Place Matters!
Hamburg, December 9th-10th 2010

Management, place-keeping and funding of open spaces

Contents

- MP4 overview

- What is place-making?

- What is ***place-keeping***?
  - Why is it important?

- What can MP4 tell us about place-keeping?
  - Transnational Assessment of Practice
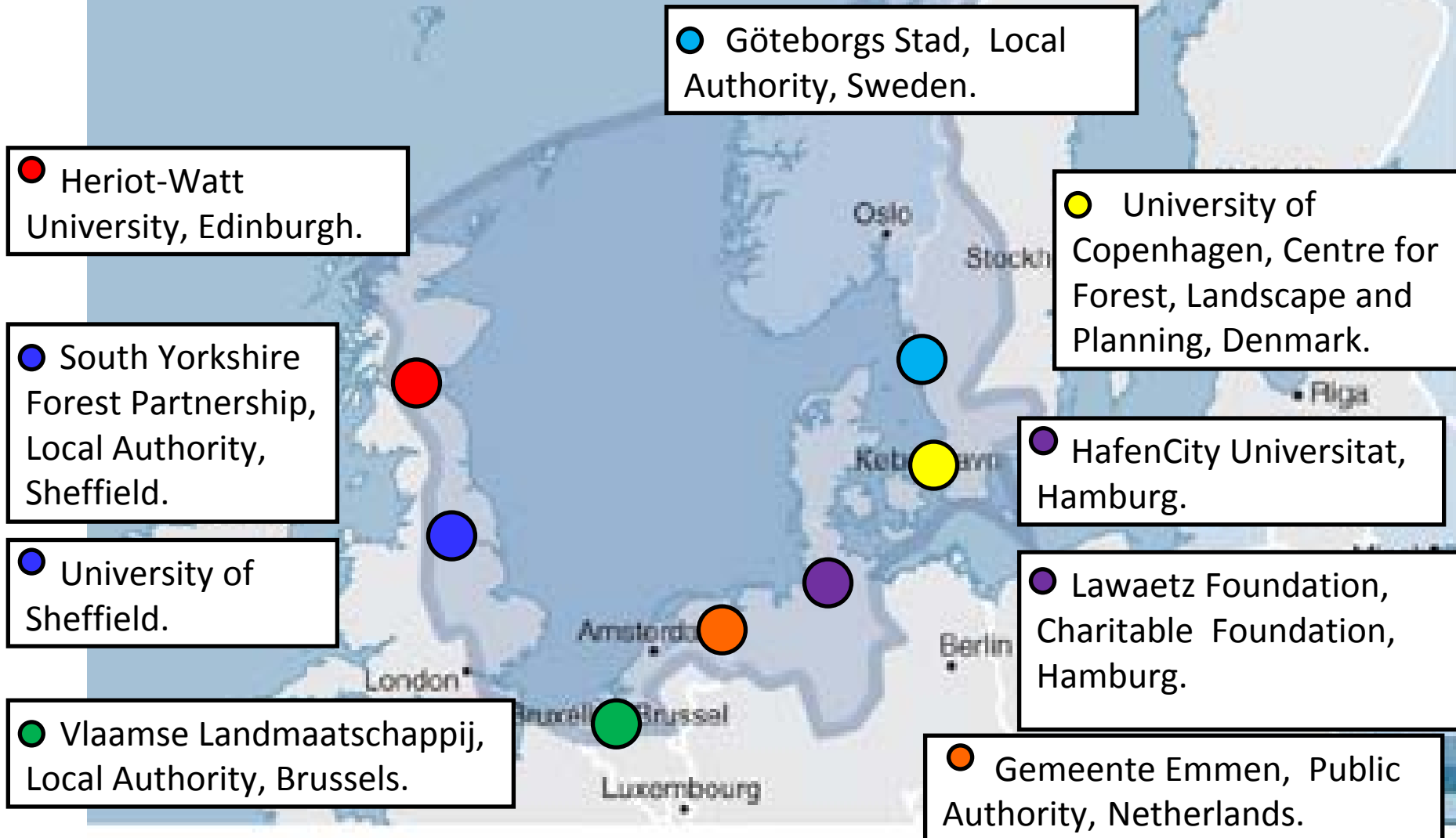 - Focus on particular aspects of place-keeping

HafenCity, Hamburg

Firth Park, Sheffield

Temalekplats playground, Malmö

MP4 Project partners

Göteborgs Stad, Local Authority, Sweden.

