks between cities, regions and universities. This leaves us well-placed to compete in the future

The co-operation between the cities leaves everyone better placed altogether to compete. This is particularly important, in the light of the future EU strategy of smart, sustainable and inclusive growth. This is the way Europe is going and this is where the clever money should be placed

There are deeper reasons for working together, such as the importance of territorial cohesion in Europe. Today highlighted some fascinating approaches, opportunities and problems of managing private and public spaces together as one symbiotic whole. When MP4 began, it was simply named 'Making Places Profitable'. It was renamed 'Making Places Profitable – Public and Private and Open Places' in order to move away from the focus on the simple model where the park is the public place. The phrase 'the whole is greater than the sum of its parts' is a reminder of extra work MP4 needs to do in order to together with another in North West Europe called VALUE which is looking at the interconnected nature of green infrastructure. There should be more 'green' embedded into projects such as this, making for a more liveable, sustainable, welcoming environment. More work is required in order to join together the networks and the people as a whole. There have been some important parallels with Sheffield's own experiences of managing river fronts and town squares, and the main common theme is the vital role of masterplanning, taking a strategic view over a broad area

The new challenge is to do so while involving local people in the process, trying to join the bottom up of engagement with the top down of data driven, strategic driven initiatives. It is a difficult challenge, but a vital contribution of the Making Places profitable approach; developing the understanding of place-keeping is about the longterm view of engaging people meaningfully in the process, more than just asking them about the plan or getting them involved. Cost reduction is not the aim. The aim is to deliver a more sustainable place where people feel it is their place; this is the contribution. There needs to be more creativity in with



the way we look at the 'back sides' of our cities. Because of the lack of investment being freed up by the banks projects need the creativity to think about spaces differently. There have been exciting discussions about the future beyond MP4 and there are some wonderful memories of the ideas generated over the last two days

This important dialogue needs to continue; the sign of a good conference and a good workshop is that it has a legacy beyond the programme. There has been talk of the website and the writing up of the event, but more importantly there has been the transfer of the ideas between partners and the real application of that learning. MP4 needs to capitalise on the work done during the conference, and MP4 has clearly progressed well over the last 6mths. The project is performing well, and it is hoped delegates agree. At least five people have given positive feedback and thanks were particularly due to Sara for the key role she has played in that

Finally, the exciting prospect of inviting the delegates to Sheffield in September 2012 was highlighted. Ideas for the different contributions the Sheffield conference might offer were invited. The involvement of the students at the Greenworks! conference in Bruges created a fantastic atmosphere which should be repeated in Sheffield. The universities – including Sheffield Hallam - were invited to work together to ensure student involvement

Finally many thanks were given to the team responsible for organising this conference, which had been extremely successful. Congratulations were given for the hard work and excellent performance, and for the partner meeting which was an important process behind the scenes and where the hard work took place that made everything possible

To close, Stefan Kreutz gave his thanks to the delegates and hoped everyone has enjoyed his/her stay in Hamburg