University of Copenhagen, Centre for Forest, Landscape and Planning, Denmark.

Heriot-Watt University, Edinburgh.

South Yorkshire Forest Partnership, Local Authority, Sheffield.

HafenCity Universitat, Hamburg.

University of Sheffield.

Lawaetz Foundation, Charitable Foundation, Hamburg.

Vlaamse Landmaatschappij, Local Authority, Brussels.

Gemeente Emmen, Public Authority, Netherlands.

MP4 Project Aims

Funded by EU - Interreg IVB North Sea Region

- Demonstrate how positive socio-economic impacts of open space improvements can be maintained in long term;
- Provide solutions to address maintenance and management needs;
- To mainstream best practice in place-keeping across North Sea Region;
- Embed place-keeping innovations into policy;
- Develop shared agenda for long-term open space improvement.

Across Europe, there is too much emphasis on the 'place-making' and not '**place-keeping**' (or long-term management) of open space.

MP4 examines innovative approaches to planning, designing, maintaining and using public places for **the long term**.

MP4
making places profitable

Place-making

- Creation of high-quality places that people want to visit, experience and enjoy

- Implies a people-centred approach
  - Health and wellbeing
  - Sense of belonging and attachment
  - Welcoming and inclusive places

HafenCity, Hamburg; River Don, Sheffield; Hailes Quarry Park, Edinburgh.

Place-keeping

- **What happens 'after' high quality places have been created**
  - retaining, maintaining and enhancing the qualities and benefits through LTM

- **Long-term management of places**
  - to ensure that the social, environmental and economic quality and benefits can be enjoyed by future generations

  - landscape develop and change over time

Woesten, West Flanders; Leuven, Flemish Brabant; Manor & Castle, Sheffield.

Why is place-keeping important?

- **Places are used on everyday basis**
  - can offer 'breathing space' from urban life

- **Growing policy focus on:**
  - use of outdoor space for health and wellbeing
  - value of open spaces for biodiversity and climate change mitigation
 - financial value of open space (e.g. housing markets)

Why is place-keeping important?

- **'Protecting the investment' – cost of doing nothing**

- **Inappropriate design can lead to more maintenance in the long run**

- **Poorly designed spaces can make users feel unsafe**
  - less used, less valued
  - leading to neglect, misuse: an 'uncared-for' space
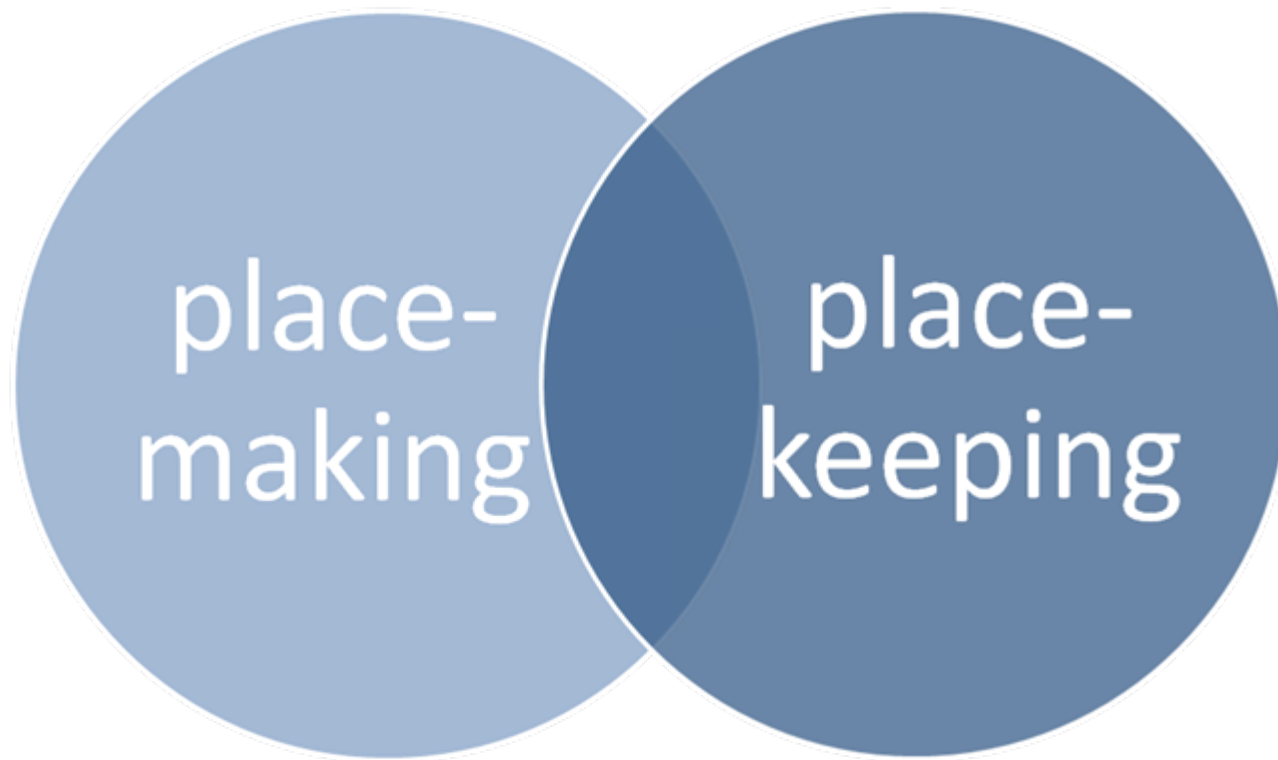 - may require costly changes in the future

Place-making and place-keeping
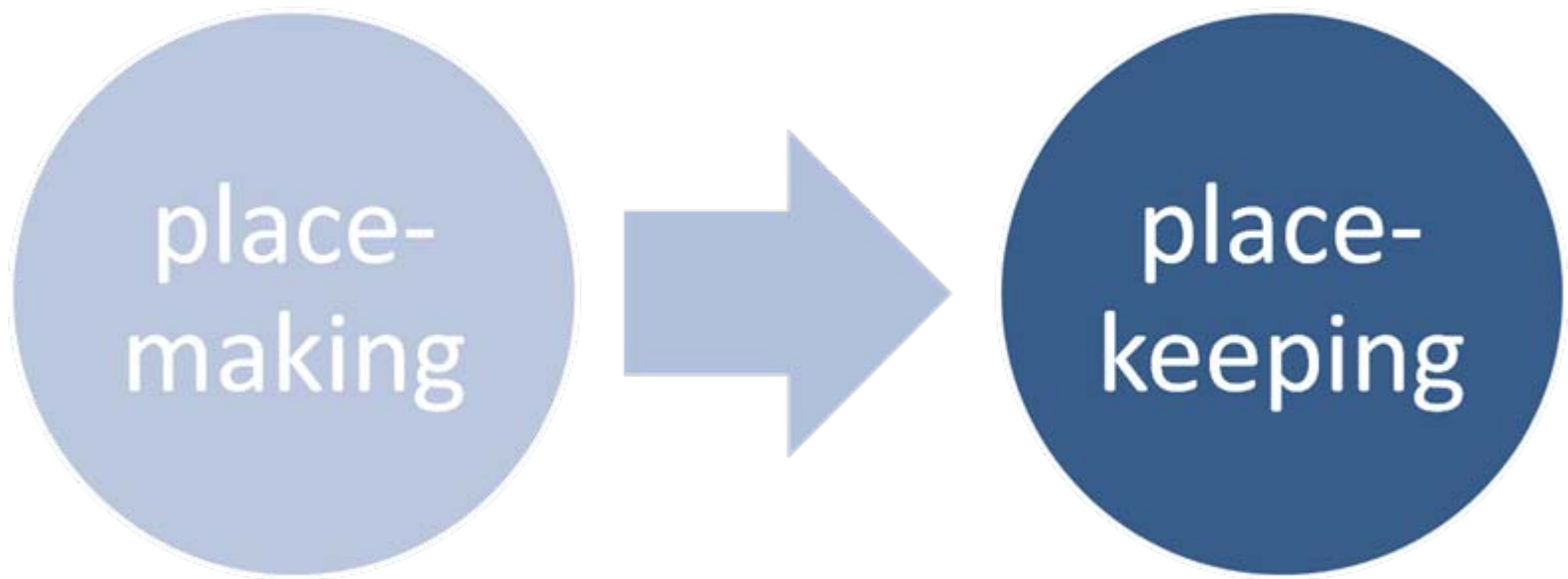
A process leading to a product?

Place-making and place-keeping

A process influenced by the type of product required?

Place-making and place-keeping

A two-way relationship between process and product where place-keeping is considered at the beginning?
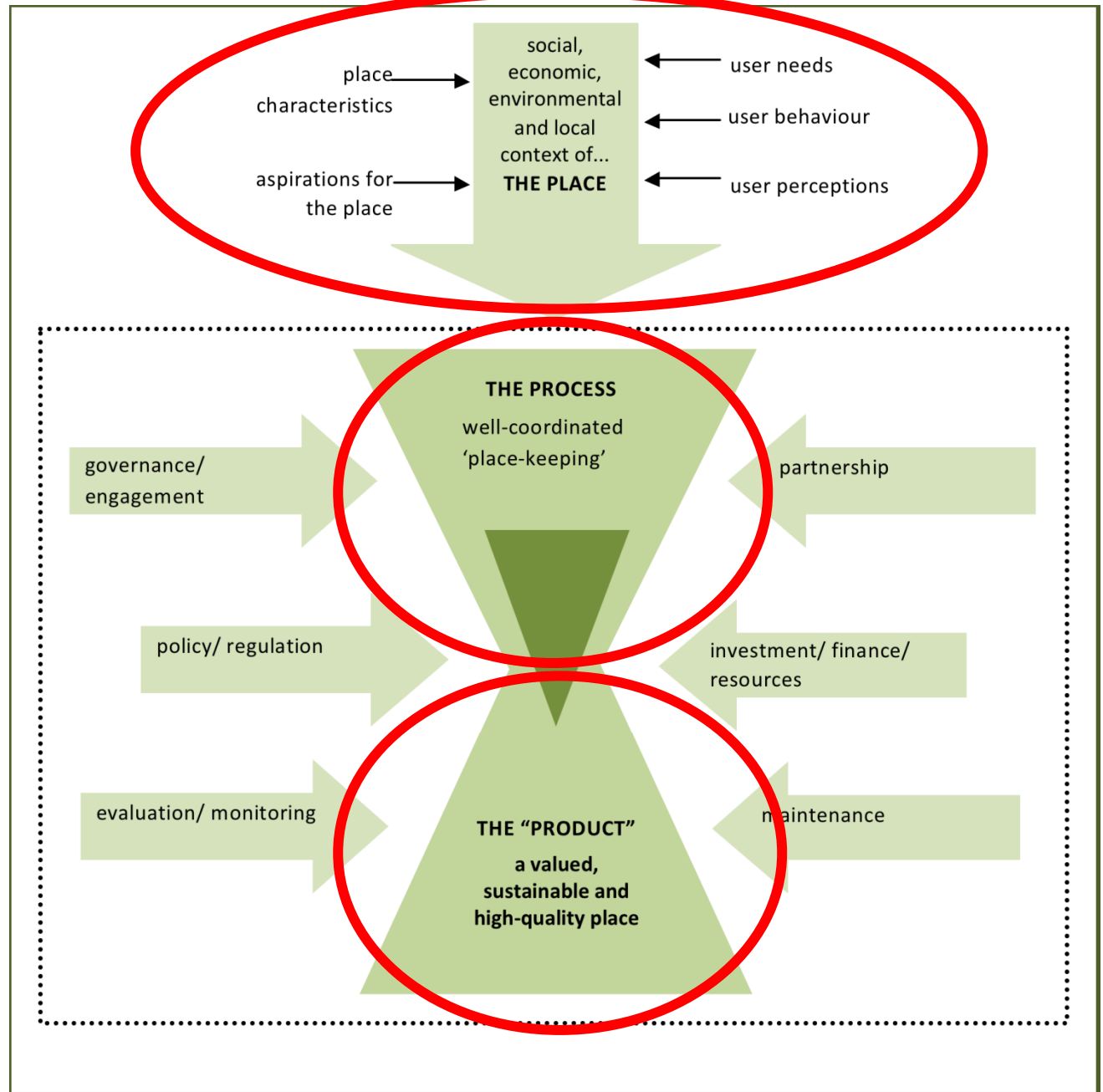
Dynamic and cyclical process

Complex;

Place

Process

Product

place characteristics → social, economic, environmental and local context of... **THE PLACE**

user needs →
user behaviour →
user perceptions →

aspirations for the place →

THE PROCESS
well-coordinated 'place-keeping'

governance/ engagement

partnership

policy/ regulation

investment/ finance/ resources

evaluation/ monitoring

THE "PRODUCT"
a valued, sustainable and high-quality place

maintenance

MP4 Activities

1. Assessment of current practice

-- Case studies

-- Literature review

2. Demonstration – pilot projects

-- Assess partnership and agreements

-- Evaluate process and product

-- How could be done better, share good practice

(Conference workshops 1 and 2)

3. Information sharing, influencing

-- Outputs – knowledge transfer

-- Changing practice and policy

(Conference workshop 3)

Transantional Assessment of Practice

- **Ongoing literature review**
  - Establishing the gap in knowledge
  - Clarifying existing knowledge/ practice

- **In-depth case studies – all Partners**
  - Park/ Children's playground
  - Urban square
  - Waterways/ Waterfront development
  - Open space in housing estates
  - Highways/ roundabouts
  - Industrial estate

Case study analysis

- Explore good place-keeping in practice
- Interviews conducted with PK practitioners
  - focus on different dimensions
  - success and challenges of PK in situ
- Written into individual reports
- Analysis of all case studies

The Place

place characteristics → social, economic, environmental and local context of... THE PLACE ← user needs

aspirations for the place → ← user behaviour

← user perceptions

THE PROCESS
well-coordinated 'place-keeping'

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investment/ finance/ resources

maintenance

THE "PRODUCT"
a valued, sustainable and high-quality place

Analysis Themes

Partnerships

Governance / engagement

Maintenance

Funding / finance

Evaluation

Policy
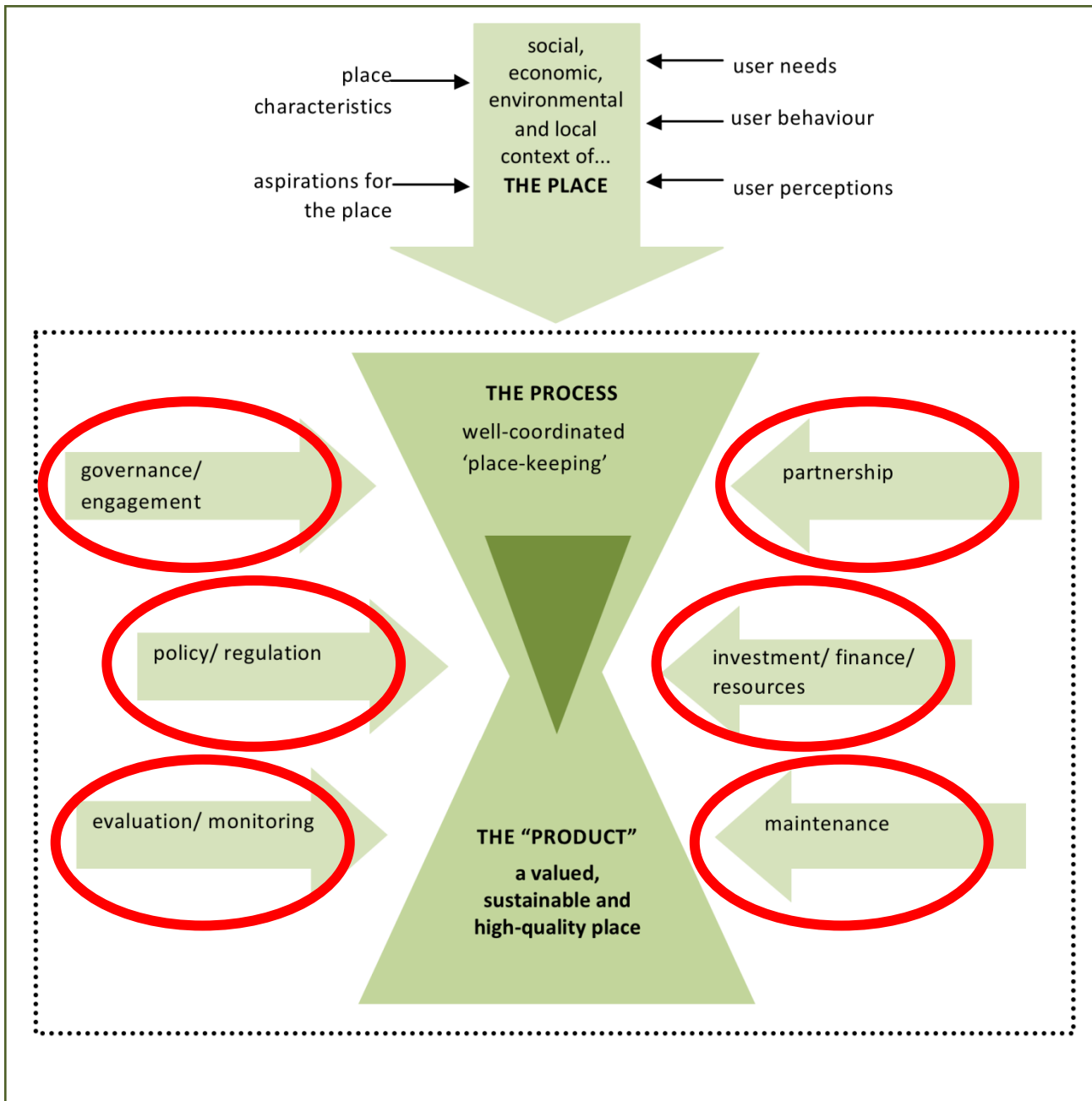
Partnerships

- Agreed shared responsibility for place-keeping

- Partnerships are effective in achieving place-keeping, especially:
  - a combination of public-private-third sector
  - where the local community is involved + engaged

Emmen, the Netherlands; Steilshoop, Hamburg; Woesten, Belgium.
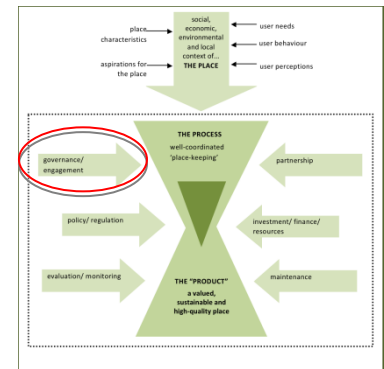
Partnerships types include:

Public sector-led	Public sector only
	Public sector with contracted-out services
Private sector-led	Business Improvement District/ Town Centre Management
	Public-private partnership with PK by public sector
	Public-private partnership with PK by both sectors
Third sector-led	Public-private-third sector partnership with PK by public sector
	Third sector-public partnership with PK by third sector (social enterprise with commercial arm)
	Third sector-public partnership with PK by third sector (social enterprise)
	Public-private-third sector partnership with PK devolved from state to community group (or equivalent)
	Independent charitable organisation

Successful aspects of partnerships

- A partnership with an *identity* of its own
- *Multiple partners* can make projects possible that would otherwise not have happened
- The *staff/ personnel*
  - A committed and skilled team
- The *improved relationship* between stakeholders
 - Move from complaints to future visions

Challenges of partnerships

- **Informal, voluntary agreements** can be complex to manage, esp. with many partners
- *Funding* challenges
  - -- Multiple partners: funding cycles + policies can change
- What happens when people *move on* without successors to take over?
- Good *communication*
  - -- Getting the right information to the right people

Governance & engagement

- Processes of interaction between public, private, third sector and community partners involved in place-keeping

- Government does not work in isolation, but through the above relations with a range of stakeholders

- Participatory model of decision-making:
  - underpinned by democracy
  - emphasis on consensus
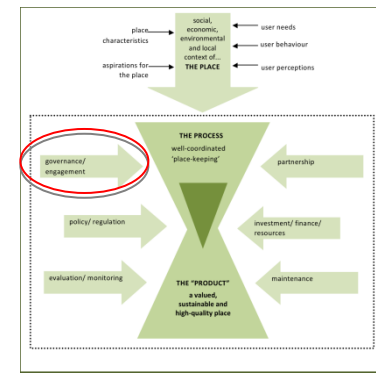
Success in governance/ engagement

- Community engagement can be a vehicle for access to *new resources*
  - e.g. volunteer work
- A 'trusted mediator' or *link between the community and stakeholders*
  - ideally apolitical
  - closer fit between user preferences and management
- Place-keeping activities organized on basis of 'common ownership', *consensus* reached in decision-making

- Desire to create a *legacy*
  - not just the physical place, but a 'long-term community presence'
- *Social cohesion* and a *sense of community* can come from engaging communities
  - although it might be the social cohesion/ sense of community which brings about engagement

Challenges in governance/engagement

- Engaging communities is *time-consuming and costly*
    - funds better spent elsewhere?
- Effective engagement can be *complex and difficult*
    - stakeholders with competing interests
    - doesn't always achieve consensus
- *Limits to residents' willingness* to be engaged
    - marginalized residents in social housing areas
    - where is no tradition of involvement with authorities

- A *negative attitude towards the open space*
    - can be difficult to engage residents/ requires work
- *Land-ownership responsibilities*
    - lack of clarity of who manages the land

Maintenance

- Place-keeping in situ over the long term
- Land management techniques/ day-to-day operations
  - ensure 'fitness for purpose' of a place
- A place's condition, cleanliness and robustness
  - poor maintenance = space is 'uncared-for'?
  - how well does it stand up to everyday use?
- The design of the place
  - features/ landscaping may require particular maintenance equipment and expertise
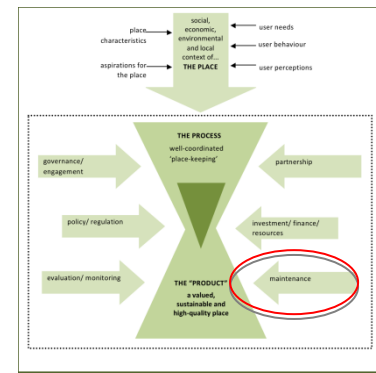
Funding/ finance

- Funding is crucial for place-keeping
  - *ideally* in place from the outset/ place-making stage

- Funding easier to access for place-making
  - place-keeping costs often not considered

- Tends to come from the public sector
  - funding of place-keeping is not statutory
  - place-keeping particularly at risk when budgets are cut
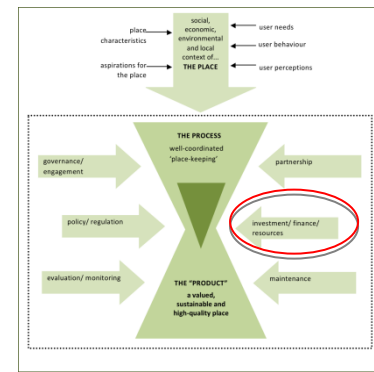
Funding/ finance

- Easier to access funding for place-making than place-keeping
  - place-keeping costs often not considered

- Funding for place-keeping is critical but limited
  - lack of guaranteed funding - not statutory
 - can existing funding be strategically distributed, i.e. not through the 'proper channels'?

Funding/ finance

- Organisations have to maintain financial viability
  - go beyond original scope/ geographical location of the project

- Range of fundraising strategies and instruments can be called on
  - e.g. Tombola in Bürgerpark, Bremen

Evaluation

- Wide range of existing tools: awards, competitions, user counts, surveys…..
  - not a statutory obligation

- Evaluation often not a priority
  - can be costly and time-intensive
  - but can lead to secure funding for place-keeping (e.g. Green Flag (UK))

- Can everything be measured?
  - e.g. quality/ aesthetic value…?
  - increasing attempts to give landscape/ green space a monetary value
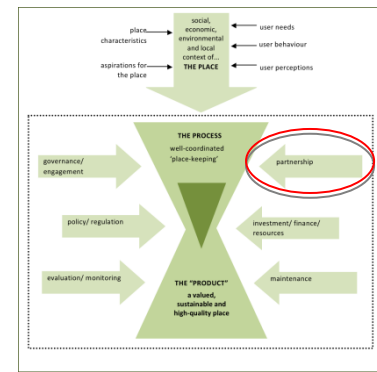
In/formal evaluation methods include…..

- Project delivered on time
- On-site staff get resident feedback
- In-house assessment
- People counts at events
- Unprompted user feedback
- Award schemes
- Satisfaction surveys

- Attitudinal surveys
- User counts
- Crime figures from police
- Steering group monitor progress
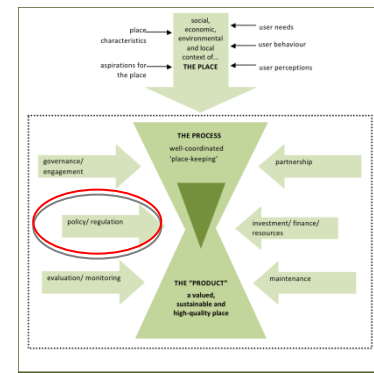- Annual reporting
- Financial monitoring

Useful or not? Too costly? Easy to do?

Evaluation

- Not carried out with any regularity

- Not a statutory obligation

- Whole range of evaluation methods

  - formal

  - informal

- But which ones provide the most useful data?

Policy

- Widespread area-based policy initiatives are based on place-keeping ideas

- Place-keeping often included in policy guidance, but not in statutory legislation
  - some aspects may be covered by policy (e.g. health+safety)

- Rules/ regulations may influence use + behaviour
  - e.g. through signage
 - aims to support long-term positive use of and behaviour
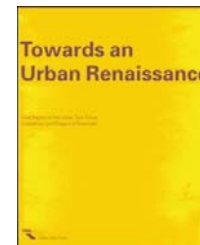
Policy challenges

- Place-keeping often cited in guidance and good practice

- Funding for place-keeping is not statutory

- Evaluation of place-keeping (or place-making?) is not statutory

- How can the profile of place-keeping be raised with policymakers?

- Key question: Should place-keeping be made statutory? Why/ why not?
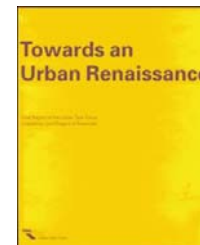
Coordination

- Critical to coordinate overlapping dimensions of place-keeping.

   - e.g. day-to-day maintenance of a place may involve:
      - *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.*

   - all require coordination, which may be manifested as a long-term open space strategy
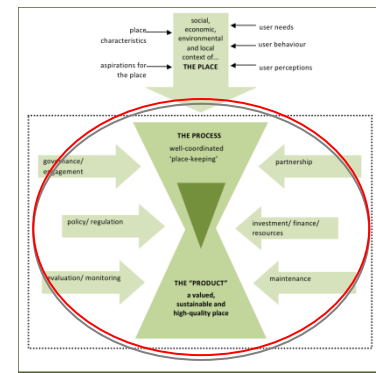
Key questions………..

How can we 'embed' place-keeping in place-making?

Is lack of funding the main issue?

How should limited resources be best spent?

How do we translate learning into action and influence change?

www.mp4-interreg.eu

Temalekplats playground, Malmö